

Idaho Voices for Children 2007-08 Strategic Plan

Strategic Planning Summary

Two facilitated sessions with board members in September 2007 redefined the organization's vision and validated the mission. Eight norms were established to define the organization's approach to internal and external operations. Initial strategic plan goals were also established.

Subsequent meetings occurred with each committee (Executive, Board Development, Communications, Fund Development and Public Policy) and develop the objectives, measurements, timeline and responsibilities for each goal established by the board.

Recommendations included in the plan document were developed throughout the strategic planning process to enhance organization operations, ensure effective communication and implement a consistent approach.

The Strategic Plan is owned and managed by the board that oversees the review process, provides annual updates and ensures committee operational plans and status reports are implemented throughout the organization to track achievement of goals.

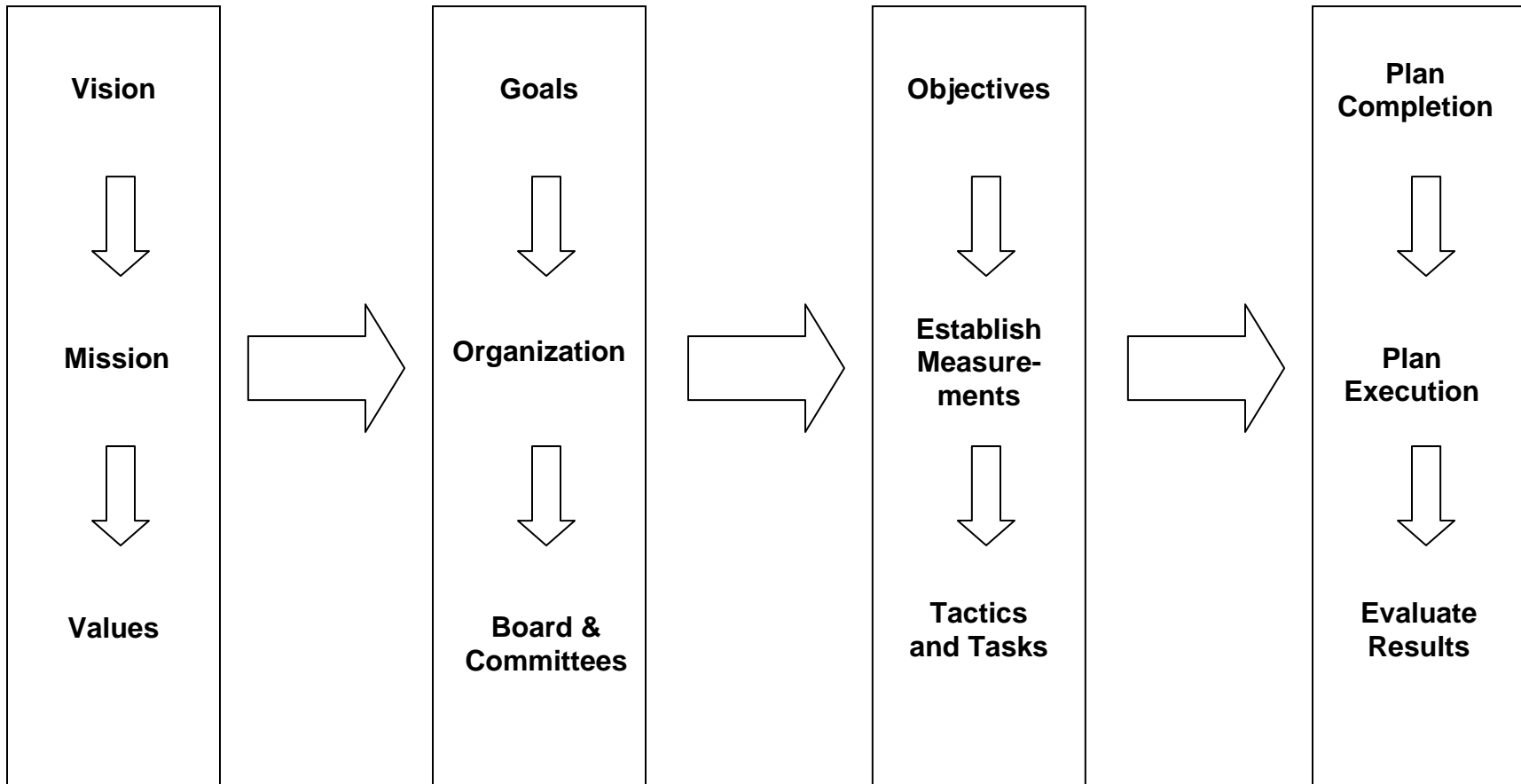
The Strategic Planning Process and Explanation are included in the plan to enable proper execution and successful implementation.

The Strategic Plan and Operations Process was developed after an evaluation of governance and operations documentation. It is specific to the Idaho Voices for Children (IVC) organization and incorporates existing processes.

This is a living document and should serve as a road map to direct activity toward achievement of certain goals, but needs to be modified, improved and updated to accommodate the dynamic environment for which it was written. Successful implementation is the responsibility of each individual who collaborates and contributes to the development of the plan and achievement of goals by executing the agreed upon tasks.

Idaho Voices for Children
2007-08 Strategic Plan

Strategic Planning Process



Idaho Voices for Children 2007-08 Strategic Plan

Strategic Planning Explanation

Vision, Mission, Values (V,M,V)

1. Establish V,M,V.
2. All goals must align with V,M,V.

Goals

1. Follow SMART model (S pecific, M easurable, A ttainable, R ealistic, T angible)
2. Goals are high level.
3. Establish for the overall organization with responsibility defined as board or committee.
4. Should be longer range.

Objectives

1. Clarify and define the goal.
2. More specific than goals and may have multiple objectives for same goal.
3. Tasks will be developed from objectives.
4. Determine timeline for achievement.

Tasks

1. How will the goals and objectives be achieved?
2. Who will be responsible?
3. When will the task be completed?

Establish Measurements

1. How will accomplishment of the goals and objectives be measured?

Plan Execution

1. Distribute plan to individuals responsible for execution.
2. Link goals to board and committee responsibilities.
3. Evaluate performance against goals as part of performance review process and board evaluation.

Evaluation

1. Review plan periodically to evaluate tasks and redirect as needed.
2. Update plan annually for goals and to develop objectives and tasks for the next year.
3. Move plan to execution

Idaho Voices for Children 2007-08 Strategic Plan

Strategic Plan and Operations Process

1. **Strategic Plan**
 - Facilitated implementation review with board twice annually to assess progress and process
 - Full plan updated annually in September to set goals
2. **Committee Operational Plan**
 - Updated annually in September by committee chairs after the strategic plan to develop committee strategy to achieve goals and objectives of the strategic plan
3. **Job Descriptions and Committee Responsibilities**
 - Updated annually by Board Development Committee
4. **Committee Agenda and Meeting Minutes**
 - Updated monthly in committee meetings to report on tasks, measurements, timeline and responsibilities to achieve goals and objectives.
5. **Committee Status Report**
 - Updated monthly for board meetings to report on committee priorities and items for board approval

Idaho Voices for Children 2007-08 Strategic Plan

Vision

Idaho Voices for Children is the statewide organization that advocates for public policies that improve the lives of Idaho's children.

Mission

Idaho Voices for Children is a statewide organization that develops and promotes a policy agenda that improves child health, education, safety, and family economic security.

Approach

- Unified voice
- Systematic processes
- Evidence based data
- Listening
- Non partisan
- Strategic messaging
- Building relationships
- Credibility

Idaho Voices for Children 2007-08 Strategic Plan

Policy Goals

- **Child Health and Safety**
 - Accessible health care for children
 - School based social services
 - High quality child protection system
- **Education**
 - Universal pre-K
- **Family Economic Security**
 - Resources for income support
 - Accessible quality child care

2008 Policy Priorities

- **Child Health and Safety** - IVC will introduce a Concurrent Resolution stating that every child in Idaho should have access to primary and preventive health care.
- **Early Care & Education** - IVC will work towards the establishment of an early childhood commission to provide a means to bring together representatives of those concerned about the education of pre-kindergarten children in Idaho and to help develop programs that will meet the needs of Idaho's children and families.
- **Early Care & Education** - IVC will support the rules changes proposed by the Department of Health & Welfare regarding
 - Criminal background checks for ICCP providers.
 - Poverty & eligibility guidelines to increase eligibility of more working, low-income families.
 - Tiered reimbursement for child care providers that addresses quality.
- **Emerging Issues**
 - **Family Economic Security** - IVC is working with Casey Family Programs to research policy options in Idaho for development of kinship care supports.
- **Supportive Role**
 - **Child Health and Safety** - IVC will support ongoing efforts to strengthen child care licensing.

Idaho Voices for Children
2007-08 Strategic Plan

Organization Goals

Develop and periodically evaluate the strategic direction for the organization.			
Objectives	Measurements	Timeline	Responsibility
Implement a systematic process to set direction, establish goals and track progress for the board, committees and administration.	Strategic Plan, Plan Review	Initial Plan: December 2007 Review: March & June 2008 Update: September 2008	Board
Ensure the credibility of the organization.			
Objectives	Measurements	Timeline	Responsibility
Ensure mission alignment and provide sound governance as defined by an evaluation process.	Annual evaluation	Annually: September	Board & Executive Committee
Manage grants received by the organization according to requirements	Evaluation as required by grant	Ongoing based on grant	Executive Committee
Ensure consistent process and clear messaging of organization in recruiting board committees and members.	Board training and orientation, board application, policy priorities, one page organization summary, succession plan	Ongoing	Board Development Committee
Frame consistent message, maintain media relations, identify organization and issues spokespersons.	Messaging, spokesperson matrix and media coverage	January 2008, Ongoing	Communications Committee

Idaho Voices for Children
2007-08 Strategic Plan

Objectives	Measurements	Timeline	Responsibility
Set and achieve annual fundraising goals to support the organization budget.	Annual fundraising goals established in operational plan	Annually: September	Fund Development Committee
Establish policy priorities aligned with the policy goals of the organization using on evidence based data.	Policy priorities developed through public forums and approved by the board	Annually: late Spring	Public Policy Committee
Develop and manage an annual budget that supports the organization strategy and committee operational plans.	Annual budget	Annually: September	Executive Committee, Treasurer
Develop and implement board and committee processes through a consistent and systematic approach.			
Objectives	Measurements	Timeline	Responsibility
Establish the processes for board operations.	Board guidelines	December 2007	Executive Committee
Establish and review the board and committee development process.	Job descriptions, committee responsibilities, board evaluation process and annual operational plan	Initial plan: January 2008 Annually: September	Board Development Committee & Committee Chairs
Develop and implement the strategic communication plan.	Committee responsibilities, organization communication plan that includes consistent messaging, strategic policy agenda utilizing Frameworks, media strategy, website and collateral outlined in annual operational plan	Initial plan: January 2008 Annually: September	Communications Committee

Idaho Voices for Children
2007-08 Strategic Plan

Objectives	Measurements	Timeline	Responsibility
Develop a funding structure to sustain the organization.	Fundraising strategy and annual operational plan	Annually: September	Fund Development Committee
Implement the policy priorities and an advocacy strategy.	Strategy Continuum for Policy Advocacy process and annual operational plan	Annually: September	Public Policy Committee
Evaluate and expand the influence and representation of board members statewide.			
Objectives	Measurements	Timeline	Responsibility
Ensure key statewide board representation to provide a unified voice for addressing policy issues.	Board matrix that identifies expertise, balanced and non-partisan representation, prospective board members list	Ongoing, Board terms annually in April	Board Development Committee
Ensure appropriate staffing levels for organizational sustainability.			
Objectives	Measurements	Timeline	Responsibility
Develop recommendations for executive leadership and administrative support for the organization.	Recommendations to the board	December 2007	Executive Committee
Manage current staff	Performance evaluation and action plan	Ongoing	Executive Committee

Idaho Voices for Children 2007-08 Strategic Plan

Recommendations

Board

1. Clarify and communicate all processes and documentation for the organization including the board, committees and administration by developing a board CD of all documents for board members in lieu of a board manual. This includes, but is not limited to:
 - Board guidelines
 - Board contact information
 - By-laws
 - Strategic plan
 - Policy goals and current policy priorities
 - One page organization summary
 - Committee operational plans
 - Job descriptions
 - Committee responsibilities
 - Committee agenda and minutes example
 - Committee status report example
2. Develop board guidelines for operations.
3. Update Secretary job description to include maintaining board documentation such as strategic plan, job descriptions, committee responsibilities, succession plan, board guidelines, one page summary, etc.
4. Update Vice President job description to include responsibility for the implementation of the strategic plan.
5. Ensure by-laws align with any changes to job responsibilities, reporting, etc.
6. **Establish role and members of Executive Committee with responsibilities for grant and staff management, etc.**

Board Development Committee

1. Establish a year round committee.
2. Develop a committee operational plan.
3. **Develop succession plan for leadership.**
4. Implement a board evaluation process.
5. **Update job descriptions and committee responsibilities with committee chairs. Committee responsibilities should include all committee policies, procedures and documentation as an addendum.**
6. Implement consistent board training process for new board members.

Idaho Voices for Children 2007-08 Strategic Plan

Communications Committee

1. Develop a committee operational plan.
2. Develop an organization tagline that describes what IVC wants to be known for.
3. Ensure consistent use of Idaho Voices for Children and IVC instead of Voices in all messaging, communication and documentation.

Fund Development Committee

1. Develop fundraising strategy that defines the overall approach for membership, organizations, grants and major donors.
2. Develop and communicate annual targets to board.
3. Update committee operational plan.

Public Policy Committee

1. Implement, review, evaluate and update the IVC Strategy Continuum for Policy Advocacy agreed upon in the Public Policy Committee Meeting on 11/01/07.
2. Develop rapid response protocol.
3. Develop a long term policy agenda based on policy goals.
4. Update committee responsibilities to include role of sub committees.
5. Update committee operational plan.
6. **Maintain a list of emerging issues and update the board as needed.**