

Addressing the Agencies' Internal Needs:

Ensure that the agencies have adequate tools to provide professional services in a responsible manner.

Proposed Strategy	Activity
Improve Board effectiveness	<ul style="list-style-type: none"> • Develop Trustee Orientation, Manual, and Training that includes visits to program sites • Develop written Board job descriptions that includes duties and commitments • Implement Board self-assessment methodology that includes an analysis of key skill sets, characteristics, and recruitment needs • Clarify Trustees' role in fundraising • Hold a Retreat that clarified Board's understanding of activities, reviews best practices of nonprofit governance, and reviews the agency Code of Ethics • Create a written charter for all board committees
Enhance staff understanding of mission and ministry	<p>Schedule and Prepare for a biennial all- staff convocation that includes an emphasis on mission, values, and Catholic identity</p>
Improve organizational effectiveness	<p>Update the Technology Plan</p> <ul style="list-style-type: none"> • Explore use of technology in service delivery • Continue implementation of Electronic Medical Records system, including revised policies and procedures, as necessary • Update the Emergency Disaster Plan as related to the agency's technology infrastructure
	<p>Update Cultural Competency Plan</p> <ul style="list-style-type: none"> • Assess cultural competency (baseline and ongoing) • Determine what actions need to be taken (training, outreach, etc) • Establish mechanism to evaluate on a regular basis
	<p>Conduct Position and Compensation review</p> <ul style="list-style-type: none"> • Review and Update job descriptions to improve recruitment and retention
	<p>Assess agency practices to ensure EEO compliance</p>
	<p>Develop a formal Professional Development initiative</p> <ul style="list-style-type: none"> • Identify training needs of agency personnel

	<ul style="list-style-type: none"> • Create a central clearinghouse of available training • Develop a plan to secure additional training as needed
	<p>Update the Corporate Compliance Plan</p> <ul style="list-style-type: none"> • Form a committee and meeting schedule • Review current policies and procedures and update as needed
	<p>Conduct a systematic updating of the Administrative Manual</p>
Create meaningful and effective organizational operating and corporate service divisions	<ul style="list-style-type: none"> • Review current organizational structure for possible redesign to be better aligned with mission and organizational goals
Enhance use of volunteers throughout the agencies	<p>Update the Volunteer Plan</p> <ul style="list-style-type: none"> • Design and schedule agency-wide volunteer appreciation events • Add volunteer application to website
Improve the physical environment	<p>Assess capital needs of facilities and update property management plan as needed.</p>
Enhance the financial position of the agency.	<ul style="list-style-type: none"> • Develop a grant management plan • Develop a fundraising plan <ul style="list-style-type: none"> ○ Determine budget needed and identify funding ○ Establish goals for Special Events, major gifts, annual appeal ○ Assess feasibility of endowment and giving circles ○ Develop a donor cultivation plan (overlap with communication plan) ○ Develop fundraising marketing materials ○ Conduct a capital campaign ○ Conduct targeted fundraising for financial support of mission-critical activities • Develop a long range debt management plan
Improve internal communications among the three corporations	<ul style="list-style-type: none"> • Develop and implement a communications plan between CCAN, MCGBH, and MCGS <ul style="list-style-type: none"> ○ Sharing best practices ○ Single point of entry / improve internal referral mechanism ○ Sharing information on new programs / program closings

Addressing the Community's Needs:
Ensure that the broader community is familiar with the services of all three agencies

Proposed Strategy	Activity
Improve relations with all stakeholders, including the Catholic community	<ul style="list-style-type: none"> • Develop a communications plan to disseminate information on services to archdiocesan parishes • Formalize methodology for parishes to share their needs and concerns with agency leadership and a plan for agency response
Develop and implement a communications / marketing plan	<ul style="list-style-type: none"> • Develop Annual or Biennial Report • Expand Newsletter (Internal/External) • Develop Social Media Utilization Plan • Develop content management plan for agency website
Existing community needs assessments should be reviewed and supplemented, if needed, to guide the expansion of agency reach	<ul style="list-style-type: none"> • Review current needs assessments from a variety of sources • Determine if additional assessment is needed • Develop a plan to determine if agency is able to address specific community needs
Develop funder cultivation	Establish standards for consistent communications between managers and funders
Improve relations with other service providers and consumers	<ul style="list-style-type: none"> • Develop protocol to encourage collaboration with other service providers • Develop protocol and implement Consumer Advisory Board throughout the agency

Addressing the Growth of the Agency:
Ensure that the agencies are providing best practice services that are most needed by exploring growth opportunities

Strategy	Activity
Strengthen current business portfolio	Develop formal new program development methodology <ul style="list-style-type: none"> • Explore changes to housing continuum • Explore new services for children • Enhance Information and Referral / basic needs/emergency response
Assess current services for viability and/or growth	Review current grants, contracts, and programs to determine conditions under which they will be renewed or continued <ul style="list-style-type: none"> • SWOT on contracts • Establish decision making standards for all contracts
Integrate programming with the Affordable Care Act (Health Care Reform)	<ul style="list-style-type: none"> • Conduct an organizational readiness assessment to determine status of competencies needed for successful participation in the changing healthcare arena • Develop needed connections with hospitals, MCOs, and primary care physicians • Ensure comprehensive linkages with the Medicaid management care system • Ensure that the selected service delivery model results in profitability • Prepare for anticipated changes to behavioral health funding structure