



Strategic Plan

2020-2023

Mission, Vision, Values

Our Mission, Vision, and Values are foundational and define what we do, what we aspire to achieve and why we do this work.

Our Mission:

Inspired by the Gospel of the Beatitudes as proclaimed by Jesus Christ, Catholic Charities of Central and Northern Missouri is committed to providing care and creating hope for the lives of the vulnerable through compassionate social services that respect the dignity of each person and engage the local community in our mission.

Our Vision:

Our vision is to provide compassionate care through the healing ministry of Jesus and create hope for a better life for our neighbors challenged by poverty of mind, body, emotions and spirit. We accomplish this effort not solely on our own, but in partnership with other agencies and by engaging the local community in our efforts.

Our Values:

We believe in the message of Jesus that conveys love and hope.

We affirm the sacredness and dignity of all human life.

We work in partnership with others who share in our mission.

We pursue excellence and uphold integrity in all we do.

We offer service to those in need regardless of background, belief or circumstance.



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Program History and Services Overview

Founded May 17, 2011, Catholic Charities of Central and Northern Missouri is a 501(c)(3) social service agency that provides a range of programs and services to those in need in our 38 county service area regardless of faith, culture or situation. We believe in assisting the most basic and immediate needs of the poor and vulnerable and by giving them the help and resources needed for long-term change. We choose to focus on those areas of greatest need and avoid duplication of services wherever possible. We also belong to the nation's largest private social services network through our affiliation with Catholic Charities USA.

Disaster Services

CCCNMO offers both short and long-term recovery assistance for those affected by natural disasters. We work in collaboration with government agencies, other non-profits, area churches, and county Long-Term Recovery Committees. Our dedicated case managers listen to our clients' stories, help them identify their needs, locate resources and assist them in developing a long-term recovery plan that will lead to self-sufficiency.

Refugee & Immigration Services

Since the airlift of the Vietnamese in 1975, Refugee & Immigration Services (RIS) has provided a safe and hopeful refuge for those forced to flee their homelands. Originally housed in the Diocese of Jefferson City, RIS became a part of Catholic Charities in 2011.

Our staff works hard to ensure culturally competent services to our clients, offering refugees initial housing; provision of furniture, clothing, household goods and food; orientation and initial needs assessment; education placement of children in the appropriate school; introduction to government and community service providers; and extensive case management services. Many families are also provided with a support network of individual volunteers.

Our immigration associates on staff are Department of Justice (DOJ) accredited and offer their services at a much-reduced cost compared to a typical immigration attorney. Our associates have extensive training in their field and assist clients to complete most immigration applications.

Housing & Financial Counseling

This program offers education and counseling for those who struggle financially to help them achieve long-term prosperity. Our goals are to promote financial literacy and financial responsibility, and increase responsible home ownership. HUD-certified counselors cover topics such as budgeting, mortgage and banking information, credit scores, and savings strategies.

The Housing Counseling program educates clients on the home buying process, addresses barriers to mortgage readiness, and makes the client mortgage ready if possible.

The Financial Counseling program involves credit rebuilding and assistance with developing a workable budget, with an emphasis on savings for future needs.

The majority of counseling is conducted in one-on-one sessions with CCCNMO HUD-certified counselors.

Parish Social Ministry

In partnership with Catholic parishes, Parish Social Ministry (PSM) is a resource specialist in the development and delivery of services that strengthens the capacity of parish communities to serve vulnerable people of all faiths and become Centers of Charity and Mercy for their neighbors in need. We provide leadership, guidance and training to those called to serve and those who are served. We do this with mutual respect and caring, Christ-centered compassion, insight and adaptability to meet the varied and changing needs of those we serve.

PSM works with parishes to empower parishioners to live out their baptismal call to serve the needs of those living right in their own communities. The program assists in establishing or enhancing current parish ministries and programs to address unmet community needs, gather and train volunteers, and help obtain any additional funding needed to implement these services.

Current Parish Social Ministry Initiatives:

Prison Ministry

Parish Nursing

Charity and Mercy Grants

Catholic Campaign for Human Development

Education & Advocacy



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Strategic Planning Process

The Catholic Charities of Central and Northern Missouri (CCCNMO) strategic plan was developed in consultation with Jean Beil, Senior Vice President for Programs and Services, Catholic Charities USA, and Sarah Hendley, Senior Manager CNCS Programs, Catholic Charities USA. Dan Lester, executive director at CCCNMO, contacted Jean and Sarah to begin discussions of the strategic planning process in March of 2019. A strategic planning process proposal was created and approved by the CCCNMO board of directors.

In June of 2019, Jean and Sarah traveled to Missouri to complete the Introductory Phase of the strategic planning process with CCCNMO staff and board of directors. Staff were presented with an overview of Catholic Charities history, mission, and the role that local agencies play within the national network. The board of directors were presented with a similar background orientation, while also covering the “What, Why, & How” of strategic planning.

July through September saw board members completing a series of foundational questions, while CCCNMO staff completed a survey of their own. Jean and Sarah returned in October for a second planning session with the board of directors. At this session, the results of the staff survey and the foundational questions were reviewed and analyzed, an environmental overview of the diocese was presented, and a Strengths, Weakness, Opportunities, and Threats (SWOT) exercise was completed. The session ended with the creation of three Strategic Directions that will drive the agencies planning over the next three years being created.

With Strategic Directions in place, CCCNMO staff worked to create Goals and Metrics to quantify and measure progress over the ensuing three years. A draft of the complete strategic plan was provided to staff and board members for feedback and review. Staff were also given presentations on the process in-person. The final draft of the strategic plan was approved on

The following pages outline CCCNMO’s Strategic Directions, Goals, and Metrics for 2020-2023. An appendix follows with reference materials generated during the strategic planning process. We are grateful to Jean and Sarah, Catholic Charities USA, and all of our supporters who make our work serving those on the margins possible.



Strategic Directions 2020-2023



Expand & Enhance
Parish Social Ministry

Focus On Programs
That Build Life Skills &
Independence



Develop The
Organizational Capacity
To Meet Strategic Goals



Catholic Charities
of Central and Northern Missouri

Strategic Directions + Goals

Expand &
Enhance Parish
Social Ministry

- Strengthen Connection to Parishes, Deaneries, & Diocesan Offices
- Increase Support to Parishes as Centers of Charity & Mercy

Focus on
Programs that
Build Life Skills
&
Independence

- Extend Current Programming
- Develop New Programming

Develop the
Organizational
Capacity to
meet Strategic
Goals

- Revenue
- Infrastructure
- Staff

Direction

- Expand & Enhance Parish Social Ministry

Goals

- Strengthen Connections to Parishes, Deaneries, & Diocesan Offices
- Increase Support to Parishes as Centers of Charity & Mercy

Metrics

- Established Point of Contact in Each Parish & Deanery
- Comprehensive Directory of Parish Charitable Services
- \$100,000 Annual Distribution of Charity & Mercy Grants

Direction

- Focus on Programs that Build Life Skills & Independence

Goals

- Extend Current Programming
- Develop New Programming

Metrics

- Double enrollments in Immigration, Housing & Financial Counseling, Refugee Resettlement, and Disaster Case Management Services
- Develop & Implement Food & Nutrition Services, Integrated Health Services, & Life Skills Services

Direction

- Develop the Organizational Capacity to meet Strategic Goals

Goals

- Increase Revenue
- Meet infrastructure needs
- Increase staffing to ensure quality service provision

Metrics

- Increase annual operating budget from \$1.5 to \$3 million per year via enhanced fundraising and grant opportunities
- Complete renovations on Shikles
- Onboard Directors of Advancement & Outreach and Finance & Compliance, as well as program specific staffing as needed



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Appendix

Strategic Planning Process Proposal

Board Planning Session One Presentation

Board Foundational Questions

Staff Survey

Board Planning Session Two Presentation



Inspired by the Gospel of the Beatitudes as proclaimed by Jesus Christ, Catholic Charities of Central and Northern Missouri is committed to providing care and creating hope for the lives of the vulnerable through compassionate social services that respect the dignity of each person and engage the local community in our

Strategic Planning Process Proposal

March 13, 2019

ELEMENT	DESCRIPTION	TIMING	
Introductory Phase	CCUSA Consultant meets with Board in person or through "Go to Meeting" to situate the agency within the context of the CCUSA National Ministry and to explain the "What, Why & How" of strategic planning	From 45 mins. to 2 hrs.	June Meeting
Research Phase	Board members respond to foundational questions Board Committee does environmental scan Compile survey of parish social ministries		Summer
Development Phase	CCUSA Consultant meets with Board in person to present findings of the research phase and to work through a process resulting in the development of 3-5 Strategic Priorities	From 3 - 5 hrs. (depending on how much time we utilize in the introductory phase.	Late August or early September
Consolidation Phase	CCUSA works with CCCNMO leadership to "fill out" the plan to include goals and objectives in service to the Board identified priorities	Either via a series of web meetings or 3 hrs. on site	September to November
Adoption Phase	Board tweaks and adopts the plan		Before Thanksgiving



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Strategic Planning Foundational Questions

August, 2019

1. What makes CCCNMO stand out from all other service providers in the area?
2. When you think about your board service at Catholic Charities, what gives you the most satisfaction?
3. What services currently being provided might be better done by some other entity?
Who?
4. What services currently being provided should be expanded?
5. What is the biggest unanswered social service need in the diocese?
6. What is the biggest barrier to the agency's future growth?
7. If the agency were given a gift of \$5M to spend during the next fiscal year, what would you like to do with it?
8. Thinking about the political/social/religious environment of the CCCNMO service area, what potential vulnerabilities must be defended against?

CCCNMO Staff Survey – Staff were provided a link to an anonymous survey utilizing the Survey Monkey online platform. Results were made available to Catholic Charities USA staff facilitating the strategic planning process, and share with CCCNMO staff and board.

1. How do you feel when you consider your employment with Catholic Charities?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

2. Relating to salary, please select one of the following:

- I am fairly compensated and able to support myself and my family with what I make at Catholic Charities.
- A small increase every pay period would help me go beyond just the necessities of life.
- It is not enough for me to get everything my family needs to live a dignified life.

3. When I think about my work life at Catholic Charities the thing that bothers me the most is...

4. When I think about my work at Catholic Charities the thing that gives me the most satisfaction is...

5. What do you think is the one thing that makes Catholic Charities stand out the most among all the other service providers in the area?

- The types of services we provide
- The dignity and respect with which we treat our clients
- The professionalism and dedication of our staff
- Our willingness to serve low income and vulnerable people
- Other (please specify)

6. What services currently provided should be expanded?

- Refugee Services
- Immigration Legal Services
- Community Services
- Disaster Services

7. What is the biggest unanswered need in our service area?

8. What is the biggest barrier to the agency's future growth?

- Finding good, reliable staff
- Government policies
- Difficulty raising money
- Too much competition in the social services field
- Other (please specify)

9. If the agency were given a gift of \$5M to spend during the next 12 months, what would you like to do with it?