



Catholic Charities Atlanta Strategic Plan Update





Self-Sufficiency

Stabilize

Security & Well Being

- Secure housing to prevent homelessness
- Public benefits for access to food and healthcare
- Access to legal services

Achieve

Coping Skills

- Financial literacy & coaching
- Parenting, refugee cultural adjustment, immigration legal & custodian orientation
- Mental health behavioral coping skills

Thrive

Education & Employment

- Refugee job skills training
- Support navigating job search and application process
- English language classes, Legal orientation and Fair housing rights
- Employment authorization and permanent status
- Refugee youth mentoring and academic support



Vision: Families living self directed lives free of financial instability and homelessness.

Values:

- The dignity and uniqueness of each person
 - Compassionate service
 - Social justice
 - Community partnership
 - Respectful interactions
- Catholic Social Teachings
 - Life and dignity of the human person
 - Call to family, community, and participation
 - Rights and responsibilities
 - Option for the poor and vulnerable
 - The dignity of work and the rights of workers
 - Solidarity
 - Care for god's creation

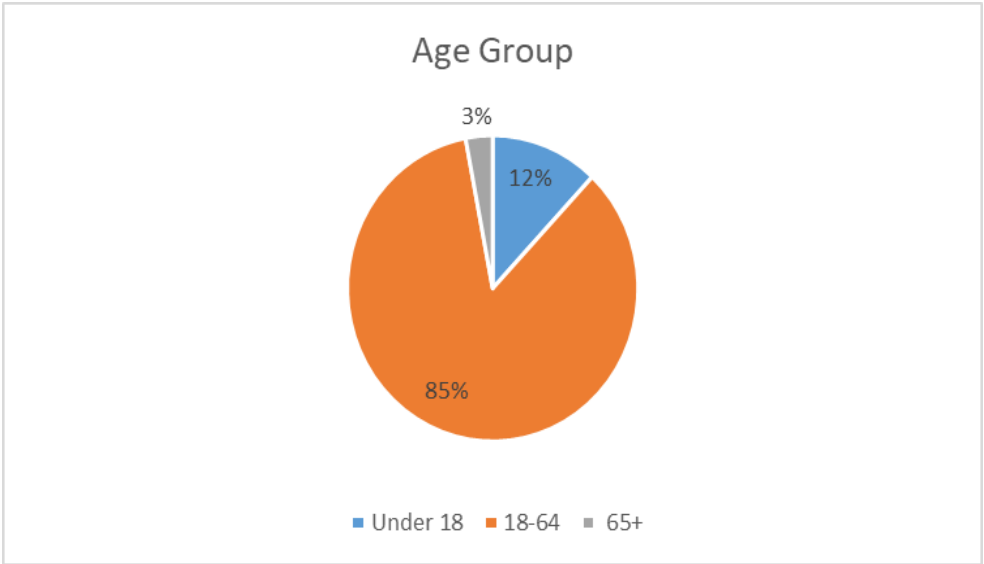
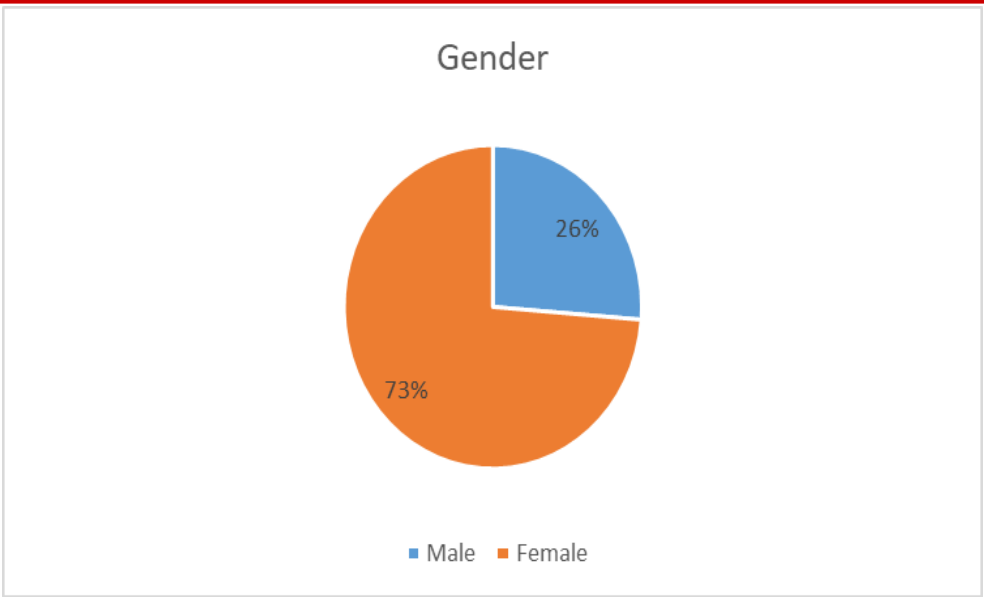
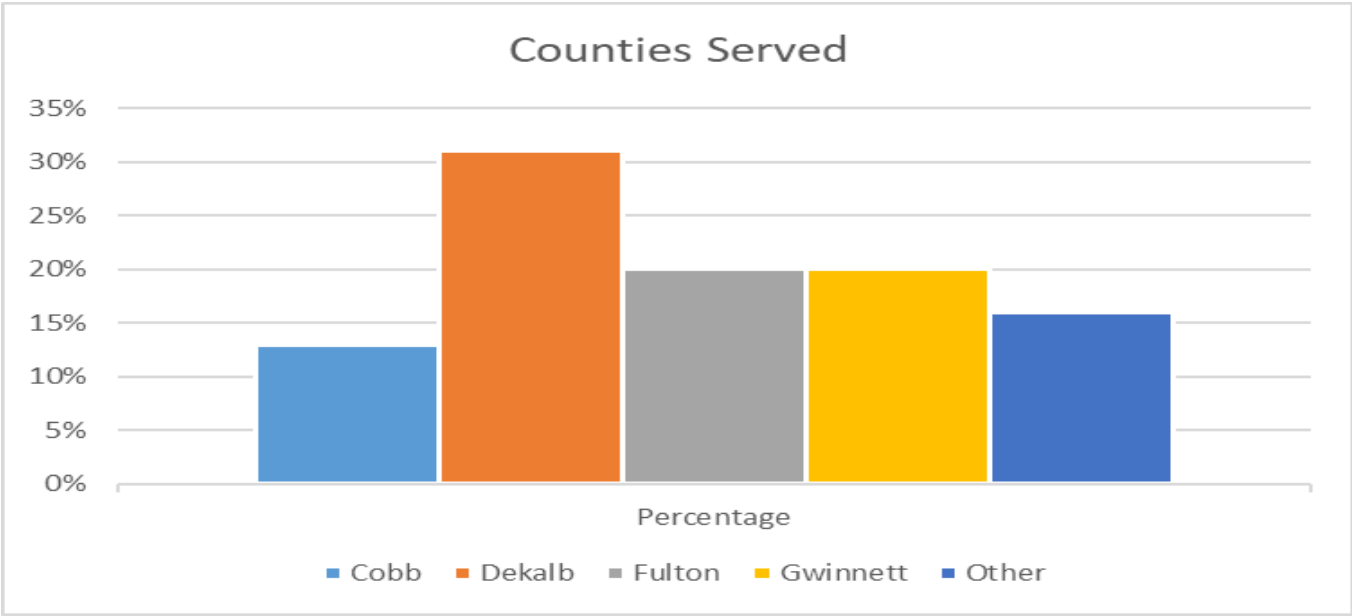
Who we serve



Populations Served	
Veterans	Immigrant detainees
Refugees	Low income families
Vulnerable Children	Immigrant minors

11,180 clients in FY21

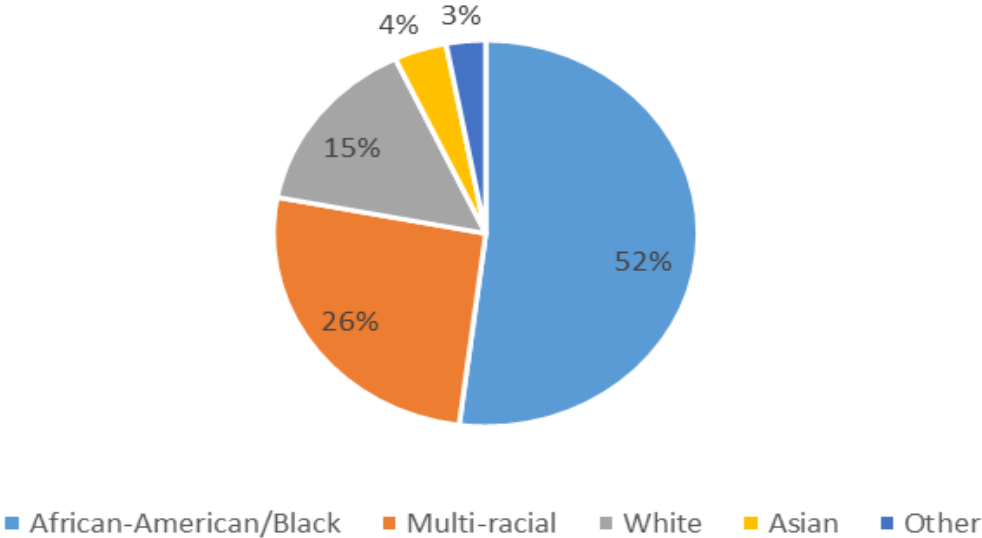
96% have low-income 68% below the federal govt. poverty limit



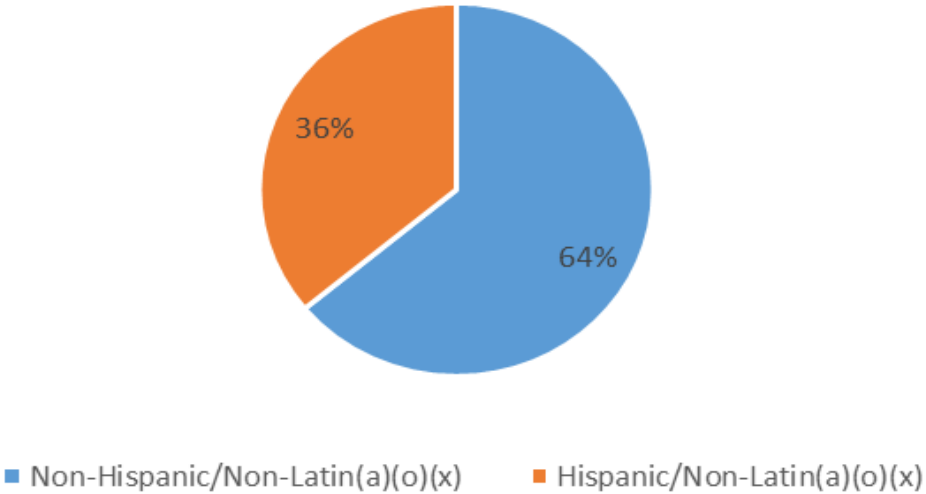
Who we serve



Race



Ethnicity



Services

Family Stabilization

- Parenting
- Mental Health Counseling
- Financial Education & Coaching
- Veterans Case Management
- Public Benefits/Information & Referral
- English Language, Workforce and Citizenship

Refugee Services

- Reception & Placement
- Social & Cultural Adjustment
- Case Management
- Youth Support Services
- Unaccompanied Minors

Immigration Legal Services

- Status Adjustments
- Family Petitions
- Violence Against Women Petitions
- Custodian Orientations
- Detention Orientations

Catholic Charities Strategic Imperatives 2021 - 2024

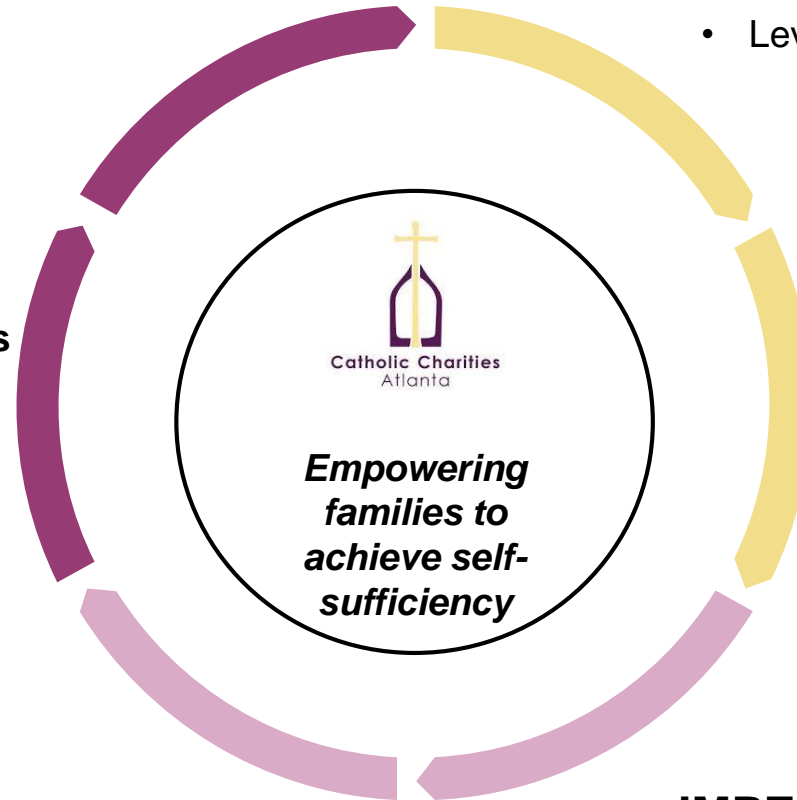


IMPERATIVE 4 - Winning Team

- Build a winning culture supported with tools & training

Engage Volunteers, Supporters & Partners

- Enable broader support



IMPERATIVE 1 – Service Delivery

- Leverage case management approach

Change Client Lives

- Create self-sufficiency successes

IMPERATIVE 3 - Sustainable funding

- Multi-year support, Community buy-in

IMPERATIVE 2- Communicate Impact thru Analytics

- Build awareness and prove effectiveness

Priorities and measures by imperative (1 of 2)



/ METRICS PRELIMINARY

Imperative

Key Priorities

Our Measures

Service Delivery



- Complete program gap assessment to identify areas for improvement and standardization
- Complete COA standards integration
- Program priorities (ILS case management, trauma training for RRS, Expense management, Capital Campaign, Casey Reporting, Agency outcomes, Cross Training, More Videos, New Building)

- # of internal and external referrals
- # of substantiated client grievances
- % of clients with target outcomes
- % of clients with improvement due to CCA experience

Communicate Impact



- Define outcome measures for each program (FS, RRS, ILS) and implement tracking
- Create more high impact content – videos and client stories
- Redesign website with updated branding and to be more engaging
- Enhance / boost social media & centralize newsletters

- % programs with Logic Model
- % coverage of programs with minute video, outreach flyer, & client story
- # of gifts from website
- # of followers on Facebook or LinkedIn

Priorities and measures by imperative (2 of 2)



/ METRICS PRELIMINARY

Imperative

Key Priorities

Our Measures

Sustainable funding



- Relaunch Faces of Hope Tours
- Increase multi –year supporters
- Engage CCLC to increase multi-year support and volunteer base

- % of tour participants at giving breakfast
- Elevate 10% of one-off supporters to multi-year
- % of CCLC members who gifts after graduation

Winning Team



- Launch new building funding / capital campaign
- Develop new building infrastructure / IT / move plan
- Implement management training / DE&I training
- Implement cross-training / backup (redundancy plan)
- Complete tech migrations / upgrades (e.g., cloud-based accounting system, payroll system, security, integrate IT functions)

- Funding identified for new building
- Milestones met according to timeline for move
- # of hours (annually) of training per employee
- Alignment of staff/leadership/volunteer demographics to client demographics
- % of programs/teams adhering to their redundancy plan
- Milestones met according to timeline for implementation/migration

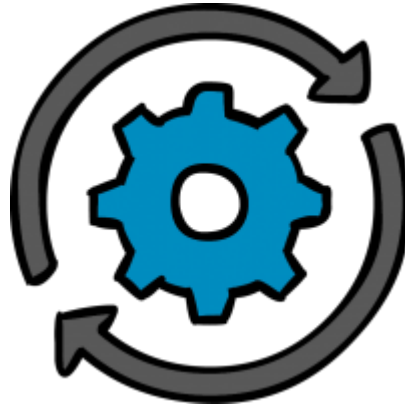
The Journey (2021- 2024)



2021

Re-Imagined

Technology Infrastructure
Scale Up Services
Organizational Changes



2022

Evaluate, Adjust

IT/Operation Migrations
Processes/Procedures
Capital Campaign
New Building



2023

Install & Engage

IT & New Building
Volunteers/Supporters
Clients
Staff



2024

Optimize & Scale

Services
Fundraising
Operations

Example strategic plan dashboard



	INITIATIVE	STATUS	KEY ACCOMPLISHMENTS	KEY RISKS / IMPEDIMENTS
Service Delivery	Program Gap Assessment to identify areas for improvement & standardization (<i>Kate Walker</i>)		<ul style="list-style-type: none"> Started to analyze data to determine approach 	<ul style="list-style-type: none"> Resource availability
	COA Standards Integration (<i>Kate Walker & Vanessa Russell</i>)		<ul style="list-style-type: none"> Will start reviewing standards in June 2022 	<ul style="list-style-type: none">
	Bring Gorman After School Program online (<i>Monifa</i>)		<ul style="list-style-type: none"> Low-income housing community has broken ground Secured funding and resources are in the budget 	<ul style="list-style-type: none"> Managing a remote program
	Case Management for ILS (<i>ILS Director</i>)		<ul style="list-style-type: none"> On hold until new Director arrives 	
	Review opportunity for low-income housing expansion (<i>Kate, Vanessa, Monifa, Bishop Ned</i>)		<ul style="list-style-type: none"> Attended initial opportunity meeting with city officials Scheduled meeting with Bishops 	<ul style="list-style-type: none"> Resourcing: Scope of Project Funding
Communicate Impact thru Analytics	Create impact measures (<i>Kate Walker</i>)		<ul style="list-style-type: none"> Currently reviewing data to identify first 3 metrics 	<ul style="list-style-type: none"> Availability and meaningfulness of data
	Video upgrades & Client stories (<i>Ava, Vanessa</i>)		<ul style="list-style-type: none"> Secured Ava as initiative lead 	<ul style="list-style-type: none"> Competing priorities if new AmeriCorps volunteer cannot be found
	Website redesign & social media focus (<i>Sarah, Vanessa</i>)		<ul style="list-style-type: none"> New website template completed New social media scheduling software secured 	<ul style="list-style-type: none"> Resourcing
	Effective Communications (<i>Sarah</i>)		<ul style="list-style-type: none"> Updating schedule for newsletters 	

Legend

Status	
Completed	Confident team will accomplish overall objectives; no major roadblocks or delays
Path to "On track"	Uncertain team will accomplish overall objectives; path to overcome roadblocks
At risk	Uncertain team will accomplish overall objectives; uncertain path to overcome roadblocks
Behind plan/not started	Doubtful team will accomplish overall objectives; no clear path to overcome roadblocks

Example strategic plan dashboard



	INITIATIVE	STATUS	KEY ACCOMPLISHMENTS	KEY RISKS / IMPEDIMENTS
Sustainable Funding	Relaunch Faces of Hope Tours (<i>Marla Juliano</i>)		<ul style="list-style-type: none"> Finished new virtual tour Ready to schedule off site tours On site tours to begin in the Fall of 2022 	<ul style="list-style-type: none"> Parish contacts not engaged
	Increase multi-year supporters (<i>Marla Juliano</i>)		<ul style="list-style-type: none"> Elevate one time supporters Engage CCLC alumni Cultivate Circle of Hope Members 	<ul style="list-style-type: none"> Competing priorities Training
Winning Team	Launch new building funding/ capital campaign (<i>Vanessa Russell/Board</i>)		<ul style="list-style-type: none"> Analyzed feasibility study participants Creating case for support material 	<ul style="list-style-type: none"> Lack of community interest
	New Building Infrastructure Move plan (<i>Joanne Bennett</i>)		<ul style="list-style-type: none"> Not started yet 	<ul style="list-style-type: none"> Competing priorities Resources/Funding
	Implement Supervisor/DEI Training (<i>Joanne Bennett/Vanessa Russell</i>)		<ul style="list-style-type: none"> New website template completed New social media scheduling software secured 	<ul style="list-style-type: none"> Competing priorities
	Implement Cross Training/Redundancy Plan (<i>Directors/Kate Walker</i>)		<ul style="list-style-type: none"> FSP and RRS have started on a limited basis 	<ul style="list-style-type: none"> Competing priorities
	Complete technology migrations (<i>Joanne Bennett</i>)		<ul style="list-style-type: none"> 365 Migration first phase completed HRIS Paylocity Migration complete New equipment being ordered Accounting package identified 	<ul style="list-style-type: none"> Funding

Legend

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Next steps



- Create baselines for metrics
- Set up metrics for June meeting
- Review with Leadership team once new ILS Director is in place and RRS Director is back
- Sync up with organization at next all agency meeting

