

**Strategic Plan 2017 – 2020**

*Statement of Faith*

*Catholic Charities as a ministry of the Archdiocese of Newark participates in the Church’s social mission by recognizing the inherent dignity and worth of all people and responding with sincere Christian compassion to the corporeal needs of the poor and marginalized. The service of Catholic Charities is inspired by FAITH in Jesus Christ, Sacred Scripture, and the continuing exposition of Catholic social teaching. Through these activities, Catholic Charities strives to assist individuals in need, strengthen families, and provide those it serves with an experience of God’s mercy.*

*Vision*

*Based on its core values & principles, Catholic Charities espouses a vision for a well-ordered society in which*

- *each person lives life with dignity*
- *each family, community, and social relationship sustains the life and dignity of the person*
- *all social institutions respect the fundamental rights and duties of persons in support of the common good*
- *community resources are allocated preferentially to serve the needs of the poor and vulnerable*

*Mission*

*To improve the lives of people in need by providing necessary support and resources*

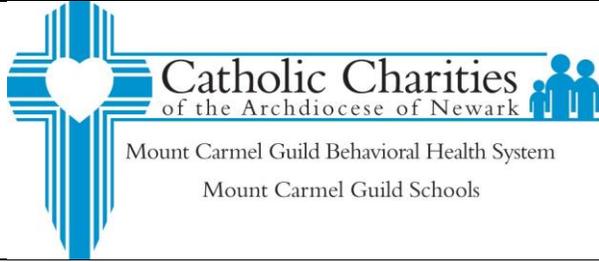
*Who We Serve*

*People in need  
in Bergen, Essex, Hudson and Union Counties*

*Programs and Services*

*Catholic Charities accomplishes its mission by providing programs and services in the following:*

- *social services*
- *behavioral health*
- *education*



## Strategic Plan 2017 - 2020

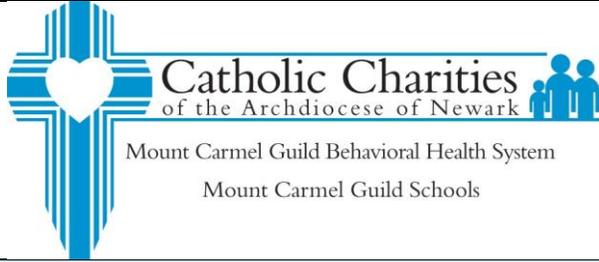
**About CCAN's Strategic Planning Process:** the 2017 – 2020 Strategic Plan began in the Spring of 2017 and included several meetings with the Strategic Planning Committee, conducting a Core Capacity Assessment Tool (CCAT) survey, an organization-wide staff survey and stakeholder interviews. This strategic plan builds upon the previous comprehensive plan that was completed in 2013 and covered 2013 – 2016. The focus of the 2017 – 2020 plan was to identify major strategic priorities to direct the organization as well as to energize the Board and staff to implement the agreed priorities and to move the organization forward.

**What is the CCAT?** the CCAT is a 146-question anonymous online survey that measures organizational effectiveness along five core capacities (Leadership, Adaptive, Management, Technical and Organizational Culture) and identifies the organization's current placement on the nonprofit lifecycle (a measure of organizational maturity). This comprehensive survey tool enables benchmarking with organizations of similar focus and budget size. Both Board members and staff participated, with a total of 42 respondents.

## *Agency Wide Strategic Priorities*

During this process, the following five strategic priorities were identified and agreed upon by the Strategic Planning Committee:

**Staff and Leadership Development**  
**Infrastructure Development**  
**Financial Growth and Stability**  
**Organizational Alignment**  
**Programs and Services**



## Strategic Plan 2017 – 2020

### *Agency Wide Strategic Priority*

#### **Staff and Leadership Development**

**Goal:** To hire, support and develop competent and motivated staff

#### **Result Objectives:**

##### **Leadership Development:**

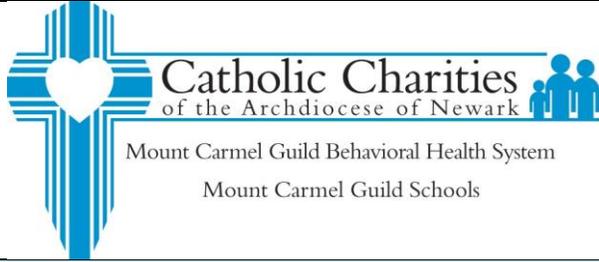
- 100% of leadership roles have a succession plan in place by July 2018
- Increase internal promotions by 25% by second quarter 2018
- Increase staff recognition and appreciation in all departments by 100% by March 2018
- Develop organization-supported leadership training by December 2018

##### **Salaries:**

- Implement performance-based increases based on evaluations by June 2019.

##### **Training and Development:**

- Establish an agency budget of \$10,000 annually to be used for training and development
- Increase best practice training resources available at no cost by 25% annually
- Increase continuing education, training and development offerings for staff (agency wide) by 50% per year
- Increase the staff participation rate in free technology training that is available online or in the community by 25% per year



## Strategic Plan 2017 - 2020

### *Agency Wide Strategic Priority*

#### **Infrastructure Development**

**Goal:** To improve internal and external communications, marketing and technology

#### **Result Objectives:**

##### **Communication:**

- Increase staff knowledge of all CCAN programs and resources by 100% by July 2018
- Increase external presence (social media, annual report, etc.) in communications by 25% by first quarter of 2018

##### **Internal:**

- Increase use of technology/web-based databases of programs and resources that staff can access anytime anywhere by 50% by March 2018
- Develop a method of internal connection between administrative departments (e.g. HR, finance, facilities) and programs to improve teamwork by March 2018

##### **External:**

- Develop and implement a formal marketing plan by September 2018
- Connection to Development that includes communication across multiple platforms – digital, print, community presentations by December 2018

## Infrastructure Development, cont.

### Technology:

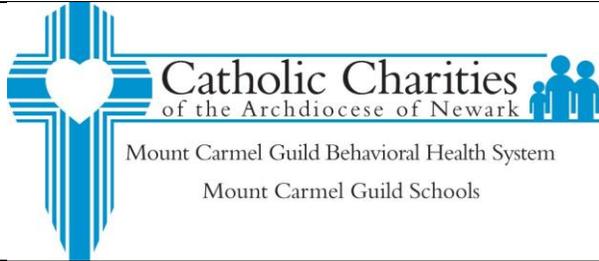
- Identify the needs in our technical capacity – bandwidth, programs, equipment, timeless access and address those needs by June 2018
- Ethics and Technology – develop policies and procedures for informed consent and HIPAA/cyber-security protection for mobile / digital communication by December 2017

### Facilities:

- Identify the air-conditioning and heating needs for all facilities by December 2017
- Improve air-conditioning and heating of facilities with identified needs by June 2018
- Assess capital needs of all facilities by March 2018
- Perform upgrades of facilities with identified needs by 25% by end of 2018 with a plan for 100% by June 2020

### Planning:

- Develop a written implementation plan that identifies how the strategic priorities will be operationalized and the best strategies for carrying out the Strategic Plan by January 2018.



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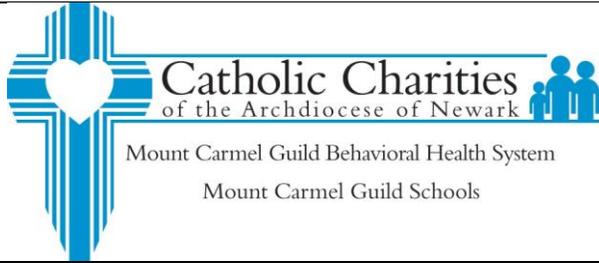
### *Agency Wide Strategic Priority*

#### **Financial Growth and Stability**

**Goal:** To increase restricted and unrestricted funds

#### **Result Objectives:**

- Increase unrestricted funds by 70% annually
- Increase new donors by 25% annually
- Increase current donor contributions through cultivation and engagement by 30% annually
- Increase requests for funding by 20% annually
- Increase fees by 20% (where applicable) by second quarter 2017/2018
- Reduce fixed costs (infrastructure) by 5% by June 2019
- Increase fee-based program for new populations by July 2019



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### *Agency Wide Strategic Priority*

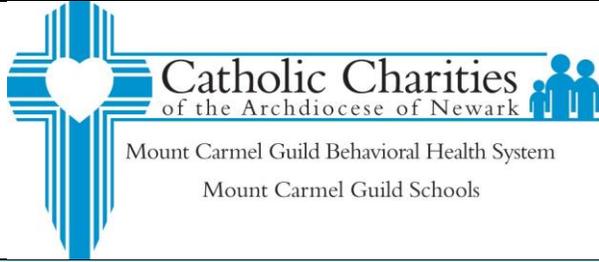
#### **Organizational Alignment**

**Goal:** To unify and align the organization to our Catholic identity

#### **Result Objectives:**

- Increase stakeholder\* clarity around faith, mission, and vision by 100% by April 2018
- Increase stakeholder knowledge of programs and services (agency wide) by April 2018
- 100% of Board and staff will be able to articulate statement of faith, vision and mission by July 2018
- 100% of Board & staff will be able to articulate programs and services (agency wide) by July 2018
- Create an internal (electronic) resource directory for all programs and make available to staff by April 2018
- Increase number of staff retreats to 2 per year by June 2018
- Increase number of board member site visits by 100% by June 2018

\*Stakeholders = board, staff, funders, consumers and other community partners



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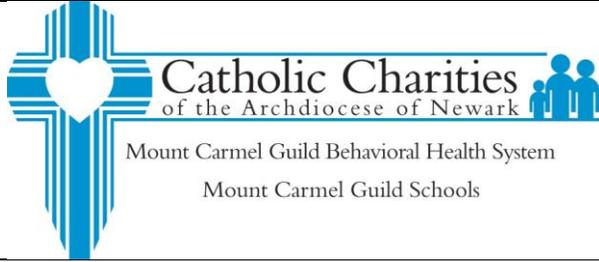
### *Agency Wide Strategic Priority*

#### **Programs and Services**

**Goal:** To evaluate and sustain high quality and necessary programs and services

**Result Objectives:** (SMART -Specific, Measurable, Achievable, Result focused, Timed)

- Increase inter-program referrals to better serve the multiple needs of clients by 25% by June 2018
- Unify PQI processes throughout the agency by June 2018
- Increase the provision of needed program resources (paper, post it notes etc.) annually



**Strategic Plan 2017 – 2020**

We wish to extend our appreciation to all who participated in developing the 2017-2020 Strategic Plan.

**Strategic Planning Committee:**

**CCAN Staff**

John Westervelt: Chief Executive Officer  
 Elizabeth McClendon: Associate Executive Director  
 Susana Armas: ICMS Essex Program Manager  
 James Badavas: Principal, Mount Carmel Guild School  
 Maria Biancheri: Senior Grants Specialist  
 Carol Coleman: TEAM Leader  
 Ahlyabeth Giannantonio, LCSW: Clinical Team leader for Partial Care & Outpatient Department  
 Margery Grimm: Director of Outpatient Services  
 Susan Harbace: Director of Early Childhood Services  
 Rashidah Jenious: PACT Director

Lesley Moore: Division Director, Children & Family Services  
 Rima Patel, LPC, LCADC: Clinical Team Leader for Partial Care & Outpatient Department  
 Jessica Ramirez: Director of Community Access and Volunteer Services  
 Angela Romano-Lucky: ICMS Union Program Manager

**Board:**  
 Monsignor Robert Fuhrman: Board Chair

**Support Center**  
 Marie Zieger  
 Katharine Harris  
[www.supportcenteronline.org](http://www.supportcenteronline.org)