

# SWOT

## Strengths

- Dedication of volunteers, staff and BOD
- United Way financial support
- Established and experienced agency
- Comprehensive database
- IT capability
- Plan for improved office space
- Financial support from a core of institutional and individual donors

## Weaknesses

- Insufficient number of helpline volunteers
- Inadequate working capital – financial support is too dependent on UW and a small group of individual and institutional donors
- low profile – service is not well known in the community
- IT – capabilities are not up to date in all areas, e.g. no on line scheduling or remote access by helpline volunteers
- Narrow age range of volunteers
- Lack of source of long term funding
- Volunteer training
- Lack of accreditation

## Opportunities

- Increased use of marketing methods to increase call volume and volunteer recruitment
- Use of grants as a source of funding
- Improved volunteer initial and continuing training
- Increased support from/ increased liaison with the local church community
- Use of expanded paid staff to support operational initiatives
- Outsourcing of accounting and payroll
- Improved website
- Expanded and more up to date database
- Remote telephone capability for volunteers
- Disaster recovery plan
- Improved media exposure
- Greater use of direct mail and person to person fund raising

## Threats

- Shrinking population of potential volunteers
- Poor economic conditions may reduce funding from individual donors, churches and UW
- Lack of awareness in the community results in poor financial and volunteer support
- Competition from other charities for a shrinking pool of resources

## Strategic Plan

Vision: Facilitate community safety and security as a key supplier of information and reassurance to those in need.

Mission: To provide a comprehensive telephone helpline information and referral service for those in need.

Strategic Category – Volunteers and Staffing

Goal1: To staff all required hours with majority volunteer workers supplemented by paid staff when needed.

Action Plan:

1. Develop community partnerships
  - a. Initiate awareness at Baysmont
  - b. Get to know CC dinner at Baysmont
2. Volunteer recruitment presentations
  - a. King College presentations I and II
3. Develop advertising campaign
  - a. Work with marketing committee to develop a plan
4. CC Information Brochure Placement
  - a. Distribute brochures to appropriate locations

Goal: Improve telephone volunteer retention

Action Plan:

1. Provide recognition of volunteers throughout the year
2. Thank you cards to volunteers with Piccadilly gift cards
3. Conduct volunteer feedback sessions through quarterly meetings with volunteers

Goal: Improve Volunteer Training

Action Plan:

1. Align training program with Contact USA program as much as possible
  - a. Meeting between CUSA and CC leadership

Goal: Staff BOD and BOD committees with all required skills

Action Plan:

1. Identify needed skills for BOD and committee assignments
2. Identify and assign or recruit qualified candidates for needed positions

Goal: Maintain skilled paid CC staff at appropriate level

Action Plan:

1. Develop staffing plan
2. Develop executive director succession plan

Strategic Category – Funding

Goal: Provide sustainable long term funding for CC

Action Plan:

1. Obtain individual donations of at least \$15K/year
  - a. Carryout a direct mail program
  - b. Add on line donation capability to the CC website
  - c. Develop a BOD contribution measure
  - d. Carryout a major donor program
2. Obtain church donations of at least \$6.5K/yr
  - a. Develop and carryout church donation program
3. Obtain Corporate donations of at least 25K/yr
  - a. Develop and carryout a corporate sponsorship program
  - b. Maintain a corporate donation solicitor on the BOD

4. Obtain grant funding of at least \$15K/yr
  - a. Develop and carryout a grant solicitation plan
5. Obtain project income of at least \$7.5K/yr
  - a. Develop project evaluation criteria
  - b. Develop a list of potential projects
6. Establish an endowment fund
  - a. Develop and endowment plan

#### Strategic Category – Marketing and Public Relations

Goal: Improve 211 brand recognition

Action Plan:

1. Paid media
  - a. Targeted media buys as required
  - b. Employ the Bredesen commercial
2. Update website
3. Work with volunteer committee to develop recruiting campaign
4. Literature distribution
5. Improve ties with United Way

#### Strategic Category – Infrastructure

Goal – The information systems remain up to date and easily accessible

1. Fully implement iCarol
2. Move all volunteer management functions on line

Make the system fully usable to remote volunteers

## Strategic Category – Agency cooperation

Goal: Improved cooperation between regional information referral services.

### Action plan

1. Work with other regional referral centers on a plan for local cooperation.
2. Establish a closer relationship with the United Way agencies of the four NE Tennessee counties.

## Strategic Category-Governance

Goal: Improve the overall Governance Structure and Processes

### Action Plan:

1. The nominating committee will assess the current skills of the board and recommend skills needed and citizen[s] to fill these skill gaps to the full board
2. At the end of this calendar year the officers will assess the committee[s] work versus their action plans, and recommend improvements
3. The full board will assess the executive director's performance versus his performance commitments, and recommend any improvements and recognition.
4. By the end of 2009 the nominating committee will recommend a full slate of officers for 2010.