Catholic Charities
of the Archdiocese of Newark

Mount Carmel Guild Behavioral Health System

Mount Carmel Guild Schools

Legend				
Complete	On Track	Ongoing	Incomplete	Not Started

STRATEGY 1: Improve Board effectiveness

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Develop Trustee Orientation, Manual, and Training that includes visits to program sites												
OBJECTIVE TWO: Develop written Board job descriptions that includes duties and commitments												
OBJECTIVE THREE: Implement Board self-assessment methodology that includes an analysis of key skill sets, characteristics, and recruitment needs												
OBJECTIVE FOUR: Clarify Trustees' role in fundraising												
OBJECTIVE FIVE: Hold a Retreat that clarified Board's understanding of activities, reviews best practices of nonprofit governance, and reviews the agency Code of Ethics												
OBJECTIVE SIX: Create a written charter for all board committees												

STRATEGY 2: Enhance staff understanding of mission and ministry

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Schedule and Prepare for a biennial all- staff convocation that includes an emphasis on mission, values, and Catholic identity												

STRATEGY 3: Improve organizational effectiveness

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Update the Technology Plan												
OBJECTIVE TWO: Update Cultural Competency Plan												
OBJECTIVE THREE: Conduct Position and Compensation review												
OBJECTIVE FOUR: Assess agency practices to ensure EEO compliance												
OBJECTIVE FIVE: Develop a formal Professional Development initiative												
OBJECTIVE SIX: Update the Corporate Compliance Plan												
OBJECTIVE SEVEN: Conduct a systematic updating of the Administrative Manual												

STRATEGY 4: Create meaningful and effective organizational operating and corporate service divisions

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Review current organizational structure for possible redesign to be better aligned with mission and organizational goals												

STRATEGY 5: Enhance use of volunteers throughout the agencies

	Year	2013/14				2014/15				2015/16			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Update the Volunteer Plan													
OBJECTIVE TWO: Design and schedule agency-wide volunteer appreciation events													
OBJECTIVE THREE: Add volunteer application to website													

STRATEGY 6: Improve the physical environment

	Year	2013/14				2014/15				2015/16			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Assess capital needs of facilities and update property management plan as needed.													

STRATEGY 7: Enhance the financial position of the agency.

	Year	2013/14				2014/15				2015/16			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Develop a grant management plan													
OBJECTIVE TWO: Develop a fundraising plan													
OBJECTIVE THREE: Develop a long range debt management plan													

STRATEGY 8: Improve internal communications among the three corporations

	Year	2013/14				2014/15				2015/16			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Develop and implement a communications plan between CCAN, MCGBH, and MCGS													

STRATEGY 9: Improve relations with all stakeholders, including the Catholic community

	Year	2013/14				2014/15				2015/16			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Develop a communications plan to disseminate information on services to archdiocesan parishes													
OBJECTIVE TWO: Formalize methodology for parishes to share their needs and concerns with agency leadership and a plan for agency response													

STRATEGY 10: Develop and implement a communications / marketing plan

	Year	2013/14				2014/15				2015/16			
	Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Develop Annual or Biennial Report													
OBJECTIVE TWO: Expand Newsletter (Internal/External)													
OBJECTIVE THREE: Develop Social Media Utilization Plan													
OBJECTIVE FOUR: Develop content management plan for agency website													

STRATEGY 11: Existing community needs assessments should be reviewed and supplemented, if needed, to guide the expansion of agency reach

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Review current needs assessments from a variety of sources												
OBJECTIVE TWO: Determine if additional assessment is needed												
OBJECTIVE THREE: Develop a plan to determine if agency is able to address specific community needs												

STRATEGY 12: Develop funder cultivation

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Establish standards for consistent communications between managers and funders												

STRATEGY 13: Improve relations with other service providers and consumers

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Develop protocol to encourage collaboration with other service providers												
OBJECTIVE TWO: Develop protocol and implement Consumer Advisory Board throughout the agency												

STRATEGY 14: Strengthen current business portfolio

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Develop formal new program development methodology												

STRATEGY 15: Assess current services for viability and/or growth

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Review current grants, contracts, and programs to determine conditions under which they will be renewed or continued												

STRATEGY 16: Integrate programming with the Affordable Care Act (Health Care Reform)

Year	2013/14				2014/15				2015/16			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE ONE: Conduct an organizational readiness assessment to determine status of competencies needed for successful participation in the changing healthcare arena												
OBJECTIVE TWO: Develop needed connections with hospitals, MCOs, and primary care physicians												
OBJECTIVE THREE: Ensure comprehensive linkages with the Medicaid management care system												
OBJECTIVE FOUR: Ensure that the selected service delivery model results in profitability												
OBJECTIVE FIVE: Prepare for anticipated changes to behavioral health funding structure												

Legend

Complete	On Track	Ongoing	Incomplete	Not Started