Catholic Charities of Chenango County

STRATEGIC PLAN

2012-2014

FINAL
DRAFT
APRIL 24. 2012

MISSION:
To empower people in need to transform their lives.

VISION:
Chenango County Catholic Charities will serve those who are most vulnerable and in greatest need throughout Chenango County. We shall be recognized for our leadership, competence, and compassion. We are motivated to awaken the human spirit, inspire self-awareness, and nurture growth. Those we serve will increase their capacity to be self-sufficient and fully integrated members of the community. We will challenge ourselves, and others, to model God's teachings everyday in all aspects of our service delivery. We strive to reflect God's love and compassion in all that we do.

BELIEFS:

We will achieve our vision through convening, collaboration, service, advocacy and organization. In each of these categories we will be guided by the following:

Convening:
*We are agents of change, facilitating collaborative efforts to serve the poor.
*We provide dynamic leadership to coordinate the delivery of services to reduce duplication with other agencies.
*We challenge others to develop just responses to social issues.

Collaboration:
*We collaborate with the broader community, ministries and agencies in order to develop integrated models of service delivery.
*We inspire and support our staff to be models of collaboration.
*We interact with community groups and agencies to cultivate potential areas of collaboration and partnership.
*We work to develop comprehensive models of change, which enable those served to transform their lives.

Service:
*We develop new models of service and adapt them to be compatible with emerging models of service.
*We build integrated systems to help people move from their current state to a higher level of functioning.
*We serve emerging populations and coordinate with other social service structures.
*We provide mission driven services that reflect the identity and values of the organization.
*We empower people to become increasingly independent and take charge of their own growth and change.
*We provide innovative services to the most vulnerable populations in a highly efficient manner.

Advocacy:
*We take the lead in bringing about transformative change in the
  communities we serve.
*We are a voice for those we serve when called upon to promote
  social justice in our community.
*We speak out on behalf of those we serve.
*We promote just policies for those we serve on a systemic level.
*We confront, at every level, those situations that promote inequality
  or injustice.

Organization:
*We create models for service delivery that can be replicated.
*We internally organize in a way that streamlines the delivery of
  services and maximizes benefit.
*We develop new revenue streams to strengthen our organization to
  operate at it's fullest potential.
*We identify resources that provide opportunities for optimum service
  delivery.
*We continue to build our capacity to serve.

REVIEW:
This Strategic Plan shall be reviewed by the Advisory Board at the June and
January Board meetings each year. The purpose of the review shall be to
assess progress in achieving the goals laid out in the Plan.

*This Strategic Plan was drafted between March 14th and April 25th, 2012 by
a Board appointed Strategic Planning Task Force consisting of Board
members (Sue Franco, Mike Paino, Gray Stevens, Sharon Wilson) and
Catholic Charities Directors (Dan Auwater, Robin Beckwith, Debbie King
Gary Querella,). The Advisory Board held a first reading of the final draft at
the May 28th, 2012 Board Meeting and formally approved this Strategic Plan
at the June 25th, 2012 Board Meeting.

STRATEGIC PLAN GOALS AND OBJECTIVES
2012-2014

I.   <u>Team Involvement</u>:

<u>Goal #1</u> – Foster a personal connection to mission and vision.

<u>Obj. 1.1</u> – Ongoing effort to include mission and vision in appropriate meetings, written pieces and in conspicuous agency locations.

<u>Obj. 1.2</u> – Periodic orientation for all staff volunteers and Board members.

<u>Goal #2</u> – Build a spirit of community within the agency.

Obj. 2.1 – Create community through special events, individual initiatives, and staff-volunteer collaboration.

Obj. 2.2 – Develop integrated relationships between staff and volunteers for unified purposes.

Obj. 2.3 – Provide training for the needs of the staff (personal development plans).

Obj. 2.4 – Encourage and foster creativity.

Obj. 2.5 – Celebrate successful innovation.

II.   <u>Quality Component</u>:

<u>Goal #1</u> – Build upon agency, program and leadership strengths.

Obj. 1.1 – Identify our current strengths and best future potentials (gap identification)

Obj. 1.2 – Build upon those strengths we've identified.

Obj. 1.3 – Create opportunities to recognize/mentor individual strengths on all levels.

<u>Goal #2</u> – Demonstrate excellence based on outcome measures.

Obj. 1.1 – Devise and implement a workable system of outcome measurement and evaluation, including reporting progress.

Obj. 1.2 – Provide training on outcome measurement.

Goal #3 – Identify barriers and promote and provide opportunities for success in the following areas:
- easy access to resources
- technology
- training
- communication
- job analysis/efficiency study
- facilities (renovation, layout, work flow)
- opportunities for input to the planning process

Goal #4 – Increase community access to services.

Obj. 1.1 – Explore, develop and publicize outreach and off-site service programs.

Obj. 1.2 – Examine non-traditional service delivery (internet, off hours, etc.).

Obj. 1.3 – Needs analysis of client base to drive additional programming.

Goal #5 – Personnel Committee to review job descriptions and titles and finalize and recommend salary ranges to the Board.

Goal #6 – The Board and agency directors will monitor the agency Organizational Chart to ensure accuracy.

III.   Property Management:

Goal #1 – Create, implement and monitor technology plan.

Obj. 1.1 – Review current technology plan and update/change.

Obj. 1.2 – A schedule will be developed and money budgeted for hardware/software updates and/or replacement as needed.

Obj. 1.3 - Technology training will be offered to personnel covering topics related to hardware/software as necessary.

Obj. 1.4 – System security will be continually updated.
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Goal #2 – Planned facility/property maintenance.

Obj. 1.1 – Agency directors will work together with the Maintenance Department to ensure that a maintenance calendar of regular Maintenance is established and followed.

Obj. 1.2 – Facility/property safety checks.

Obj. 1.3 – Develop a long-range facility/property maintenance plan.

Goal #3 – Produce an Emergency/Disaster Plan.

Obj. 1.1 – Create Committee to write Emergency/Disaster Plan.

IV. Program Development:

Goal #1 – Client involvement in development and operation of programs and services.

Obj. 1.1 – Create a means (and a system) for this to take place.

Goal #2 – Utilize a locally created evaluation rubric to determine the appropriateness of programs, both proposed and functioning.

Obj. 1.1 – The evaluation rubric shall be used by the staff and Board to determine whether a proposed new program would appropriately fit within the mission and vision of CCCC prior to the Board approving the program.

Obj. 1.2 – The evaluation rubric shall be used annually to determine whether all functioning programs of CCCC are still appropriate and fit the mission and vision of CCCC.

Goal #3 – Explore newly emerging community needs (such as the homeless, aging population issues, Veteran's Affairs services, and forensic counseling).

V. Community Awareness and Support:

Goal #1 – Create and disseminate agency "Case Statement" to be used as a guide in pursuit of resource development activities.

Obj. 1.1 – Compose our story in our own words for sharing with

constituents/target audiences.

Obj. 1.2 – Create a marketing message we can use to address various audiences. Messages must always include time, scope, etc.:
- Scope of service
- Impact of agency message
- Who we serve
- Non-denominational
- Use client's own words
- Statement of organizational strengths

Goal #2 –Investigate the financial development function in the agency.

Obj. 1.1 – Enable a comprehensive planned giving program to offer legacy investment opportunities to potential donors.

Obj. 1.2 – Devise new and creative ways to attract donor investment.

Obj. 1.3 – Create and enable a major special event fund-raiser.

Obj. 1.4 – Identify, develop and design a system for marketing organizational expertise to external entities.

Goal #3 – Tap the creativity and guide the energy of the volunteers in partnership with staff to achieve organizational priorities (renew and reward/recognition).

Obj. 1.1 – Increase and expand pool of volunteers.

Obj. 1.2 – Establish a volunteer recognition program (ongoing) with a Volunteer Coordinator.

Obj. 1.3 – Hold development and social events where staff and volunteers can come together.

Obj. 1.4 – Identify opportunities for volunteerism including finite task definition and training.

Goal #4 – Strengthen and expand partnerships with business, community, and other not-for-profit organizations.

Obj. 1.1 – Increase ecumenical awareness and partnerships.

Obj. 1.2 – Partnering with corporations and businesses.

Obj. 1.3 – Collaborations with community partner organizations.