



## **Kids' Voice Strategic Initiatives (2023-2025)**

### Programs & Services

- Integrate, sustain, and expand existing services to meet community demand
- Strengthen financial position and sustainability by diversifying revenue sources and aligning with necessary capacity to implement programs and services
- Expand, develop, and align human capacity (staff, volunteers, and partners) by improving recruitment and management practices resulting in improved retention and engagement

### Diversity, Equity, and Inclusion

- Ensure board, staff, and volunteers are representative of the diverse clients we serve
- Develop policies, procedures, and structures to eliminate disproportionalities and ensure equitable impact
- Develop cultural competence thru comprehensive training continuum and coaching program

### HR & Culture

- Develop a pipeline to attract competent, caring, and diverse team members to meet program demand
- Develop staff skills and organizational leadership to ensure capacity to achieve organizational priorities
- Establish organizational culture that supports the successful implementation of our organization's mission, vision, and values

### Branding & Advocacy

- Launch new brand identity and messaging to enhance stakeholder awareness, engagement, and investment
- Develop an evaluation strategy to continually improve communications assets and strategies
- Identify advocacy strategy to leverage existing relationships and collaborate with partners to advance key positions

### Resource Development

- Develop and implement systems to support effective resource development efforts
- Develop and implement a strategy to achieve and increase cash reserves
- Clarify funding needs and align with strategies to cultivate, acquire, engage and retain donors

### Data & Technology

- Establish an integrated solution for data management allowing for the extraction, analysis, and reporting of data to inform decision making and demonstrate organizational impact
- Design and implement strategies to enhance data collection processes and procedures to ensure tracking and monitoring of key data points
- Provide technology training programs to enhance staff skills and expertise to ensure effective utilization, timeliness and accuracy of data input, and ability to leverage data to inform decision making.



# Kids' Voice of Indiana

## 2023-2025 Strategic Plan: Key Milestones and Required Capacity

Strategic Initiative	2023	2024	2025
<b>Programs &amp; Services</b>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Assess and strengthen volunteer recruitment, training, and engagement</li> <li>Implement time study to establish appropriate caseloads</li> <li>Assess and identify program integration opportunities, including cross-training staff</li> <li>Advance court and community awareness of program offerings</li> <li>Revamp GAL/CASA volunteer training curriculum</li> <li>Evaluate changes to custody GAL fee program structure</li> <li>Expand SCPT visit room capacity and staff to increase number of families served</li> </ul> <p><b>Current: Volunteer Team, Program Leads &amp; Teams, CFO, Senior Paralegal, Dev Team</b></p> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li><b>New:</b> <ul style="list-style-type: none"> <li>Program Partnerships</li> <li>New Staff for Program Expansion (5 SCPT)</li> </ul> </li> </ul> <p><b>Board: Committee, attend volunteer events and recruit volunteers</b></p>	<ul style="list-style-type: none"> <li>Implement caseload targets</li> <li>Advance program integration</li> <li>Influence statewide SCPT standards</li> <li>Implement custody GAL fee program structure</li> <li>Launch revamped GAL/CASA volunteer training curriculum</li> <li>Expand volunteer support</li> <li>Position CLCI to be on statewide commissions and committees</li> </ul> <p><b>Current: Volunteer Team, Program Leads &amp; Teams</b></p> <p><b>New:</b> <ul style="list-style-type: none"> <li>Program Partnerships</li> <li>New Staff for Caseload Targets - TBD</li> </ul> </p> <p><b>based on capacity determination</b></p> <ul style="list-style-type: none"> <li>New Staff for Program Expansion - TBD</li> </ul> <p><b>Board: Committee, connections at state level, attend volunteer events &amp; recruit</b></p>	<ul style="list-style-type: none"> <li>Implement caseload targets</li> <li>CLCI serves on statewide commissions and committees</li> <li>Locate new office space for SCPT program</li> <li>Explore national reach of CLCI Deskbook in electronic format</li> <li>Expand volunteer support</li> </ul> <p><b>Current: Volunteer Team, Program Leads &amp; Teams</b></p> <p><b>New:</b> <ul style="list-style-type: none"> <li>Program Partnerships</li> <li>New Staff for Caseload Targets New - TBD</li> </ul> </p> <p>Staff for Program Expansion - TBD</p> <ul style="list-style-type: none"> <li>Office Space for Expanded Team - TBD</li> <li>SCPT (2)</li> </ul> <p><b>Board: Committee, connections at state level, attend and recruit</b></p>
<b>Diversity, Equity, &amp; Inclusion</b>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Launch DEI Committee</li> <li>Create and implement annual DEI assessment (representation)</li> <li>Strengthen recruitment partnerships and pipeline</li> </ul> <p><b>Current: Board members, COO, other staff as interested</b></p> <p><b>New:</b> <ul style="list-style-type: none"> <li>Committee Expertise</li> <li>Training <b>Providers &amp; Funds</b></li> </ul> </p>	<ul style="list-style-type: none"> <li>Create and implement annual DEI assessment (cultural competence, structures, and outcomes)</li> <li>Review and refine policies, procedures, and structures</li> <li>Annual training assessment and calendar</li> </ul> <p><b>Current: Committee</b></p> <p><b>New:</b> <ul style="list-style-type: none"> <li>Training <b>Funds &amp; Providers</b></li> <li>DEI Consultant</li> </ul> </p>	<ul style="list-style-type: none"> <li>Evaluate, refine, and sustain</li> </ul> <p><b>Current: Committee</b></p> <p><b>New:</b> <ul style="list-style-type: none"> <li>Training <b>Funds &amp; Providers</b></li> <li>DEI Consultant</li> </ul> </p>
<b>Human Resources &amp; Culture</b>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>Strengthen staff recruitment process, outreach efforts and materials</li> <li>Evaluate compensation and benefits</li> <li>Assess staff training needs and implement training program</li> <li>Implement annual performance evaluation</li> <li>Strengthen internship program</li> <li>Strengthen board and committee engagement</li> <li>Establish organizational culture</li> </ul> <p><b>Current: COO, program leads</b></p> <p><b>New:</b> <ul style="list-style-type: none"> <li><b>New board members</b></li> <li>Recruitment Partnerships - <b>board and staff connections</b></li> <li>Recruitment Funds</li> <li>Intern Stipends &amp; Training Funds</li> </ul> </p>	<ul style="list-style-type: none"> <li>Develop succession plans</li> <li>Annual assessment of Human Resources policies and procedures</li> <li>Assess and refine organizational culture</li> </ul> <p><b>Current: KV Leadership Team</b></p> <p><b>New: Committee</b> <ul style="list-style-type: none"> <li>Recruitment Partnerships</li> <li>Recruitment Funds</li> <li>Intern Stipends &amp; Training Funds</li> </ul> </p>	<ul style="list-style-type: none"> <li>Evaluate, refine, and sustain</li> </ul> <p><b>Current: committee</b></p> <p><b>New:</b> <ul style="list-style-type: none"> <li>Recruitment Partnerships</li> <li>Recruitment Funds</li> <li>Intern Stipends &amp; Training Funds</li> </ul> </p>



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## 2023-2025 Strategic Plan: Key Milestones and Required Capacity

Strategic Initiative	2023	2024	2025
<h3>Branding &amp; Advocacy</h3>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>• Launch new brand and website</li> <li>• Brand standard training</li> <li>• Case for support and consistent messaging</li> <li>• Marketing, event, and communication calendar</li> <li>• Assess and refine social media, outreach events and website</li> <li>• Evaluate need for advocacy consulting firm</li> <li>• Establish annual advocacy agenda</li> <li>• Identify advocacy partnerships</li> </ul> <p><b>Current: Website vendor, dev team, program leads, ED of Strategic Initiatives</b></p> <p><b>New: committee</b></p> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Website Maintenance</li> <li>• Intern Stipends (2-5)</li> <li>• Advocacy Consultant (1)</li> <li>• Advocacy Partnerships - board connections</li> </ul>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>• Community partnerships for brand awareness</li> <li>• Annual review of branding</li> <li>• Annual review and creation of advocacy agenda</li> </ul> <p><b>Current:</b></p> <ul style="list-style-type: none"> <li>• Website Maintenance</li> <li>• Intern Stipends (2-5)</li> <li>• Advocacy Consultant (1)</li> <li>• Advocacy Partnerships</li> </ul>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>• Evaluate, refine, and sustain</li> </ul> <p><b>Current:</b></p> <p>Website Maintenance</p> <p>Intern Stipends (2-5)</p> <p>Advocacy Consultant (1)</p> <p>Advocacy Partnerships</p>
	<h3>Resource Development</h3>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>• Clarify funding needs</li> <li>• Cultivate and retain donors</li> </ul> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• <b>Current: Dev Team, CEO, Bloomerang</b></li> <li>• Board Relationships &amp; Engagement</li> </ul>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>• Develop and implement strategy to increase unrestricted funds and cash reserves</li> </ul> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Board Relationships &amp; Engagement</li> <li>• Staff Position – Event Coordinator 1/2-1 or contractor</li> </ul>
<h3>Data &amp; Technology</h3>		<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>• Identify data needs and current system deficiencies</li> </ul> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• <b>Current: IT Manager, Program leads</b></li> <li>• Board Expertise</li> </ul>	<p><b>Milestones</b></p> <ul style="list-style-type: none"> <li>• Design and establish internal data tracking and infrastructure</li> </ul> <p><b>Capacity</b></p> <ul style="list-style-type: none"> <li>• Data Consultant (1)</li> <li>• Data Software</li> </ul>