

CALLAWAY COUNTY UNITED WAY STRATEGIC PLAN



INTRODUCTION

The Board of Directors of the Callaway County United Way (CCUW) has developed and approved this Strategic Plan to provide support and direction for the next 3 years. This strategic plan will be reviewed periodically to update and ensure the goals contained herein are met and new goals are adopted as needed.

EXECUTIVE SUMMARY

The Mission Statement of the Callaway County United Way is as follows:

The mission of the Callaway County United Way is to improve, consistently and measurably, the quality of life for all the people of Callaway County by raising and distributing funds, mobilizing community resources, and encouraging innovative solutions to the community's health and human service needs, while being aware of our environmental responsibilities.

The Board of Directors and the Executive Committee shall keep this mission and our by-laws in mind with all decisions and actions regarding the Callaway County United Way.

BACKGROUND AND HISTORY

Formed in 1957, the Callaway County United Way has a proud history of raising and distributing funds. Today we are being challenged to take that history to new heights, where the focus is on issues, strategies and the actions needed to create lasting change and opportunities for a better life for everyone.

During these difficult economic times, many hard working families in Callaway County are finding the basic ingredients for a good life are increasingly beyond their reach. Getting and keeping a good job with a livable wage and health benefits, adequate food, affordable housing and the ability to keep up with basic needs. Access to quality health care, transportation and day care services may have become a burden to many families. The United Way realizes there are many people in need of information and referral services to help get the assistance that is needed to help weather these hard times.

With that in mind, we have carefully selected and fund 14 local agencies in the community that provide over 200 programs and services to those in need. In addition to funding our agencies, the CCUW sponsors 4 community impact initiatives to help those in need and to better our community.

DIRECTION AND RESULTS

The strategic direction and goals included in this plan are The Callaway County United Way's response to its understanding of the overall needs of Callaway County and in an effort to protect the CCUW 's reputation and donor base. In order to remain as a crucial source of funding for many agencies within Callaway County the board of directors has adopted the following goals:

The CCUW will:

- Form a Speaker's Bureau
- Increase Participation in existing Employee Campaigns by 20%
- Implement a strong Board Education Program
- Create a Partnership with the Kingdom of Callaway Chamber of Commerce
- Restructure the roles and responsibilities of Student Board Members
- Research the possibility of launching a full scale marketing plan

SPEAKERS BUREAU

In the past, volunteers have delivered presentations to businesses in hopes of generating new donations through an existing employee campaign or to create a new employee campaign.

The Speaker's Bureau shall be picked by the Executive Committee and shall serve as the sales personnel for the CCUW to create a custom message to the businesses to derive new donations. The Executive Committee shall:

- Identify the duties and responsibilities of the bureau
- Identify individuals both internally and externally for the group
- Solicit individuals for participation
- Have meeting with Bureau to assign businesses

The Speaker's Bureau is to be fully formed and organized by August 2011 in order to aid with the 2012 campaign.

PARTICIPATION IN EMPLOYEE CAMPAIGNS

It is understood by the CCUW that many employee campaign have very little participation and even a one dollar donation per paycheck per employee can make a major positive impact on contributions if it spans across the employee campaigns. In order to see a 20% increase in participation with the Employee Campaigns by the end of the 2012 campaign, the Executive Committee in conjunction with the Speaker's Bureau shall:

- Identify low to non-performing employee campaigns
- Pinpoint possible causes for the low participation
- Task the Speaker's Bureau to create a personalized sales pitch for the company to boost participation
- Monitor levels of participation for all employee campaigns on an annual basis

BOARD EDUCATION

The CCUW understands that a volunteer board and workforce is a valuable asset. It means that the volunteers of the organization are very passionate about the work we undertake. In order to ensure that all decisions are made with sound business logic, and that the board is prepared and ready to vote on the CCUW business, CCUW will implement a strong Board Education Program within the next two years. In order to do so the Executive Committee shall:

- Identify areas of improvement from the compiled SWOT
- Determine the best method and instructor for each area of improvement
- Create calendar of sessions
- Review and update annually

The Executive Committee shall serve as mentors to the Board. Each Board member shall be given a manual containing reference materials.

KINGDOM OF CALLAWAY CHAMBER OF COMMERCE

The Kingdom of Callaway Chamber of Commerce plays a major role in the business community of Callaway County. The staff has a sound knowledge of the pulse of the community and other factors that play a part in the economy, development, tourism and population. The CCUW will create a partnership with the Kingdom of Callaway Chamber of Commerce in order to identify current businesses that may be willing to create an employee campaign and have a link to new businesses coming to the area. In order to create this partnership, the CCUW will need to:

- Identify any resources always available in the community
- Create a plan of action
- Have meeting with Executive Director of COC

STUDENT BOARD MEMBERS

The CCUW has the opportunity to improve its use of the creativity and energy provided by its Student Board Members. The change would create a separate board, comprised of students from both Westminster College and William Woods University. The Student Board will have its own officers and operate as a separate body with the purpose of fundraising and advocacy. The Officers of the student board will act liaisons to the active board. The CCUW will need to:

- Speak with the Student Board Members about the possibility of forming a separate Student Board and research the interest among the student groups at Westminster and William Woods
- If there is sufficient interest, appoint a “mentor” from the Active Board of Directors to help recruit and give direction to the new Student Board
- Meet with mentor to create standards of conduct and overall goals for the new board
- Check with colleges to see if group can be given SGA (Student Government Assoc.) status
- Meet with all Student Board Members to explain the change and answer questions
- Receive report from the Student Board from the officers at each board meeting to discuss current and future events
- If applicable, the independent Student Board should be in place by January 2012

MARKETING PLAN

In order to increase the public knowledge and awareness of the CCUW, the organization will research the feasibility of adopting a full scale marketing plan. The overall goal is to educate as many residents of Callaway County as possible regarding the purpose and existence of the CCUW. The Executive Committee shall:

- Provide recommendations concerning which means of marketing the CCUW would like to pursue including different avenues of social media
- Research potential benefits, pitfalls and costs of all avenues discussed
- Draft an appropriate marketing plan to accomplish all goals discussed
- Obtain approval from Board of Directors
- Appoint a marketing chair to oversee the execution of our marketing plan

ORGANIZATION OF THE STRATEGIC PLAN

This strategic plan is intended to be a management tool for the Callaway County United Way. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts. Second, it is a reference guide for strategic planning. This document is to be referenced and modified at least annually with the continued growth of the organization.

This Policy is effective and approved by the Callaway County United Way Board as of the 9th day of August, 2011.