



## STRATEGIC PLAN

**January 1, 2023 – December 31, 2025**

**Preamble:** Livingston County Catholic Charities embraces its' role as a critical part of the social ministry of the Catholic Church in the Diocese of Lansing. We strive to be a witness to the entire community we serve and a visible sign of the Church's commitment to the Common Good. In this capacity, we serve as missionaries to meet people wherever they are at and to value them and their experiences, loving as Jesus Christ loves. (Mt 22:37-39; 25:34-40)

Livingston County Catholic Charities, through its' programs and services, seeks to uplift lives in our community. To strengthen our abilities and to maximize the resources entrusted to us, to serve as good stewards of these resources, we adopt the Goals and Objectives identified below.

**MISSION STATEMENT:** "The mission of Livingston County Catholic Charities is the work of the Catholic Church, to share the love of Christ by performing the corporal and spiritual works of mercy."

**VISION STATEMENT:** "Livingston County Catholic Charities aims to provide quality human services to Livingston County residents regardless of race, gender, religion, age, disability or financial ability."

**Goal #1:** To grow and strengthen the array of funding for the agency. A significant element will be to focus on revenue, grants and fees for existing programs and services.

**Objective A:** The Director of Fund Development & Marketing, the Executive Director and the Marketing & Fund Development Committee of the Board of Directors will develop annual development goals and strategies to achieve the goals of this Strategic Plan that enhance the sustainability of the agency.

1. The development goals and strategies will be updated annually and will be incorporated into the annual efforts of the Marketing & Fund Development Committee.
2. The Director of Fund Development & Marketing will provide monthly progress reports to the Board.

**Objective B:** The Director of Fund Development and Marketing will coordinate the submission of 8 foundation grants annually for the operation of existing programs and services.



1. A specific dollar target will be set annually. For FY 2023 the target is \$100,000. The amount for each of the remaining years of this plan will be determined during the annual budget development process.
2. This will be monitored annually by the Marketing & Fund Development Committee and by the Executive Director.
3. Each Program Manager will provide input and budget parameters into the grant proposals impacting their respective area of service.

Objective C: The Executive Director will continue to engage with other Diocesan agencies to explore opportunities for partnerships of similar services, values, mission and focus.

1. Program Managers will build this into supervisory sessions and Administrative Team meetings and review monthly.
2. The Executive Director will monitor this area and report to the Board of Directors in the Monthly Board Report.
3. The Executive Director will use the quarterly diocesan agency meetings to explore further collaborations.

Objective D: The Director of Fund Development & Marketing, the Executive Director and the Marketing & Fund Development Committee of the Board of Directors will develop and implement a plan to increase the non-Catholic donor base. The initial plan will be developed by January 2023, will be implemented by March 2023, and will be monitored quarterly.

1. This will be incorporated into the annual efforts of the Marketing & Fund Development Committee.
2. The Executive Director, the Director of Fund Development & Marketing and the Development & Marketing Committee will grow relationships with non-Catholic church communities by making outreach efforts to a minimum of 4 annually.
3. Board members and coworkers will be prepared to represent LCCC in further interactions with these communities and their own Church community.

Objective E: A plan will be developed and implemented to increase revenue from Mental Health Counseling and Substance Abuse Treatment. This will be implemented upon the full employment of therapists and updated annually with specific growth targets.

1. This plan will be developed by the Clinical Director and the Executive Director by March 2023.
2. The plan will include outreach to commercial and managed care purchasers of outpatient counseling.
3. The plan will include outreach to the HR personnel of local major employers to attract insured individuals.
4. The Clinical Director, the Executive Director and the Board of Directors will identify a staffing model for the Mental Health and Substance Abuse Treatment services designed to maximize service delivery and revenue

generation by March 2023. This model will be phased in through the following 12 months and assessed annually.

5. Mental Health Counseling and Substance Abuse Treatment revenue will be monitored monthly and the Executive Director will report on the related efforts monthly.

Objective F: The Executive Director, Board of Directors and the Child Welfare Director will actively explore partnerships and other opportunities to attain fiscal stability and increase revenue in the Foster Care and Adoption programs.

1. The plan will include expanded efforts towards foster home recruitment.
2. Program revenue and program population will be reported monthly to the Board of Directors.
3. The consideration of a possible transition/integration with one of the other Diocesan Catholic Charities agency for the Foster Care and Adoption programs will be reviewed bi-annually and reported to the Board.

Objective G: A plan will be developed and implemented to maintain maximum population census within the Be Our Guest Adult Day program. This plan will be developed by Jan. 2023 and implemented immediately thereafter. The plan will be reviewed and updated at a minimum of an annual basis.

1. The Director of Senior Services and the Executive Director will be responsible for the development and the implementation of the plan.
2. The plan will include outreach efforts to Senior Centers and other organizations.
3. The program census and the program revenue will be monitored and reported on a monthly basis to the Board of Directors.
4. An evaluation of the fees for services will be completed by March 2023 and updated annually. This evaluation will include a comparison to other similar programs.

Objective H: The Home Injury Control and Chore senior programs will be implemented during FY 2022-23. This will include the use of volunteers and contractual providers.

1. The Home Services Technician position will be posted and filled by 10/31/22.
2. Additional funding will be identified and secured by 6/1/23. Foundation grants, government grants and corporate support will be explored.

Objective I: The Executive Director and the Board of Directors will explore opportunities to expand services that address community needs, including efforts to reduce homelessness, support crisis pregnancy and case management for seniors.

1. The Board of Directors will establish a Life Committee to explore collaboration with the Severe Weather Network, Pregnancy Help Line and the Senior Centers to discuss and other community entities by 1/31/23.

**Goal #2:** The agency will finalize permanency plans for the agency's physical plant, including both short term and long term occupancy needs. The long term plan will be developed by the Occupancy Committee and the Executive Director by December 2023.

**Objective A:** The Occupancy Committee will have the responsibility to conduct an updated analysis of the current physical plant, which will be completed by June, 2023.

1. This analysis will include the history to date, soil samples and price, along with an updated plan for the proposed building upgrades by June 2023.
2. This analysis will also include potential improvements to current technology (phones, internet, tele-therapy capability, etc.).
  - a. Opportunities for volunteer assistance will be included in the analysis.
  - b. This will be monitored monthly and reported by the Executive Director and the Occupancy Committee to the Board of Directors.
  - c. Upgrades to the current physical plant will include input from Coworkers and Board Members to best meet the needs of our Coworkers and clients. This will include adequate bathrooms, growth for senior services and building security.

**Objective B:** The Occupancy Committee will explore a variety of permanent occupancy options, which will minimally include the purchase of the existing space, the purchase of another building in the community, building a building or continuing to lease at the current or other locations. This exploration process will be completed by June 2023.

1. The Occupancy Committee will solicit input from Coworkers, Board Members, clients and other stakeholders to address the long term occupancy needs by June 2023.
2. If a Capital Campaign is undertaken, this will be incorporated into the updated Occupancy Plan and addressed as a separate Strategic Planning goal.
3. Capital Campaign efforts shall continue the education of the community about the mission of LCCC.

**Goal #3:** The agency will strengthen community collaborations and parish engagement and expand LCCC education and awareness activities throughout the community. This includes:

**Objective A:** The Director of Fund Development and Marketing will coordinate the development and implementation of an annual marketing plan by June of each year.

1. Input will be provided by the Fund Development & Marketing Committee and key Coworkers.
2. The Marketing Plan will be updated annually and the results will be reported to the Board of Directors monthly.
3. The Marketing Plan will include a variety of media, including Facebook, Instagram, You-tube, videos and other uses of social media.

4. The Marketing Plan will address community and client awareness of organizational services, policies and limitations.

**Objective B:** The agency will continue and strengthen outreach efforts to Catholic parishes. These efforts will be included in the Marketing Plan.

1. Ongoing efforts will include the Lasting Promise classes, Walking with Moms in Need and the Catholic Council on Aging.
2. This will be the responsibility of the Executive Director and the activities will be reported to the Board of Directors monthly.
3. Parish Representative Board Members will cultivate and maintain relationships with the Pastors for Loaves & Fish, the sharing of information and other agency activity.

**Objective C:** Develop and implement an outreach plan to businesses, service clubs and other potential sources for referrals and/or donations.

1. This plan will be developed by the Director of Fund Development & Marketing by June of each year, will be incorporated into the Marketing Plan, and will be updated annually.
2. The activities will be reported to the Board of Directors monthly.

**Objective D:** The agency will uplift the Mission and our Catholic Identity within the Church and throughout the broader community.

1. The agency will make available bibles, Faith Magazine and other religious material for clients as part of our missionary role to the greater community.
2. The Executive Director and the Clinical Director will be responsible for employing Catholic therapists who are well formed on the Church teaching of family values, life issues and clinical priorities.

**Goal #4:** The agency will strengthen and expand efforts for recruiting qualified candidates for all positions and departments.

**Objective A:** The Executive Director and Administrative Team will develop a plan for the recruitment and retention of qualified candidates that includes maintaining staff morale. This plan will be developed by June 2023 and will be updated annually.

1. Input for the plan will be gathered from all LCCC Coworkers and will address the professional needs of all employee and program groups.
2. The Executive Director will have the responsibility for the implementation of this plan and it will be reported on monthly.
3. A salary survey and analysis for all positions will be conducted by January 2023 and updated annually.
4. A plan to improve the salary and benefit structure will be developed by January 2023 and approved by the Board of Directors by September 2023. This plan may include a redesign of the employee compensation process.
5. A plan to reach out to schools of Social Work and other educational institutions for potential interns and employees will be developed by March 2023.

Objective B: The Administrative Team will strengthen the annual Professional Development Plan to include the expansion of the skill sets of current coworkers to meet agency and client needs.

1. This plan will include management development, such as accounting, Management/Leadership development, program budgeting and related tasks
2. The Professional Development Plan will identify training opportunities to assist coworkers to become leaders in their chosen disciplines. This can include In-Service Training and external seminars and workshops.
3. The Executive Director will have the responsibility to monitor this Professional Development Plan and will report on it monthly.

Objective C: The Administrative Team, with input from the Board of Directors and the Diocesan Office of Catholic Charities will explore opportunities to partner with other Catholic Charities organizations to maximize service delivery and streamline administration.

1. This will be reported periodically by the Executive Director.
2. The Board Chair and director will continue discussion with the Diocesan Office of Catholic Charities.

Objective D: The Executive Director, Administrative Team and the Board of Directors will develop a succession plan for administrative positions.

1. The Executive Director will identify the skill development needed for key coworkers in the areas of administration and leadership development, then identify training opportunities for each.
  - a. Each position will have a clear description and will include the core competencies required.
2. The Executive Director will interface with other Catholic Charities agencies, Catholic universities and the Michigan Federation of Private Agencies and other key organizations to identify, recruit and nurture talent.

**Goal #5** The agency will actively recruit, train and provide thorough background checks for new volunteers to support our staff in every program area identified as needed.

Objective A: Each Program Manager will develop very clear volunteer position descriptions of the volunteer roles in each program area. This will include responsibilities, volunteer policies, reporting structure, insurance, experience and education requirements and minimum time expectations.

1. The volunteer hours will be monitored and maintained for use in grant or other funding opportunities.
2. Efforts to recruit volunteers and the number of volunteer hours shall be provided to the board monthly.

Objective B: Volunteer opportunities will be shared in our quarterly newsletters, public speaking engagements, brochures, the annual Loaves and Fish appeal and on social media.