

## **Operational Goals and Objectives for Catholic Charities Entity FYE2021**

### **Finance FYE2021**

1. Execute and manage budget, accounts, investments, and financial activities of the four Catholic Charities Entities.
2. Analyze financial results to gain understanding of the agencies' financial performance and communicate the financial results to management.
3. Forecast agency's business activity and financial position in areas of income, expenses and earnings based on past, present and expected operations, and present timely reports to management.
4. Analyze wage, salary reports and data to determine competitive compensation plan.
5. Recommend modifications to existing agency programs from a financial standpoint.
6. Oversee insurance coverage requirements for agency's fixed assets, as well as autos and other equipment and property.
7. Ensure maintenance of effective internal controls to assure safeguarding of assets and reliability of financial statements.
8. Prepare monthly financial statements and ensure their accuracy and timeliness.
9. Ensure compliance with any and all financial and contract reporting requirements for private or public funding, licensing, or regulatory agencies.
10. Resolve accounting and financial problems and/or issues.
11. Ensure accurate projection of annual budget and cash flow.
12. Ensure proper annual financial audit.
13. Manage and oversee all disbursements, ensuring the accurate and timely processing of grants and accounts payable, cash management, payroll processing, corporate and payroll taxes.
14. Identify and Prepare special cost studies as required for various programs.
15. Monitor the receipt of all securities and money due to and held by the organizations.
16. Ensure that all funds are properly deposited in organization's designated depository.
17. Render monthly, quarterly, and annual financial reports of the four Catholic Charities entities to the Board of Trustees.
18. Ensure that all Federal, State, and local financial reports are filed on a timely basis.
19. Oversee the preparation of the annual budget and monitor its implementation.
20. Ensure adequate diversification of deposits and investments.
21. Ensure the safety of principal, liquidity and a competitive rate of return on investments.
22. Support all Catholic Charities Fundraising events.

### **Streamline**

23. All functions of accounting department and report to the Board and CEO.
24. Proceed with obtaining Indirect Cost Exemption through Federal Government.
25. Move all indirect Costs into CC Budget.
26. Develop single accounting system for all entities
27. Develop single billing system for all entities.
28. Consolidate payroll for all entities.
29. Consolidate Accounts Payable and Accounts Receivables for all entities.

30. Consolidate credit card expenses.
31. Assume accounting function of CC Entity.
32. Audit – Revenue Recognition, Functional Expense Allocation, Liquidity
33. Audit – Break Down Revenue Components
34. Audit – 2 Month Time Analysis of all Indirect Personnel
35. Audit – Line of Credit consolidation and moving all accounts to a local bank.
36. Audit – Centralize contributions of all agencies to Valley Road Location
37. Audit – Update all articles of Incorporation
38. Audit – Asset Inventory Solution

## **Human Resources FYE2021**

1. **Town Hall Meetings** – Increase Town Hall Meetings and communicate a more personalized approach to be added to current methods
2. **Employee Satisfaction Survey** – Work with team and personnel committee to add/change/remove to consolidate into one survey and get data output on survey.
3. **Performance Appraisals** – Roll out goals for the agencies and work with executive directors to drill down to their respective agencies, depts, and staff. Communicate goals for CC Entity via the Town Meeting. Staff given goals during the first 2 months of the years, enabling us to do a mid-year review no later than August to come full circle in December.
4. **Re-location** - Continue to manage relocation of offices to Valley Road and with re-opening after the pandemic analyze and maximize space in light of those who can work from home.
  - **Concentra Contract and Implementation** – Coordinate and consolidate occupational health services for all of Catholic Charities. Attain contract approval (awaiting receipt from Concentra legal dept.) . Update policy / procedure on random testing, pre-employment and suspicion (transporting to facility)’Implement new standard for SN and CFCS
5. **Employee Handbook and policies and Procedures** – Develop a three-tiered employee handbook and policy and procedure manual accessible through electronic means as well as hard copy and a system of PQI annual review system. Incorporating all staff through paylocity signing off on updated handbook. Three tiers should be Diocesan, CC, and agency specific tiers.
6. **E-verify** instituted for all of Catholic Charities
7. **Cari Checks**
  - Determine applicable staff checks can solely be performed on
  - HR Asst to create Paylocity reminder for applicable staff
8. **Medicaid Checks** – Mandate for all organizations
9. **Staffing** - Identify and communicate specific roles of HR department to all in Catholic Charities agencies
  - Desiree point person for: Benefits interviews
  - Shahima point person for: Off-boarding/exit interviews in-person (email/call acknowledgement)
  - Laura -Onboarding, Recruitment
  - Desiree/Ana point person for employee relations events (Christmas, BBQ, EAP discount pgms, etc)
10. **Meetings** - Increase HR involvement and rotation in DPD, CFCS and SN operation meetings.
11. **Operational Incidents** – Cross Train HR staff to understand specific incident and processes at different organizations such as medication errors.
12. **Paylocity**
  - STD/LTD coding will no longer be done by Diocese (CC-HR will need to do as part of onboarding)

- Requisition form for recruitment/onboarding/off-boarding
- Discipline goals to be reformatted to old method or have to update “How to guide” and train leaders

### **13. Training**

- NEW online training system for CC and Agency specific trainings that works and interacts with Paylocity.
- New Hire Orientation 2-day Event – Proceed with a two day orientation where HR department completes first day of training and agency specific training is completed on the second day. Also create 2<sup>nd</sup> we can use (so it’s not just Thu at 380)
- External Trainer /Development of Mentor Pgm for leaders (pilot pgm SN)
- Coordinate with Angela alternative training plan via EAP if Diocese trainer does not manifest.
- Diocese Harassment Training – outstanding list to Directors (include deadline)
- Implement Diocese Harassment Training with onboarding (awaiting admin capabilities from Diocese)

### **14. Volunteers**

- Select an overseer for program heads
- Standardize new volunteer information packet
- Implement Diocese required training for current and newly registered volunteers
- Alternate Pat/Sister Maureen 15min presentation on program during new hire orientation

## Development - FYE2021

### **1. Supplement potential in-person event and fundraising COVID-19 losses. Raise needed funds for increased COVID related spending across 3 agencies.**

- a. Bring in and cultivate new donors to our cause.
  - i. Continue to send bi-weekly press releases to feature our cause in local, regional, and national media
  - ii. Continue to use email marketing as a tool to communicate our response to donors and supporters
  - iii. Continue to use utilize social media as a form of communication
    1. Communicate COVID-19 response to donors and supporters
    2. Acknowledge larger businesses, foundations and community partners for their support.
    3. Continue to have social media be a source of information for those in need of help
- b. Reach out to existing donors for larger gifts
  - i. Make targeted asks for Department for Persons with Disabilities donors to help supplement projected Wiegand Farm Golf Classic losses.
- c. Seek support from foundations with established COVID-19 relief funds.

### **2. Establish Grant Writing Program**

- a. Complete an executive search and hire a part-time employee with a proven history of grants strategy, tracking, and collaboration.
- b. Identify capital projects with CEO, CFO and agency executive directors
- c. Identify programs in need of specific funding and potential new programs that can be jumpstarted with grant funding with CEO, CFO and agency executive directors
- d. Set 2-year goals with CEO, CFO and agency executive directors
- e. Work with Catholic Charities USA grant writing team to establish plan, goals, and identify funders
- f. Utilize Foundation Search as a prospect research tool
- g. Establish relationships with funders and foundations
- h. Have grant writer work with agency executive directors, program directors and finance teams to assure grant requirements and metrics are being met.

### **3. Restructure Administrative Support**

- a. Work with CEO, CFO, and agency management teams to discuss and implement an efficient supportive staff team for all Catholic Charities functions.
  - i. *Development assistance needed:*
    1. Acknowledgements and donor cultivation
    2. Solicitation of “smaller” sized donations and sponsorships
    3. Working alongside parishes and agencies for in-kind appeals (Christmas giving and Corpus Christi Food Drive)
    4. Attending community events and donation presentations on behalf of Catholic Charities

- 5. Attending and assisting with all Catholic Charities fundraising and communications-related events
- 6. Website management
- 7. Donor database management
- 8. Minor graphic design
- 9. Phone and email correspondence
- b. Move banking function off of development and onto finance
  - i. Develop new structure for donation reporting with CEO and CFO to have more efficient reconciliation with accounting

**4. Replace in-person events for the first half of 2021 fiscal year with virtual events**

- a. Wiegand Farm Golf Classic
  - i. Replace with appeal to larger donors, previous golfers and sponsors
  - ii. Host 50/50 drawing
  - iii. Work with DPD Executive Director to recognize staff in a thoughtful and caring way, and implement an online awards presentation
- b. Corpus Christi Food Drive
  - i. Replace in-person drives with virtual option and allow giving through the summer of 2020
- c. Caritas Gala
  - i. Replace in-person gala with well-produced video production highlighting Catholic Charities “Samartains”
    - 1. Extend number of honorees for this year
    - 2. Reach out to vendors and past supporters to assist this event
      - a. Offer online souvenir journal and sponsorship opportunities
    - 3. Completely rebrand 2020 event around the current Covid-19 crisis
  - ii. Work with Caritas and Development Committees to reinvigorate live Caritas event for 2021
- d. Outdoor Memorial Mass
  - i. Work with pastoral care teams to institute virtual mass for 2020

**5. Plan and organize live-events and appeals for second half of fiscal year 2021**

- a. Recurring Events
  - i. Veterans Awards Breakfast
  - ii. Straight and Narrow Concert
  - iii. Christmas Concert benefitting at risk youth
  - iv. Murray House Dinner Dance
  - v. Dunk for Disabilities
  - vi. Wiegand Farm Golf Classic (2021)
- b. Appeals
  - i. Christmas/Year-end appeal
  - ii. Easter Appeal
  - iii. Staff Appreciation Appeal
- c. New Events
  - i. March Meals, benefitting Meals on Wheels Program (March 2021)

- ii. CFCS Heroes Brunch (October 2021)
- iii. Emerging Advocates Event (TBD)
- iv. Event with Community Relations Committee (TBD)

**6. More efficiently utilize website to increase visibility and capture donations**

- a. Maintain and successfully utilize \$10,000 (per month) Google Adwords grant
- b. Give main page, donation page, and agency pages a facelift
- c. Replace current donation forms on website with blackbaud e-tapestry forms

**7. Utilize Blackbaud tools to better manage and maintain donor database and cultivate donors**

- a. Deceased record finder
- b. Email finder
- c. Address finder

**8. Better connect to our volunteer community to boost fundraising efforts and community engagement**

- a. Open discussion with CEO, CFO and Agency Directors on how we can meet needs of organization through volunteer engagement and more cohesive volunteer tracking
- b. Have development office better connect to active volunteers
- c. Work with volunteer and HR department to explore the possibility of internship opportunities in Development and Catholic Charities Offices

**9. Better and uniformly track in-kind donations**

- a. Meet with CFO and Auditors to create standardized process and data collection
- b. Cultivate in-kind donors to evolve into long-term donors

**10. Reinvent Acknowledgement Process**

- a. More efficiently acknowledge “smaller” donors
- b. Put into place system for acknowledging new donors
- c. Better and more diversely acknowledge larger and recurrent donors

**11. Build Emerging Advocates Group to bring in “young” professionals**

- a. Establish bi-monthly gatherings with Emerging Advocates Committee (post-Covid)
- b. Work with Emerging Advocates committee to establish their own event

**12. Work with the CEO and Development Committee work more closely with Board of Trustees to increase philanthropic giving**

- a. Establish giving guidelines for future board members
- b. Look into bring in individual board members who can help secure corporate and major gifts

**13. Retool Catholic Charities marketing materials**

- a. Create new brochures for Catholic Charities, each agency, and individual programs as needed

**14. Towards the end of FYE 2021, look into the possibility of expanding donor database and establishing prospect research functions to better identify potential major donors, within our system**