



Strategic Plan

presented by

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Promote, protect, and support breastfeeding in Oklahoma

Mission, Vision, Values

Mission: To promote, protect, and support breastfeeding in Oklahoma.

Vision: A state where all children have access to human milk.

Values:

- Respect and compassion
- Inclusion and diversity
- Evidence-based practices
- Family empowerment

Background and Context

Who We Are

The Coalition of Oklahoma Breastfeeding Advocates (COBA) exists to promote, protect, and support breastfeeding in Oklahoma. COBA's mission is accomplished by providing evidence-based breastfeeding information and support and advocacy for breastfeeding families. Information is shared and promoted through a network of collaborative partners and resources on the web site. Advocacy activities with healthcare professionals, hospitals, and legislative issues are regularly communicated and acted upon.

Programs

COBA has a variety of programs, largely centered around providing resources and connections to breastfeeding resources. Currently, COBA is a resource, education, and advocacy center.

The most focused and costly program has historically been the Oklahoma City COBA Baby Cafe. As a result of this strategic planning process, and due to ongoing funding challenges, COBA has decided to terminate this program. At this time COBA will instead focus on enhancing local and statewide advocacy efforts rather than providing direct breastfeeding support services.

COBA needs to identify new internal programs and external funding opportunities to raise awareness and advocate for Oklahoma families.

Analysis

The Coalition of Oklahoma Breastfeeding Advocates (COBA) has been one of the few organizational advocates on behalf of women and families to support the benefits of breastfeeding. Collaborative partnerships and program offerings have impacted the work of lactation consultants, health and nutrition specialists, hospitals and medical professionals, public health officials, legislative leaders and families in the state of Oklahoma. Public perception of breastfeeding has been affected through awareness and workplace and public policies.

Since its founding in 2000, COBA has been an entirely volunteer organization. Volunteer organizations are limited by the direct involvement and work that the volunteers are willing and able to accomplish. Like many volunteer organizations, COBA has discovered the need for a dedicated, passionate and paid Executive Director. Transitioning to the next level of success will require funding for an Executive Director position. Obtaining the financial resources to fund this position for the first 12-24 months will be critical for the board of directors in order to make this much needed growth decision. New funding through events, donors, individuals or foundations will need to be a focused and consistent effort for the board of directors in the next 12-month period.

COBA is at a critical time in its nonprofit life cycle. Planned growth through organizational review and modification will help COBA be more successful for years to come. Effective and involved board of director leadership and governance are critical for the planned growth to be accomplished. Board of director members need to hold each other accountable for the expected outcomes of this strategic plan. Effective and regular communication between current board members is critical. Effective and functioning committees must complete the work of the board of directors so that these strategic goals can be accomplished.

COBA has been successful in diversifying its board of directors. This has given COBA broad and diverse thoughts, ideas, and access to the communities it wishes to serve. Diversity requires ongoing focus and prioritization to maintain.

Currently, COBA is a membership organization. Membership is open to anyone who registers. In the future, COBA should consider a paid membership model. To accomplish a paid membership model, COBA must identify resources, trainings, or group advocacy efforts to make the fee for membership worth purchasing.

Having a statewide strategy produces its own challenges. With 70% of the population located in two metro areas, Oklahoma City and Tulsa, COBA will find it challenging to represent rural community needs. COBA should constantly evaluate service needs for rural areas in relation to its limited funding and resources. Sharing resources through social media and the Internet can provide access to resources and can assist in developing long-term partnerships with other organizations.

Advocacy is a cornerstone piece for the long-term success of COBA. Public awareness and public policy still need to improve. COBA needs to connect with legislative officials to be seen as the experts in breastfeeding issues.

Summary

Strategic Plan Summary

This strategic plan lays out a framework of identified goals for the next three to five year period of the COBA (Coalition of Breastfeeding Advocates). The strategic plan, if implemented and measured against performance, will provide vision, focus, action items, accountability, and a model for continuous improvement in the expected outcomes of the programs of COBA (Coalition of Breastfeeding Advocates and its many community partnering agencies).

A strategic plan is created to be a “living and breathing” document that guides the decision making process of the organization with the ability to be flexible and adaptable as conditions warrant. Mission drift, deviating from the strategic plan, can waste valuable resources, time and energy and harm the overall effectiveness of the organization.

A key component to successful execution of this strategic plan is an active, participating, and accountable board of directors and staff leadership who will commit to evaluating all decisions through the lens of this strategic plan. Regular review and evaluation of the goals and objectives of this strategic plan is vital to successful completion of this three to five year plan.

Goals • Objectives • Tactics

Champions: Montika Collins, Becky Mannel, April Stuart, Julia Johnson (JP), Alexis Boryca

Goal: Hire an Executive Director

Objective: Promote and implement programs mission accomplishment and capacity

Tactics:

- Create a job description for the position
- Establish a budget for position that includes a baseline compensation level
- Create and write employee policies and handbook
- List duties of the position and establish written expectations
- Identify a search committee & create committee charter
- Manage social media / story collection through the Executive Director

Goals • Objectives • Tactics

Champions: Rose Hurd, Cheryl Coleman, Erin Coppenbarger, Montika Collins, Becky Mannel, Ruth Piatak (wording of charters)

Goal: Build and form internal organizational structure

Objective: Create clear lines of communication so that everyone is on the same page

Tactics:

- Committee charters (name committee needs)
- Identify best communication tools
- Implement best communication tools
- Restructure board meetings to improve communication, monitoring and dreaming for the future
- Review diversity matrix consistently throughout the year

Listed below are the work results of the Board of Directors Strategic Planning Retreat. The top three identified areas in the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis are listed in order. Other areas of awareness are listed but were not deemed significant enough to be included in the limited and focused strategic goals. It is important to only try to accomplish three to five major goals in a strategic plan. Reaching too far with too many goals is likely to spread resources too thin and will often lead to failure in accomplishing goals. Laser focus is the key ingredient for long-term strategic success.

Narrowed Goals

Strengths

- Expertise
- Passion and perspective
- Protection and accomplish in breastfeeding

Weaknesses

- Internal communications (Structure)
- Committees (Who, What, When?)
- Lack of focused/efficient program definition

Opportunities

- Hire executive director
- Advocacy /Legislation
- Relationships/Partnerships focus/local education w/ partners

Threats

- No paid staff
- Lack of funding
- Lacking visibility and networking

SWOT Analysis

FULL LIST OF WORK by the Board of Directors

Strengths

- Expertise
- Experience and perspective
- Nonprofit status
- Passion
- Well integrated with state agencies and partnerships
- Accomplishments
- Reputation
- National affiliation
- Welcoming leadership (inclusive)
- Strong leadership
- Good website and informative – channels of communication
- Diversity progress and intent
- Breastfeeding mothers in leadership
- Longevity
- Track record/history

Weaknesses

- Volunteer organization (no paid staff)
- Lack of connection to all target audience
- Target audience (lack thereof)
- Lack of visibility
- Clear understanding of comm. Structure and goals
- Internal communication
- Funding
- Physical distance
- Lack of diversity
- Lack of participation
- Narrow focus of programming
- Lack of local partnerships
- Social media – lack of presence
- Partnership –lack of variety
- Communication (media)
- Line of communication

Opportunities

- Executive director
- Legislation/advocacy
- Networking /visibility/social media/OKCNP
- Increased diversity and inclusion
- Growth
- Increased breastfeeding rates/acceptance
- Education of public and professionals
- Awareness
- Partnerships – statewide/local/national
- Membership structure
- USBC information sharing with other state coalitions
- Huge needs: prison population, low SES, etc.
- Tribal culture and structure

Threats

- Café – funding not in line with other coalitions.
- Program related costs
- Lacking diversity
- Irrelevance/disinterest/stagnant
- Lack of funding
- Volunteer only
- Too broad of focus
- Lacking visibility and networking
- Formula industry/FIB
- Accessibility to support and education
- Separate/personal agendas



Consulting Services provided by the Oklahoma Center for Nonprofits

STRATEGIC PLANNING: BUILD A ROAD MAP FOR YOUR NONPROFIT

A strategic plan is a road map for your nonprofit to successfully deliver its mission. Whether a single session to devise a short-term, strategic directive, or leading a process over time to develop a long-term plan that directs the work of the organization, our consultants can guide you through a tailored process to meet the unique needs of your organization.

FINANCIAL MANAGEMENT: SOLUTIONS FOR COMPLICATED BUDGETS

Financial management can be a challenge for small to mid-size nonprofits looking to provide extraordinary services with limited resources, and large organizations with complicated budgets can be left wondering how to streamline the process. Our consultants can help to create a framework for fiscal management including establishing record keeping systems, financial tracking and budgeting, accounting assistance and payroll services. We can also train existing or new staff on processes for monitoring and tracking finances and maintain an oversight role, ensuring that the process we work with you to set up is maintained over time.

BOARD DEVELOPMENT: BUILD A SOLID SUPPORT STRUCTURE

Strong boards build houses – they also build nonprofits. Identify a healthy nonprofit, and you will likely find a healthy and well-functioning board of directors. Our consultants provide a wide range of board-focused services to improve the stability of your organization. These services range from an assessment of your current board to help identify gaps in skills and abilities that need to be filled, to leading seminars for your board members on collective board roles and responsibilities and best-practices. We will work with you to fit your board event, whether that is a board orientation, planning retreat, group training, or general meeting. We can also give guidance related to the role of fundraising and provide practical tools to guide your organization in board recruitment.

HR CONSULTING: PUT PEOPLE FIRST

A strong staff can build a strong nonprofit. We can help keep things running smoothly with our HR consultants. If you have new hires, or are reorganizing your current staff, our custom compensation studies can help you target the right numbers. Looking to improve your leadership skills? We offer one-on-one coaching to help you further your potential and develop your leadership capacity. Additionally, with staff assessments, you can be sure that your team is working as effectively as possible.

INCREASE REVENUE: SUSTAIN YOUR WORK WITH FUNDRAISING

Every nonprofit is challenged to build a fundraising strategy to sustain their organization. Our consultants can help you in your fundraising efforts by assessing your current fundraising plan, recommending fundraising practices, and even training your board members to “make the ask.” We can also craft feasibility studies to assess your fundraising potential for special projects and capital campaigns.

FACILITATION: STAY ON TRACK

Sometimes you need an expert third-party to keep your meeting, retreats, or planning sessions moving in the right direction and OKCNP can provide the neutral facilitation that lets your entire group participate. Whether your organization is solving a problem, making a decision, or simply exchanging ideas and information – for a few hours or a full day – our consultants can lead your board, staff, or group in the right process for your organization’s future.

TEAM BUILDING AND LEADERSHIP DEVELOPMENT: UNLEASH CREATIVITY AND POTENTIAL

The strength of your staff and leadership speaks to the strength of your organization. With staff assessments, team-building exercises, and one-on-one coaching, our consultants can increase the capacity for the leaders in your organization. From staff retreats, to leading change processes, our consultants can help your team know how they communicate best, process new information, and are “hard-wired.” Trained facilitators in a variety of personality and professional course work can lead your organization towards understanding themselves better and creating synergy.

HOW DOES CONSULTING WORK?

Your nonprofit is unique and it deserves a customized approach to meeting your organization’s need. The Oklahoma Center for Nonprofits has developed a consulting practice that delivers solutions tailored to your specifications. Our team of experts designs each project on an individual basis and works with you to create the program or solution for lasting change and for the good of your organization.

READY TO GET STARTED?

Call Jerry Wright at
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