



Sample Outlines

At Your Service Credit Union Strategic Plan Outline 2011-2012

Strategic Initiative 1 – Membership Growth

Objective: To continue a steady increase in our membership base from 43,065 to 47,000 by year end 2012 for an overall increase of 9%.

Strategy 1: Improve product / service offerings and quality of service to increase member retention.

Tactical Action Plan 1: Establish member service / loan call center

Tactical Action Plan 2: Modify / simplify draft accounts down to two account types

Tactical Action Plan 3: Redevelop term share certificate program geared towards short term certificates with additional member options

Strategy 2: Introduce new member service oriented products to increase Hispanic membership growth.

Tactical Action Plan 1: Establish a bilingual website / bilingual internet banking

Tactical Action Plan 2: Introduce a quarterly or semi-annual training workshop for the Hispanic population new to the United States

Strategy 3: Develop new strategies and products to increase youth membership.

Tactical Action Plan 1: Expand ATM locations to high school and college campuses

Tactical Action Plan 2: Establish at least one on-site high school branch

Strategic Initiative 2 – Human Resources

Objective: To increase employee product knowledge, improve training and new hire procedures, and lower employee turnover [*consider adding "from x%"*] to 30% or less by year end 2012.

Strategy 1: Improve training procedures and improve employee product knowledge.

Tactical Action Plan 1: Hire a product trainer / employee instructor and implement a regular training program for new and existing employees

Tactical Action Plan 2: Train teller department to perform additional job functions, i.e. notary public

Strategy 2: Develop and implement new hire procedures and practices.

Tactical Action Plan 1: Develop new hire practices / interview questionnaire

Tactical Action Plan 2: Develop an internal application for current employees interested in transferring to available positions within the credit union

Tactical Action Plan 3: Create and implement an interactive on-line job application to post on our website

Strategy 3: Examine and redevelop existing evaluation and incentive procedures to improve employee retention.

Tactical Action Plan 1: Create a new performance appraisal form

Tactical Action Plan 2: Redevelop and establish guidelines for Employee of the Month program and get HR supervisor involved with the program

Strategic Initiative 3 – Technology

Objective: To remain both competitive and convenient to our members by staying current on technology and offering new and exciting ways to service their financial needs.

(COULD THIS BE RESTATED TO CREATE A MEASURABLE STATEMENT?)

Strategy 1: Become more aggressive and offer more advanced products in regards to debit and credit cards as well as ATM locations.

Tactical Action Plan 1: Remove existing [name] internet credit card product and roll all credit card information into internet banking, i.e. view history availability, payment options, credit limit increases, etc.

Tactical Action Plan 2: Look to drive our ATM network internally

Tactical Action Plan 3: Expand our ATM network by joining a nationwide surcharge-free network, i.e. [name]



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Strategy 2: Upgrade existing software applications to improve employee job performance and services offered.

Tactical Action Plan 1: Look for one piece of software to replace existing products such as [name] and [name], i.e. [name]

Tactical Action Plan 2: Replace existing indirect lending software with an on-line, dealer friendly software application such as [name]

Strategic Initiative 4 – Loan Growth and Enhancement

Objective: Increase loan mix to [consider adding “from __%” to] 75% while maintaining a delinquency ratio below peer average by January 2013.

Strategy 1: Redevelop and modify existing loan policies and procedures.

Tactical Action Plan 1: Review and modify current lending approval levels to help speed up / simplify the loan approval process

Tactical Action Plan 2: Implement a policy to improve credit card decisioning to a turnaround time of 48 hours or less

Tactical Action Plan 3: Review and modify terms on automobile and boat loans

Strategy 2: Aggressive marketing campaigns to bring in new loans.

Tactical Action Plan 1: Implement aggressive marketing and promote new loan specials such as 2% below current rate, etc.

Tactical Action Plan 2: Implement a semi-annual credit training workshop in high schools

Tactical Action Plan 3: Promote LOC, credit cards, and other unsecured loans with a variable interest rate

Strategy 3: Improve business lending portfolio.

Tactical Action Plan 1: Hire business lender, write business lending procedures and policies, market and establish business lending department

Strategic Initiative 5 – Financial Management

Objective: To maintain a net ROA of 1.50% or higher through 2012.

Strategy 1: Manage net operating expenses to maintain a 1.75% ratio or below through 2009 year end.

Tactical Action Plan 1: Research and implement fixed asset accounting system

Tactical Action Plan 2: Develop and apply a tracking system for inventory control / supplies

Tactical Action Plan 3: Review 3rd party contracts for possible cost cuts

Strategy 2: Increase fee income by 6% from mid-year 2006 to year-end 2009.

Tactical Action Plan 1: Implement instant issue debit card software and hardware

Tactical Action Plan 2: Examine introducing new fees such as a document fee when doing a buy / sell loan or title paperwork, notary public fee, etc.



Sample Outlines

SAMPLE STRATEGIC INITIATIVE OUTLINE – 2

HereToStay Credit Union Strategic Plan Outline

Strategic Initiative 1: Membership Growth

Objective: Increase membership growth to 47,531 members by December 2012 resulting in 3.1% growth each year and a net increase of new 2815 members.

Strategy 1: Develop and Implement Member Retention plan

Tactical Action Plan: Develop and Give a member survey.

Tactical Action Plan: Implement New Help You Save Program to attract new members.

Strategy 2: Develop and Implement plan to attract new members.

Tactical Action Plan: Implement new members' rewards program.

Tactical Action Plan: Implement an additional student branch at Mustang High School or Moore High School.



Strategic Initiative 2: Loan Growth

Objective: Increase consumer loan growth by 5% by year end 2011 and 5% by year end 2012 while maintaining a charge-off ratio below peer group.

Strategy 1: Maintain and promote loan recapture to decrease loan run-off

Tactical Action Plan: Every quarter utilize a recapture loan mailer program.

Tactical Action Plan: Send members who have a recently paid off loans a mailer to try and recapture their next loan.

Strategy 2: Increase loan penetration % for each member.



Tactical Action Plan: Utilize MCIF program to identify members who don't have a loan with us and send a discounted loan offer to them.

Tactical Action Plan: Utilize credit report for each member loan request to cross sale member additional loan products by refinancing other financial institution loans.

Strategic Initiative 3: Human Resource Management

Objective: To reduce turnover from 28% to 15% by December 31, 2012 a net decrease of 13%.



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Strategy 1: Revise and/or implement New Employee programs to increase retention of employees.

Tactical Action Plan: Revise New Employee Orientation program to improve.

Tactical Action Plan: Implement a training buddy program and follow-up system for all new hires.

Strategy 2: Implement a career development program for Employees

Tactical Action Plan: Develop a career path plan for each employee

Tactical Action Plan: Give an employee survey to existing employees to determine reasons for staying with the credit union and utilize to improve retention of all employees.

Strategic Initiative 4: Electronic Services

Objective: To increase member usage of online services and self service options by 10% by December 31, 2012.

Strategy 1: Increase current members' usage of online banking system.

Tactical Action Plan: Promote online banking with an ongoing marketing campaign to encourage usage.

Tactical Action Plan: Utilize a quarterly contest with current employees to assist and encourage members to sign up for e-statements.

Strategy 2: Increase new members' adoption of self service options.

Tactical Action Plan: Adopt an automatic opt-in plan for all new members for online services and e-statements.

Tactical Action Plan: Implement a fee or develop a new account for paper statement users and non-self service options to reduce costs.



Sample Outlines

Strategic Initiative 5: Financial Management

Objective: Maintain ROA at current rate of .55% through December 31, 2012.

Strategy 1: Increase Fee Income to peer group average.

Tactical Action Plan: Compare our fees and services with our Peer Group and utilize their numbers to increase our fees to be competitive.

Tactical Action Plan: Increase late payment fees on all loan categories.

Strategy 2: Lower net operating expenses.

Tactical Action Plan: Bid health insurance and employee benefits to reduce overall benefit costs.

Tactical Action Plan: Review loan charge offs. Work with members to recover amounts prior to sending to collection agency.





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SAM MCDARGH, CHANGE AGENT PILLAR LAKES FEDERAL CREDIT UNION SCMS CLASS OF 2011

STRATEGIC INITIATIVE OUTLINE (approved by John Vardallas, January 2010)

Strategic Initiative 1 – Technology	
Objective:	To increase home banking users from 1,143 (1/1/2010) to 1,521 by 12/31/2012 (10% annual growth).
Strategy 1: Simplify e-service offering by combining home banking, bill pay, credit card account management and e-statements into one platform.	
Tactical Action Plan 1	Convert to CAVION single sign-on platform.
Tactical Action Plan 2	Redesign Web site to quickly and easily lead members to home banking / e-service platform.
Tactical Action Plan 3	Train employees on simplified platform and new administrative site.
Strategy 2: Improve employee communication on multi-factor authentication (MFA) and home banking / e-services.	
Tactical Action Plan 1	Develop procedure and how-to sheet on MFA and sign-on processes for front line employees to use with new and existing members.
Tactical Action Plan 2	Expand SEG on-site enrollment closing process to include e-service and MFA demonstration.
Strategy 3: Improve home banking / e-service communication to membership.	
Tactical Action Plan 1	Develop a home banking / e-service lunch-n-learn presentation to use in SEGs.
Tactical Action Plan 2	Introduce quarterly branch “lobby days” to raise awareness of home banking / e-services.
Tactical Action Plan 3	Design marketing campaign to promote home banking / e-services to new and existing members



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Strategic Initiative 2 – Membership	
Objective:	To increase membership from 8,099 to 9,376 (5% per year) by December 31, 2012.
Strategy 1: Refocus business development on new select employer group (SEG) recruitment.	
Tactical Action Plan 1	Set monthly, quarterly and annual goals for cold calls and SEG recruitment.
Tactical Action Plan 2	Establish reward program for staff members who refer potential SEGs that are successfully recruited as SEGs.
Strategy 2: Expand community charter.	
Tactical Action Plan 1	Submit community charter package to NCUA for expansion into Perry, Yell, Scott, Sevier, Howard and Polk Counties.
Strategy 3: Reduce memberships closed due to inactivity by 10% annually.	
Tactical Action Plan 1	Track new and existing SEGs for payroll consistency.
Tactical Action Plan 2	Utilize Harland computer system generated letters to remind members of potential inactive fee.
Tactical Action Plan 3	Develop a marketing plan to target low-balance, inactive members.

Strategic Initiative 3 – Human Resources	
Objective:	Maintain a ratio of .60 to .68 in the number of full-time employees to million dollars in loans and share drafts ratio through 12/31/2012.
Strategy 1: Reduce full-time staff without sacrificing member service levels.	
Tactical Action Plan 1	Replace full-time positions with part-time when appropriate.
Tactical Action Plan 2	Research feasibility of utilizing temporary personnel from a staffing company for receptionist position.
Strategy 2: Streamline lengthy member processes.	
Tactical Action Plan 1	Establish designated telephone tellers to reduce member phone calls to front line positions.
Tactical Action Plan 2	Streamline account research requests with a procedure and guidelines for resolution.



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Strategic Initiative 4 – Loan Growth / Loan Mix	
Objective:	Maintain a loan mix (loans to assets) of 65% to 85% on an on-going basis (through 12/31/2010).
Strategy 1: Capture new member loans through emphasis on refinancing.	
Tactical Action Plan 1	Develop loan comparison worksheet for new members.
Tactical Action Plan 2	Research feasibility of credit reports on all new members with procedures for loan officer follow-up.
Tactical Action Plan 3	Send new members a follow-up letter that emphasizes refinancing to save money.
Strategy 2: Encourage members to use the credit union as their primary financial institution (PFI).	
Tactical Action Plan 1	Offer discounts on new loan interest rates with multiple account relationships.
Tactical Action Plan 2	Develop a system for rewarding loan officers when they successfully refinance loans identified off of credit reports and sell checking accounts – all during loan interviews.

Strategic Initiative 5 – Financial Management	
Objective:	Increase net return on assets (ROA) from .42% to .68% by 12/31/2012.
Strategy 1: Maintain operating expenses to average assets ratio below 3.90%.	
Tactical Action Plan 1	Determine if credit union is taking full advantage of “tax exempt” status on all purchases.
Tactical Action Plan 2	Order envelopes in bulk to reduce price per thousand and have printer store extras.
Tactical Action Plan 3	Review Harland contract annually for possible cost cuts.
Strategy 2: Increase fee income by \$10,000 per year.	
Tactical Action Plan 1	Increase NSF fee to \$32 per item.
Tactical Action Plan 2	Increase overdraft transfers from savings fee to \$5.
Tactical Action Plan 3	Increase returned statement fee to \$7.