



**Butler Collaborative for Families**

**2023-2024 Strategic Plan**

## Executive Summary

The Butler Collaborative for Families (BCF) has been in existence for over 25 years, founded by several key community leaders under the guidance of Dr. Elan Welter-Lewis (Family Pathways) and with the support of Butler County Human Services. BCF has served as a common ground on which various agencies, faith institutions, businesses, and community members could come together to discuss the challenges facing the social service sector in Butler County and to seek proactive and collaborative ways to solve them. Over the years, the group has evolved into a membership organization with governance by a robust Executive Committee elected by the membership and representing various types of institutions, organizations, and populations served.

In 2021 the Executive Committee determined that the creation of a strategic plan was necessary to build on the long established value of the BCF to the social service sector in Butler County, and to guide its future development and membership growth. The planning process involved input from various stakeholders, discussions with past and current Executive Committee members, discussions with established committee and partnering collaborative chairs, and feedback from the General Membership. Development of the original plan was overseen by the following Executive Committee members:

Joshua Strelbicki, Children's Advocacy Center of Butler County  
Amanda Geibel, Mental Health Association  
Rebecca Clouse, Butler Memorial Hospital  
Linda Thoma, Jean B. Purvis Community Health Center  
Kortney McConnell, Family Pathways  
Kaeleen Martin, Victim Outreach Intervention Center  
Janet Arida, Highmark Caring Place  
Caitlin Painter, Community Member  
Karen Jack, Butler County Community College  
Bob Sherwin, Bethany Christian Services  
Cindy MacTaggart, State Farm Insurance  
Lorna Gavin, Aging Gracefully  
Scott Dittman, EVIG Consulting  
Amanda Feltenberger, Butler County Human Services  
Lena Southworth, Center for Community Resources  
Jim Smith, Butler Collaborative for Families (contracted)

It is the responsibility of the Executive Committee to review plan progress during regularly scheduled retreats twice annually and to review and update the plan annually as needed. Annual surveys provided to general membership will be analyzed and results will be utilized when updating the plan. The purpose of this strategic plan is to further actualize the mission of the BCF through three core areas of focus:

1. Provide networking opportunities to develop and enhance communication and collaboration among businesses, the criminal justice system, faith-based organizations, education, social service agencies, and the community.
2. Function as an incubator by providing opportunities and support for new ideas and programs that will enhance the community.
3. Mobilize resources by leveraging human and financial assets to support identified needs.

### **Mission Statement**

To build a unified and integrated network of services by using a multiple agency approach to break down barriers and strengthen the system of care for individuals and families of Butler County.

### **Core Values**

The BCF upholds the following values in terms of deliberations and actions by the Executive Committee and the conduct of its membership:

1. Integrity – we hold ourselves committed to be honest and adhere to all ethical obligations in our actions and our statements.
2. Accountability – we take responsibility for our actions or inactions, our opportunities, and the mission of the BCF for the sake of the membership and the BCF brand.
3. Professionalism – we are professional in our actions with our stakeholders, partners, the community, and each other.
4. Growth – we promote the growth of membership both personally and professionally and seek opportunities to learn from one another.
5. Collaboration – we ensure that opportunities for multiple voices and perspectives are available to address complex community issues.
6. Diversity and Inclusion – we succeed by bringing a diversity of backgrounds and lived experiences into a shared environment where everyone has an opportunity to contribute.

## **Strategic Focus Area 1: Providing Network Opportunities**

*Intent: Develop and enhance communication and collaboration among businesses, the criminal justice system, faith-based organizations, education, social service agencies, and the community.*

- **Goal 1: Strengthen the relationship between the BCF Membership and the Business Sector.**
  - *ACTION 1:* Formalize the relationship between the Butler Collaborative for Families and the Butler County Chamber of Commerce.
  - *ACTION 2:* Promote (and support the attendance of) professional mixer opportunities between the BCF Membership and the Butler County Chamber of Commerce.
- **Goal 2: Create deeper relationships between the social service sector, BCF Membership and Butler County School Districts.**
  - *ACTION 1:* Develop an intake mechanism to allow schools to easily submit questions, suggestions and/or potential gap identifications to be triaged and addressed by the BCF Membership.
  - *ACTION 2:* Develop a communication mechanism to connect Butler County school districts to volunteer opportunities available through BCF Membership organizations.
- **Goal 3: Manage networking opportunities for the benefit of the BCF Membership.**
  - *ACTION 1:* Create (or modify existing) BCF Sub-Committee to identify, assess, and champion networking opportunities available within Butler County.

## **Strategic Focus Area 2: Functioning as an Incubator**

*Intent: Provide opportunities and support for new ideas and programs that will enhance the community. Identify the needs of children, adolescents, adults, and families, and support initiatives that strengthen existing efforts and/or provide new opportunities.*

- **Goal 1: Improve the BCF Mini-Grant process**
  - *ACTION 1:* Announce Mini-Grant opening no later than the September General Membership Meeting to provide more time for collaboration.
  - *ACTION 2:* Update the general membership on progress relative to the mini-grant initiative on at least a semiannual basis.
  - *ACTION 3:* Mini-Grant recipients are encouraged to seek out assistance and identify how BCF Membership can provide support in ensuring the success of the initiative.
- **Goal 2: Improve the identification of needs and gaps for target populations around Butler County**
  - *ACTION 1:* Ensure that BCF population representatives are participating in community committees (or engage Partnering Collaboratives) to enhance input from the populations represented by the Executive Committee.

- *ACTION 2:* Encourage participation in Butler County Needs Assessments through available promotional paths and assist in disseminating the findings.
- *ACTION 3:* Develop an intake mechanism to allow community members and/or social service programs to easily submit questions, suggestions and/or potential gap identifications to be triaged and addressed by the BCF Membership.
- *ACTION 4:* Convene an annual BCF Membership Directors' Meeting to share data and assist in informing the Executive Committee and guiding the strategic pathway of the BCF as it relates to needs, gaps and strategic goals of agencies within Butler County.

### **Strategic Focus Area 3: Mobilizing Resources**

*Intent: Leverage human and financial resources to support identified needs.*

- **Goal 1: Increase awareness of the Resource and Development Committee and target increasing revenue efforts to support initiatives.**
  - *ACTION 1:* Formally define, capture, and disseminate to the BCF General Membership the purpose and focus of the Resource and Development Committee.
  - *ACTION 2:* Generate revenue that supports an increase of the Annual Mini-Grant financial award to an amount that is as ambitious as possible while remaining fiscally responsible.
  - *ACTION 3:* Create replicable business partnership pathways that financially support the efforts of the BCF and add value to BCF Membership.
- **Goal 2: Ensure BCF members are providing current information to the community through internal and external channels.**
  - *ACTION 1:* Support awareness of existing community resources through existing communication and promotional channels that address community needs by encouraging agencies to update program information on (and utilize) PA 211.
  - *ACTION 2:* Create Agency or program highlights in the BCF E-newsletter and on the BCF Facebook Page.

### **Strategic Focus Area 4: BCF Internal Mechanisms**

*Intent: Create policies and procedures that ensure transparent and ethical governance of BCF resources and adhere to the mission of the Butler Collaborative for Families.*

- **Goal 1: Develop specific policies and procedures that accurately reflect current operations and support transitions in both Executive and General membership.**
  - *ACTION 1:* Create a formal financial process that addresses:
    - Payment of the BCF Coordinator(s)
    - Reimbursement
    - Access to BCF funds
    - Review of financial transactions

- *ACTION 2:* Formally document onboarding/training processes for new BCF Executive Committee members specific to their role.
- *ACTION 3:* Create a written Succession Plan that includes access to important BCF Resources in the event of changes in leadership.
- *ACTION 4:* Create a written General Membership resource that includes an orientation to BCF resources, benefits of membership, important dates, events, and information.
- *ACTION 5:* Create a written guideline for BCF brand use for membership agencies, sub-committees and partnering collaboratives, and outside groups.

Reviewed and Revised by BCF executive committee 8/4/23.