



Ray of Hope Advocacy Center Strategic Plan 2022 – 2025

Mission: Our mission is to facilitate a coordinated, community response and to provide hope and support to children and families impacted by abuse.

Life of the Plan: Ray of Hope Advocacy Center’s Strategic Plan is designed to be a “living” document and should be modified as appropriate. The plan may be updated on an annual basis as the needs of the organization change. Prior to the end of 2024, the Board will conduct another strategic planning session for the following three-year time period.

Development of the Plan: The Board of Directors and the Ray of Hope staff met separately in 2021 to develop SWOT Analyses for every discipline within the CAC and for the organization as a whole. The staff and the board provided recommendations for strategic initiatives. The staff analysis and suggested strategic initiatives were presented to the board for their review in advance of the board strategic planning session. In November of 2021, the Board of Directors met for an all-day strategic planning session. After a detailed review of programs and community needs, the board selected the focus areas for the 2022-2025 Strategic Plan.

Execution of the Plan: The Ray of Hope Strategic Plan is executed through a detailed action plan and is monitored at monthly Board meetings and evaluated in detail on an annual basis.

SWOT Analysis

Internal Strengths

- Staff & Communication
- Resourceful
- Problem Solving
- Board Support
- Consistent
- Reputable
- Professional Development Opportunities
- Fundraisers/Events
- Staff Experience & Knowledge
- Culture
- Program Size
- Facilities
- Range of Services
- Network
- Reputation

- Finances
- Social Media
- Leadership
- Care of Staff
- Events
- Board Diversity
- Meets Grant/Certification Requirements
- Multidisciplinary Team
- Community Partnerships

Internal Weakness

- Shelter
- Transportation Options
- Staff On-Call
- Small Staff
- Space
- Risk of Burnout
- Documentation Requirements
- Grant Reporting
- Remote Intake/Confidentiality
- Hours of Operation
- Community Awareness
- Partners Training
- Facility

External Opportunities

- Community Outreach
- Additional Team Building Opportunities
- Policy Updates
- Community Training
- Expand Medical Program
- MDT Orientation
- Parenting/Life Skills Classes
- Supervised Visitation
- Problematic Sexual Behavior
- Board Connections/Networking
- CCRT
- Legal Services
- New “Normal”

External Threats

- Loss of Emergency Shelter Resources
- Inconsistency with Partnership Agencies
- VOCA Funding
- Safety
- Client Risk Factors: Mental Health, Substance Use/Abuse, Homelessness
- McGirt Supreme Court Ruling

- Funding
- COVID
- Turnover/Burnout

Focus Areas: Community Outreach, On-Call Staff Solutions, Shelter, Transportation, Medical Program, Program Strength and Sustainability

Goal 1. Ray of Hope will expand our Community Outreach and Education Programs

Strategies:

- *Consider full-time staffing*
- *Expand community education resources*
- *Expand outreach opportunities to school and other community partners*
- *Expand on-line and social media presence*

Goal 2. Ray of Hope will strive to become an employer of choice

Strategies

- *Review on-call policies*
- *Review compensation and work adjustment options for on-call staff*
- *Continue annual review of pay, bonus opportunities, and benefits packages*
- *Review and align job duties*
- *Review personnel policy*
- *Secondary trauma and Team-building Focus*
- *Wellness committee*
- *Explore low-cost ways to increase staff satisfaction (flexible schedules, etc.)*
- *Maintain Zen room*
- *Succession planning*
- *Training and Professional Development Opportunities*
- *Diversity, Equity and Inclusion Focus*
- *Consider additional staffing needs (shelter, transportation, outreach)*

Goal 3. Develop long-term, permanent solution to emergency shelter

Strategies

- *Create a Shelter Committee*
- *Review program needs and statistics for shelter and transitional housing*
- *Work with the Delaware Tribe of Indians to avoid duplication of services or resources*
- *Visit local shelters and/or shelter directors in Oklahoma*
- *Assess current resources and capacity for expansion*
- *Consideration of location and facility needs*
- *Possible capital campaign*
- *Staffing needs assessment/planning*
- *Policy and protocol development*
- *Ongoing funding and resources development*
- *Project Implementation*
- *Shelter Certification by Oklahoma Office of Attorney General*

Goal 4. Develop long-term, permanent solution to client transportation

Strategies

- *Review current community transportation options*
- *Work with CityRide/City of Bartlesville to determine more flexible options for client transportation*
- *Consider partnerships with community organizations that service similar clientele*
- *Additional considerations: Long-term costs, maintenance, insurance, and staffing*
- *Gas Cards for clients*

Goal 5. Ray of Hope will expand partnerships with healthcare providers, including physicians, with a specific focus on child physical abuse injuries.

Strategies

- *Recruit collaborating physicians, nurse practitioners and physician assistants*
- *Training and continuing education opportunities with Dr. Stockett*
- *Create MOU with healthcare providers*
- *Expert Review with Midwest Regional CAC*
- *MDT Training*

Goal 6. Ray of Hope will focus on the long-term success of our programs, our staff, our clients and our partners

Strategies

- *Maintain sustainable operating funds for existing and new programs*
- *Maintain Capital Maintenance Fund (\$100k)*
- *Maintain Reserve Fund (1-year funding; \$550k)*
- *Review funding needs and reserves on an annual basis*
- *Legal Resources/Partnerships*
- *Annual review of Strategic Plan*
- *Annual Audit*
- *Maintain NCA Accreditation*
- *Maintain Oklahoma Office of Attorney General Certification*
- *Annual Review of Program Goals and Outcomes*
- *Annual Meeting with Team; Team Needs Assessment*
- *Annual Review of staff; Staff Needs Assessment*
- *Client Surveys*
- *Develop schedule for policy and protocol review*
- *Diversity, Equity and Inclusion Review*
- *Community Assessment*
- *Annual Board Meeting*