

# Strategic Plan 2015-2017

Legend



Year	2015				2016				2017			
Quarter	1	2	3	4	1	2	3	4	1	2	3	4
<b>OBJECTIVE ONE :</b> Increase participation in the agency's counseling transfer program by 10% each year.	Incomplete	Incomplete	Complete									
<b>OBJECTIVE TWO :</b> Obtain new grants, funding and revenue sources in order to increase operating revenue that will help the Agency grow and expand.	On Track	Complete										
<b>OBJECTIVE THREE :</b> Increase the Counseling Department's revenue generated by internal program transfer fees.	Incomplete	Complete										
<b>OBJECTIVE FOUR :</b> Increase the Counseling Department's revenue generated through insurance billing. (including Medicare and Medicaid).	On Track	Complete										
<b>OBJECTIVE FIVE :</b> Increase the Counseling Department's revenue generated through the school social work program to promote the sustainability of the program.	Future Start Date	Future Start Date	Complete									
<b>OBJECTIVE SIX :</b> Obtain approval for and initiate one affordable housing project.	On Track	Complete										
<b>OBJECTIVE SEVEN:</b> Research prospective funding resources with the purpose of program expansion and increase funding opportunity that will result in additional revenues for the agency.	Future Start Date	Future Start Date	Future Start Date	Future Start Date	Issues	Issues	Issues					

**STRATEGY 1: INCREASE OPERATING REVENUE**

**OBJECTIVE ONE :**

Increase participation in the agency's counseling transfer program by 10% each year.

**OBJECTIVE TWO :**

Obtain new grants, funding and revenue sources in order to increase operating revenue that will help the Agency grow and expand.

**OBJECTIVE THREE :**

Increase the Counseling Department's revenue generated by internal program transfer fees.

**OBJECTIVE FOUR :**

Increase the Counseling Department's revenue generated through insurance billing. (including Medicare and Medicaid).

**OBJECTIVE FIVE :**

Increase the Counseling Department's revenue generated through the school social work program to promote the sustainability of the program.

**OBJECTIVE SIX :**

Obtain approval for and initiate one affordable housing project.

**OBJECTIVE SEVEN:**

Research prospective funding resources with the purpose of program expansion and increase funding opportunity that will result in additional revenues for the agency.

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**STRATEGY 2: INCREASE OUR ABILITY TO MEET THE NEEDS OF THE LATINO POPULATION**

**OBJECTIVE ONE :**

Ensure printed materials are in Spanish.

**OBJECTIVE TWO:**

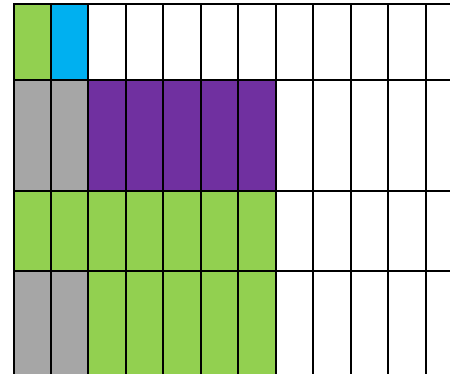
Ensure that sufficient English/ Spanish speaking staff and Volunteers are available agency wide

**OBJECTIVE THREE :**

Increase the number of Latino persons served in underserved communities.

**OBJECTIVE FOUR :**

Develop relationship with colleges, universities and other sources to identify bilingual (English- Spanish) interns and employees.



**STRATEGY 3: INCREASE OPERATING PRODUCTIVITY**

**OBJECTIVE ONE :**

Achieve a Community Services staff retention rate of 75% each year.

**OBJECTIVE TWO:**

Improve staff efficiency by increasing level of expertise in existing technology.

**OBJECTIVE THREE:**

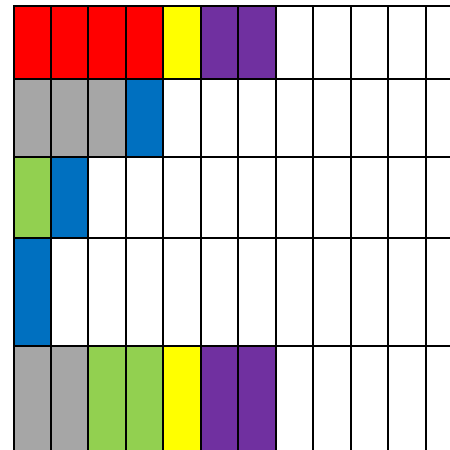
Address unmet employee needs.

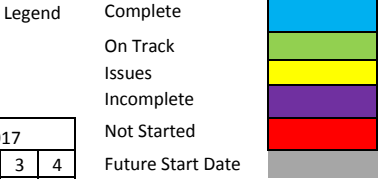
**OBJECTIVE FOUR :**

Implement a comprehensive training program for the fiscal department to more efficiently and effectively use Financial Edge accounting software.

**OBJECTIVE FIVE :**

Implement a standardized process for grant financial tracking through the Financial Edge system.





**OBJECTIVE SIX :**

Implement Electronic Funds Transfer payment system for stipends, employee expense reimbursements, and selected vendors.

**OBJECTIVE SEVEN :**

Select and implement a paperless document management system to improve the accounts payable process.

**OBJECTIVE EIGHT :**

Implement a program of continuing training on internal Agency processes and policies.

**OBJECTIVE NINE :**

Conduct a complete operational review of the Daybreak Center to see what procedures can be streamlined to achieve greater operational efficiency.

**OBJECTIVE TEN :**

Improve HR response time for employee requests.

**OBJECTIVE ELEVEN :**

Improve utilization of technology for maintenance of data.

**OBJECTIVE TWELVE :**

Institute programs that will assist in reducing absenteeism and turnover.

**OBJECTIVE THIRTEEN :**

Improve productivity by revising Agency processes.

**OBJECTIVE FOURTEEN:**

Design services and revise job descriptions to reduce the case loads of Family Advocates to reflect best practices in Head Start and Early Head Start.

**OBJECTIVE FIFTEEN:**

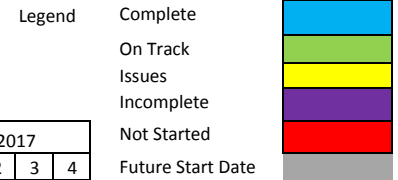
Redesign the donation process

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OBJECTIVE SIX	Complete											
OBJECTIVE SEVEN	Future Start Date	Future Start Date	Issues	Issues								
OBJECTIVE EIGHT	Future Start Date	Future Start Date	Future Start Date	Future Start Date	Future Start Date	Future Start Date						
OBJECTIVE NINE	Future Start Date	Future Start Date	Future Start Date	Future Start Date	Future Start Date	Future Start Date						
OBJECTIVE TEN	Future Start Date	Future Start Date	Future Start Date	Future Start Date								
OBJECTIVE ELEVEN	On Track	On Track	On Track	On Track	On Track	On Track	On Track					
OBJECTIVE TWELVE	Future Start Date	Future Start Date	Issues	Issues								
OBJECTIVE THIRTEEN	Incomplete	Incomplete	Incomplete	Incomplete	Incomplete	Incomplete	Incomplete					
OBJECTIVE FOURTEEN	Future Start Date	Future Start Date	Future Start Date	Future Start Date	Complete							
OBJECTIVE FIFTEEN	On Track	Complete										

postponed

cancelled

portions cancelled



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**STRATEGY 4: IMPROVE THE QUALITY OF LIFE AND PROMOTE SELF SUFFICIENCY FOR OUR CLIENTS**

**OBJECTIVE ONE :**

Expand Agency Services to include the underserved counties of Ford, Iroquois and Kendall counties.

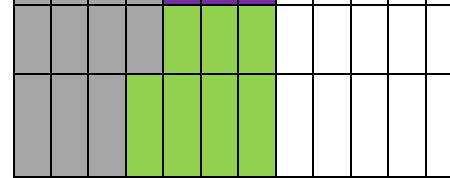


**OBJECTIVE TWO:**

Develop the Counseling Department's infrastructure to meet the growing need for

**OBJECTIVE THREE :**

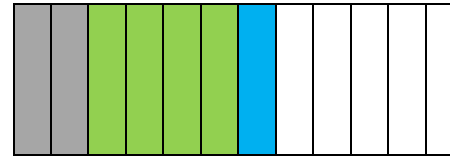
Work with clients individually to determine resources and activities that will best address their goals that will lead to self sufficiency.



**STRATEGY 5: UTILIZE RELIABLE TRACKING SYSTEM FOR PROGRAM STATISTICS**

**OBJECTIVE ONE :**

Create a new process that incorporates the existing databases and data collection programs currently in use in the agency to provide accurate and efficient reporting of statistical information.



**STRATEGY 6: ESTABLISH FACILITIES THAT MEET AGENCY NEEDS AND BEST SERVE OUR COMMUNITIES**

**OBJECTIVE ONE :**

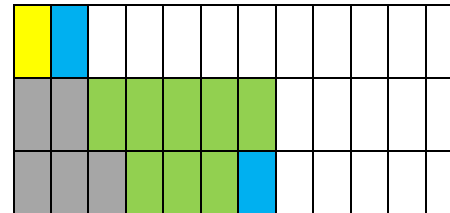
Increase square footage of office space in the Kankakee office.

**OBJECTIVE TWO:**

Reduce safety concerns of clients, staff and volunteers.

**OBJECTIVE THREE:**

Identify and relocate ten classrooms.



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**STRATEGY 7: INCREASE COMMUNITY AWARENESS OF CATHOLIC CHARITIES, AGENCY PROGRAMS AND SERVICES**

**OBJECTIVE ONE :**

Improve advocacy efforts.

**OBJECTIVE TWO:**

Improve appropriate Agency Staff ability to serve as agency ambassadors.

**OBJECTIVE THREE:**

Develop a plan to market the services of Catholic Charities throughout Will County

**OBJECTIVE FOUR:**

Enhance Catholic Charities Parish Outreach Program.

