

STRATEGIC PLAN 2

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providing help,
creating hope,
promoting justice

CATHOLIC
CHARITIES
OF IDAHO

Board of Directors

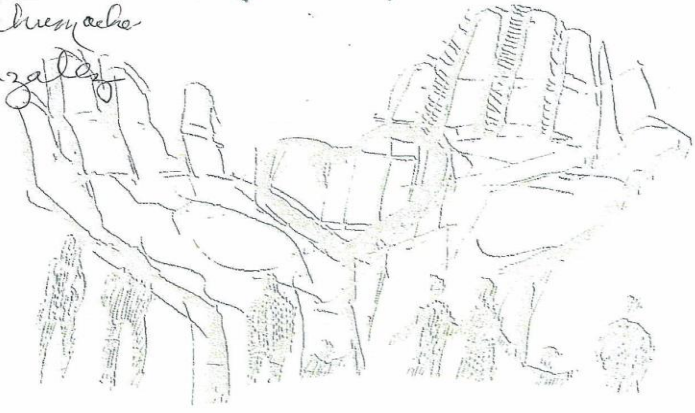
Most Rev. Michael P. Driscoll, President; Deacon Pierce Murphy, Chair – Boise;
Michael Kennedy, Vice-Chair – Coeur d'Alene; Monique Lillard, Secretary – Moscow;
Marcie Wilske, Minister of Charities – Boise; Barbara J. Aston - Moscow; Michael G. Brady – Boise;
Patrick A. Crisler – Boise; John Fiedler– Idaho City; Nick Guho – Boise; Seeley Magnani – Idaho Falls;
Kevin Jones – Boise; Lucy Olmos – Boise; Landis Rossi – Boise; Jim Tomlinson – Boise; Rev. Andrew Schumacher – Lewiston;
Rosio Gonzalez – Executive Director

BOARD AND STAFF COMMITMENT STATEMENT:

We, the Board of Directors and Staff of Catholic Charities of Idaho, commit ourselves to the task of utilizing this Strategic Plan as a "living" document focused on moving Catholic Charities of Idaho into the future with the goal of

- strengthening families,**
- collaborating with others within the community,**
- and establishing sustainability for long term commitment to those we serve.**

| | | |
|---------------------|-----------------------|--------------------|
| Xochitl SalUatierra | Deley Maguani | Christine B. Smith |
| Paul Conroy | Joe J. ... | John ... |
| Ken Tribault | Gisela Witton | Julio Marcum-Hart |
| Monte C. Lilla | Maria Celia Villacain | Marianne Stara |
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| Starr Shepard | Ani Mendez | Chris ... |
| Symone Johnson | Barbara ... | Patrick A. ... |
| Marcie Wiloke | Vicki ... | John E. ... |
| Gail Mabley | Adriana ... | Jim ... |
| Kulany ... | Deacon Peter ... | M.R. ... |
| Julia ... | Kathleen ... | |
| Ani ... | Rose ... | |
| Mrs. G. ... | Lucy ... | |
| Rocio Gonzalez | | |



A special thank you to the past members of the Board of Directors who were instrumental in initiating the process of developing this Strategic Plan: Douglas Siron, Sr. Arlene Ellis, Vicky Jekich, Deborah Miciak, and Lúcio Prado

MILESTONES OF CATHOLIC CHARITIES OF IDAHO

Catholic Charities of Idaho (CCI) stands on the shoulders of our sister organizations around the nation, some of which have been providing services for over 200 years! We all share a common mission of strengthening families, reducing poverty, and building resilient communities. How that happens is very unique from diocese to diocese and reflects the needs of local communities.

- **2000:**
Michael P. Driscoll, MSW, DD, newly installed Bishop of Idaho, files Articles of Incorporation for the new corporation; Boise office established.

- **2001:**
A statewide needs assessment commences to gather input from Catholics and their neighbors as to the unmet needs in their communities in order to begin a strategic plan for the new agency.

- **2003—2005:**
Offices and services are established in Nampa, Coeur d'Alene, Blackfoot, Jerome, Homedale, and Idaho Falls. CCI takes its place among the national network of Catholic Charities' agencies which comprise the largest, faith-based service delivery system in the United States. The first Strategic Plan was adopted in 2004.

- **2005—2006:**
Marie D. Hoff, PhD, first Executive Director of Catholic Charities of Idaho, retires; and Rosio Gonzalez, LMSW, is hired to continue the pursuit of the mission and vision of Catholic Charities.

- **2007—2009:**
Catholic Charities begins its work of updating their strategic planning. In the spring of 2008, Catholic Charities of Idaho's Administrative offices co-located with the Catholic Diocese of Boise offices. CCI works to establish sustainable enhancement and expansion of social services statewide with a special emphasis on rural and remote areas of Idaho.

THE STRATEGIC PLANNING PROCESS

From November 30 to December 1, 2007, Troy Zeigler, Director of Training and Consulting for Catholic Charities USA, conducted a Strategic Planning session with the Catholic Charities of Idaho (CCI) Board of Directors, Management Team, and senior staff of Catholic Charities of Idaho. The purpose of this two-day intensive effort was to produce the major portion of the Strategic Plan targeted for the next five years. The process contained four sections:

Phase I – Building a Thoughtful Foundation

Phase II – Assessing Your Agency’s Current Status

Phase III – Preparing for the Future

Phase IV – Developing a Plan of Action

Through this process, we have created our vision for 2009-2014 that has buy-in from all levels of the organization. The new vision, mission, and motto embody who we are as an organization and what we value. This plan will guide board, management, and staff decision making, planning, and service implementation as we look towards the future.

CATHOLIC CHARITIES CORE VALUES

Catholic Charities of Idaho serves people of all faiths and backgrounds. Our mission is rooted in Christian faith and the principles of *Catholic Social Teaching*.

These values define the core of our agency and inspire the work that we do for and with those most in need. Our Catholic Social Teaching clearly defines poverty as a moral issue; therefore, CCI, CCUSA, and other community partners are working together to reduce poverty. “The existence of extreme poverty amidst plenty is a serious violation of moral values and a threat to the good of society. We are called to believe that every person is precious, that people are more important than things, and that the measure of every institution is whether it threatens or enhances the life and dignity of the human person” (CCUSA, poverty document).

- **Integrity**
We assume responsibility for our actions by being honest, transparent, ethical, reliable, and accountable.
- **Service**
We are for all people; we strive for nothing less than excellence in client service and service to the community.
- **Compassion**
We demonstrate compassion and empathy for those who are most in need.
- **Dignity**
We respect the inherent dignity of every person, for we believe that all human beings are made in God’s image.
- **Option for the Poor**
We embrace the preferential option for the poor and vulnerable, to embody it in our lives, and to work to have it shape public policies and priorities.
- **Diversity**
We welcome and appreciate differences of race, background, faith, and thought to form a vibrant community.
- **Social Justice**
We work for justice in society and within Catholic Charities by putting our faith into action.
- **Empowerment**
We foster an environment where all are supported in reaching their full human potential.
- **Collaboration**
We build strong working relationships and partnerships within the community. We know we cannot do it alone.

CATHOLIC CHARITIES OF IDAHO
Embraces Catholic Social Teaching by envisioning....

*An Idaho where hope prevails,
justice reigns,
and people's lives are transformed.*

CCI MISSION

*Catholic Charities of Idaho
advances the dignity of
individuals, families, and communities
by strengthening families,
advocating justice, and
engaging the community
to serve the common good.*

"I tell you the truth, if you have faith as small as a mustard seed, you can say to this mountain, 'Move from here to there' and it will move." Matt 17:20

FOCUS AREAS

The Board and Staff work together to fulfill our mission and vision as we build the sustainability of Catholic Charities of Idaho.

The Strategic Plan will be implemented at the agency level through regional work plans.

This Strategic Plan identifies three major focus areas over the next five years as follows:

Focus Area #1: FAMILY STRENGTHENING

Catholic Charities of Idaho has adopted the Annie E. Casey Foundation family strengthening approach as "a deliberate process of giving parents the necessary opportunities, relationships, networks, and supports to raise their children successfully, which includes involving parents as decision-makers in how their communities meet family needs".

By successfully implementing the specific goals listed, Catholic Charities of Idaho will position itself to achieve the following outcomes:

- Improved academic performance and behavior of children in school:
 - More families achieving economic self-sufficiency as they move from welfare to work;
 - Increased self-confidence, knowledge of child development, and parenting skills among parents;
 - Reductions in youth violence and juvenile delinquency;
 - Fewer teenage pregnancies;
 - Increased educational achievement of youth;
 - Greater educational attainment among parents;
 - Reductions in incidents of child abuse and neglect;
 - Increased parental engagement in their child's education & community life.
- CCI's Family Strengthening Centers will identify those programs and services which have made efforts to present evidence-based outcomes and have demonstrated clear indicators of success through evaluation of staff, volunteers, and programs.

Focus Area #2: COMMUNITY OUTREACH AND ENGAGEMENT

Community Outreach and Engagement is a strategy through which Catholic Charities of Idaho enhances its ability to educate about the statewide social services provided by the agency, engages parish and community partners, and develops an exchange of knowledge and resources that support our organization.

By successfully implementing the specific goals listed, Catholic Charities of Idaho will position itself to achieve the following outcomes:

- CCI will be a recognized leader in state-wide social service provision.

- CCI will create a consistent way of approaching societal issues that effectively engages the strengths and resources of community partners.
- CCI will bring greater societal awareness to problems of poverty and social injustice throughout Idaho.
- CCI will create strong relationships with parishioners, parishes, and community organizations which promote collaboration, volunteerism, and donor engagement.
- CCI will implement a sustainable marketing and promotion plan.
- More parishes, community organizations, parishioners, and donors will become aware of the services offered by CCI and will be invited to participate in the mission of CCI.

Focus Area #3: AGENCY SUSTAINABILITY

Catholic Charities of Idaho staff and board work towards a development perspective, to ensure the long-term health of the organization, improve organization capacity and infrastructure, and manage and deliver effective and efficient services in Idaho.

By successfully implementing the specific goals listed, Catholic Charities of Idaho will position itself to achieve the following outcomes:

- CCI will develop and maintain a balanced budget through strategic and diversified revenue goals.
- CCI will pursue and maintain sustainable growth agency-wide.
- CCI will implement a sustainable marketing and promotion plan.
- CCI will enhance donor participation and giving by helping donors see and feel the meaning of their generosity . . . describing how gifts to the organization are used to meet real needs in the lives of real people.
- CCI will maintain stability on their Board, Family Strengthening Center Advisory Committees, staff and volunteers through selection, retention, education, development and evaluation, as well as promotion of diversity strategies.
- CCI will actively recruit, train, supervise, and evaluate diverse community volunteers to provide quality services as well as share information about CCI services with community members and agencies.
- CCI will educate their Board, advisory committees, staff, and volunteers about donor engagement and planned giving.

CORE SERVICES:

(The core services listed herein are the recommendations as of this writing. Staff and board will continue the process of identifying core services by region as an ongoing process. These core services, therefore, are subject to change based on community needs and societal changes.)

- West Central Region Family Strengthening Center:
 1. Domestic Violence Immigration Program
 2. Counseling
 3. Family Economic Stability Education

- Eastern Region Family Strengthening Center:
 1. Citizenship and Family Reunification Program (includes family and DV)
 2. Rural Food Distribution

- Western Region Family Strengthening Center:
 1. Citizenship and Family Reunification Program (includes family and DV)
 2. Senior Services
 3. Case Management

- Southern Region Family Strengthening Center:
 1. Youth Education and Literacy
 2. Family Education and Literacy
 3. Case Management

- Northern Region Family Strengthening Center:
 1. Counseling
 2. Case Management

Focus Area #1: FAMILY STRENGTHENING

Catholic Charities of Idaho (CCI) has five Family Strengthening Centers throughout the State of Idaho. CCI provides services that include the whole family, employ family strengths, are collaborative with other providers in the community, are culturally sensitive and accountable to the families served, and are focused on family economic stability. Strong families create strong communities.

The family strengthening approach is bigger than a particular signature program or service – it is a framework for helping families succeed. Three critical areas for services are as follows:

- **Family Economic Success:** Helping families improve self-sufficiency through opportunities to work, earn a living wage that provides for the basic needs of the family, and build assets that grow with the family over time.
- **Family Support Systems:** Building appropriate and adequate systems of support for healthy family development that encompass health care, child care, education, and other essential components of strong families.
- **Thriving and Nurturing Communities:** Building a nurturing and supportive environment in which healthy families can pursue long-term goals is critical to sustainable family development. Essential components for family success include access to affordable housing, strong neighborhood institutions, safe streets, supportive social networks, and an environment that promotes community and strengthens bonds among families.

This includes creating an environment that is:

- **Family-centered:** Services intentionally address the needs of the family as a whole or collective unit rather than serving only individuals. Services are tailored to help the individual in the context of the family and community and are preventative.
- **Place-based:** Families are supported to thrive within the context of their neighborhoods and broader communities. Job opportunities are created by utilizing economic resources and the vast social networks prevalent in one's community. Families are able to access public services comfortably and without stigmatization in their own neighborhoods.
- **Family Strengthening Center Advisory Committees (FSCAC):** The local advisory committees are designed to increase the participation of clients and community in providing guidance and expertise to our family strengthening programs. This will ensure CCI's services are responsive to, and reflective of, both the client and community needs, are promoting quality services, and continuously evaluating the effectiveness of programs through its continuous improvement process. A board liaison to the FSCAC will be established.

Focus Area 1: FAMILY STRENGTHENING

Key to Chart: ED-Executive Director; RDs-Regional Directors, MT-Management Team, DCD-Development & Communications Director, ASM-Administrative Services Manager, PCPC-Parish & Community Partnership Coordinator, DM-Data Manager FSC-Family Strengthening Center; FSCAC-Family Strengthening Center Advisory Committee

| Goal 1 | Action Steps | Person(s) Responsible | Completion Date | Funding/Resources |
|---|--|---|--|---|
| To embrace and fully implement Family Strengthening Center (FSC) principles by CCI staff, board of directors, advisory committees, and volunteers | Develop a standard FSC training module for each staff, board member, volunteer, and FSCAC to complete upon orientation | Program Committee, MT | January 2010 | PowerPoint equipment for regional offices |
| | Provide on-going FSC training during all staff meetings | RDs, ED | Annually, placed on calendar each year | None |
| | Send one key staff person to CCUSA/AE Casey Foundation FSC site visit | ED, RDs | Annually, placed on calendar each year | Usually covered by AE Casey Foundation |
| Goal 2 | Action Steps | Person(s) Responsible | Completion Date | Funding/Resources |
| To improve CCI's FSCs' quality of service and achieve outcomes. | Create and implement outcome measures, tools, and systems for all CCI Programs and services | Program Committee, RDs, ED | December 2011 | Paul Allen Foundation |
| | Institute new data management system and staff training | RDs, DM, ASM | September 2009 | Paul Allen Foundation |
| | Conduct analysis of outcomes | Program Committee, MT, FSCAC, FSC Staff | Quarterly, annually placed on calendar | None |
| | Utilizing outcomes, apply for CCUSA/ AE Casey FSC Award | ED, RDs | April 2009 | None |

Focus Area #2: COMMUNITY OUTREACH AND ENGAGEMENT

Community Outreach and Engagement is a strategy through which Catholic Charities of Idaho enhances its ability to:

- educate about the social services provided by Catholic Charities' staff throughout the state;
- engage parish and community partners in efforts to effect public policy change;
- invite and engage various partners in community collaboration;
- collaborate with and support those involved in furthering the agency sustainability goals.

This strategy reminds us that the growing needs of our clients reflect larger societal issues which demand the attention and efforts of all members of the community: business and faith leaders, public officials, social service providers, and all people of good will. While recognizing the uniqueness and valuable contributions of individual organizations, this strategy also recognizes the power of positive change that can happen when communities unite around social issues.

Key Messages

- Catholic Charities provides quality social services to reduce poverty and enable every family in Idaho to live in comfort and with hope for the future.
- Catholic Charities depends on the generous support and work of individuals, communities, and organizations to help those in need across the state.
- Catholic Charities builds community by bringing people together to work collaboratively and to aid the most vulnerable in Idaho.

Focus Area 2: COMMUNITY OUTREACH AND ENGAGEMENT

Key to Chart: ED-Executive Director; RDs-Regional Directors, MT-Management Team, DCD-Development & Communications Director, ASM-Administrative Services Manager, PCPC-Parish & Community Partnership Coordinator, DM-Data Manager
FSC-Family Strengthening Center; FSCAC-Family Strengthening Center Advisory Committee

| Goal 1 | Action Steps | Person(s) Responsible | Completion Date | Funding/Resources |
|--|---|--|-----------------|---|
| To enhance the capacity of regional offices to prepare and conduct community presentations | Develop a standard agency PowerPoint (<i>what is CCI, mission, values, goals, core services</i>) that is available to all offices | DCD, PCPC, RDs | March 2010 | PowerPoint equipment for regional office |
| | Gather client stories and pictures (<i>in Word format; jpeg</i>) to highlight services and successes (<i>past, present, and future</i>) | DCD, RDs | Ongoing | |
| | Develop template for updating stories (<i>sent to RDs regularly as a reminder to "tell" their story of the month</i>) | DCD | December 2009 | |
| | Develop generic slides of client stories which regional offices can include in their office specific presentations | DCD | February 2010 | |
| | Develop posters/slides of partnering agencies | DCD | April 2010 | |
| Goal 2 | Action Steps | Person Responsible | Completion Date | Funding/Resources |
| To enhance the ability of staff to effectively tell our stories | Identify one spokesperson and backup per region to serve as the "public face" of their office | DCD, RDs, Designated office spokesperson | October 2009 | Research training by CCUSA, Washington Group, or Bank of the Cascades |
| | Provide staff training on effective public speaking for community presentations | DCD | November 2009 | |
| | Provide staff training on how to deal with media (e.g. <i>how to contact media, tips that work</i>) | DCD | November 2009 | |
| | Develop basic talking points (<i>facts about CCI, when RD needs to defer to ED</i>) | DCD | November 2009 | |

| | Develop checklist of materials and equipment needed for a community presentation (e.g. brochures, ppt equipment, display board, donor info, Social Action Network info, etc.) | DCD | March 2010 | |
|--|--|--|--|--|
| Goal 3 | Action Steps | Person Responsible | Completion Date | Funding/Resources |
| To enhance our ability to effectively raise awareness of issues, educate on CCI services, solicit donors, and invite collaboration by developing a strategic media plan. | Develop agency media kit (<i>flyers or position papers on core services, location of offices, clients served, etc.</i>) | DCD, PCPC | December 2009 | Research CCUSA for templates on PSAs that we could use/adapt |
| | Create agency PSAs available to RDs | DCD | Quarterly, annually placed on calendar | |
| | Create three newspaper articles annually on general issues (e.g. <i>poverty</i>) or core services which RDs can use/adapt for local newspapers <ul style="list-style-type: none"> ➤ tie in articles with key observances, i.e. Hunger Month, Legislative Session, Cover the Uninsured week, other community conferences/workshops, events on community calendars | PCPC, Legislative Advocate and Interns, RDs, staff | Annually, placed on calendar each year | |
| | Prepare and regularly send information on CCI services and general issues to parish bulletins (<i>i.e. this winter 2008, 10 people died from homelessness ...CCI provides supportive services, etc.</i>) | PCPC, RDs | Quarterly | |
| Contact parishes/other faith partners to see if CCI link can be included on parish/partner websites | PCPC | November 2009 | | |

Focus Area #3: AGENCY SUSTAINABILITY

Catholic Charities of Idaho defines sustainability in accordance with best practices for non-profit social service organizations. This includes nurturing and developing strong relationships through:

- engagement;
- cultivation of stewardship of all resources;
- aggressive action steps to support the agency's strategic goals.

Non-profit sustainability is the ability of a 501(c)(3) non-profit organization to continue to meet the needs of the community on an ongoing basis – beyond the life of specific grants or with diminishing support. The following are key strategies to consider when building organizational capacity and, ultimately, the sustainability of the organization and its programs:

1. Recruiting and managing community volunteers;
2. Partnering with community members and organizations;
3. Marketing and promotion;
4. Increasing and diversifying resources;
5. Maintaining stability on the Board, FSC Advisory Committees, staff, and volunteers.

Agency sustainability is a strategy through which CCI enhances its ability to:

- Balance the budget by developing an aggressive revenue plan;
- Increase stability of board and staff through retention, education, and development;
- Identify core services in each FSC;
- Grow a physical infrastructure that supports programs and services statewide.

Focus Area 3: SUSTAINABILITY

Key to Chart: ED-Executive Director; RDs-Regional Directors, MT-Management Team, DCD-Development & Communications Director, ASM-Administrative Services Manager, PCPC-Parish & Community Partnership Coordinator, DM-Data Manager
FSC-Family Strengthening Center; FSCAC-Family Strengthening Center Advisory Committee

| Goal 1 | Action Steps | Person(s) Responsible | Completion Date | Funding/ Resources |
|--|---|--|---|---|
| <p>To balance the budget by developing an aggressive revenue plan</p> <ul style="list-style-type: none"> To increase CCI's cultivation and stewardship of potential and major donors. To grow our fundraising efforts. To research the feasibility of social enterprise | Adopt an aggressive revenue plan and monitor benchmarks at each annual meeting | Development Committee, Board | June 2010/ Ongoing each year in June | Time commitment of board, committees, and staff |
| | Subcommittees established to review: (A) planned giving and donor engagement; (B) fundraising and events; and (C) social enterprising | DCD, Board, ED | June 2009 | |
| | A. <u>Planned Giving and Donor Engagement</u> : | ED, DCD, Subcommittee | February 2010 | |
| | <ul style="list-style-type: none"> Educate and train mgmt team, dev. staff, and board on planned giving options and processes | | | |
| | <ul style="list-style-type: none"> Develop an advisory board within the subcommittee by engaging professionals in the field to join the subcommittee | Development Committee, Subcommittee, DCD, ED | July 2010 | |
| | <ul style="list-style-type: none"> Research and gather information from the SW Idaho Planned Giving Council | DCD | February 2010 | |
| | <ul style="list-style-type: none"> Identify an estate planning attorney to work with CCI | DCD | June 2009 | |
| | <ul style="list-style-type: none"> Educate staff and board on the Benevon model | DCD | March 2010 | |
| <ul style="list-style-type: none"> Incorporate Benevon approach into development plan and present updated plan to board for review | DCD, Development Committee Chair, ED | June 2010 | | |

| | <p>B. <u>Fundraising and Events</u></p> <ul style="list-style-type: none"> Continue to strengthen Loaves & Fishes and golf tournament; set revenue benchmarks to reach profitability Develop regional fundraisers <p>C. <u>Social Enterprising</u></p> <ul style="list-style-type: none"> Present research updates to the board and mgmt team on social enterprise options Present a feasibility study to the board and mgmt team on viable enterprise | <p>Development Committee, DCD, ED</p> <p>RDs, DCD, regional board members, FSCAC</p> <p>DCD, Subcommittee</p> <p>DCD, Subcommittee</p> | <p>Ongoing</p> <p>June 2010 and ongoing</p> <p>January 2010 and ongoing</p> | <p>Event Budgets</p> <p>Event Budgets</p> <p>Time commitment of board, committees and staff</p> |
|--|--|--|---|---|
| Goal 2 | Action Steps | Person Responsible | Completion Date | Funding/Resources |
| To grow a physical infrastructure that supports programs and services statewide | Develop assessment and plan of all facilities, capacity, and long term stability | RDs, ED, Finance Committee | Ongoing | Time commitment of board, committees and staff |
| | Develop assessment for replacing and enhancing I/T support, software, equipment, and furnishings | ASM, ED, I/T Staff | Ongoing | |
| | Develop an environmentally friendly policy for conserving energy and resources within the agency | ASM, ED | January 2010 | |

| Goal 3 | Action Steps | Person(s) Responsible | Completion Date | Funding/ Resources |
|--|---|--|----------------------------------|--|
| <p>To increase stability of (A) board and (B) staff through retention, education, and development.</p> | <p>A. <u>Board</u></p> <ul style="list-style-type: none"> • Establish a matrix of diverse skills, characteristics, and geography needed for membership • Cultivate and engage potential diverse board members as volunteers or committee members, with clear expectations of service • Develop a thorough board orientation with review of clear expectations for service • Develop ongoing board training modules via most feasible technology that includes a “tour” of each regional site for board and committees | ED, Board Chair | January 2010 | |
| | | ED, Board Nomination Committee, RDs, FSCAC | Ongoing | Input/recommendations from board, staff, and community partners |
| | | ED, Board, ASM | August 2009 | |
| | | RDs, DCD, ASM, ED | January 2013 | Access to media sources for developing DVDs, “virtual” tours, etc. |
| | <p>B. <u>Staff</u></p> <ul style="list-style-type: none"> • Strengthen staff benefits • Continue staff development through webinar opportunities • Review and monitor staff/volunteer appreciation implementation annually • Provide supervisory training/opportunities for managers | ED, ASM, Finance Committee | Ongoing | Utilization of RCDB benefits systems |
| | | ED, RDs, ASM | Ongoing | |
| | | ED, RDs ASM | June 2010 and every June ongoing | |
| | | ED, ASM | Ongoing | |

| | <ul style="list-style-type: none"> • Provide ongoing staff supervision and coaching on job responsibilities and expectations for success | MT | Ongoing | |
|--|---|--------------------|---------------------------------|--|
| Goal 4 | Action Steps | Person Responsible | Completion Date | Funding/Resources |
| To identify 1-3 core services in each Family Strengthening Center (FSC), ensuring administrative capacity. | List of core services is developed based on capacity, need, and funding capability, and presented to the board for review | ED, MT | October 2009 | Capacity grants, parish relationships, partnerships with other community organizations |
| | Assess and build capacity of each FSC to attain sustainability | ED, MT | Ongoing | |
| | Implement benchmarks for administration of core services | ED, MT | June 2010 and each June ongoing | |

ONGOING REVIEW SCHEDULE OF STRATEGIC PLAN

Monitoring and evaluating the planning activities and status of implementation of this Strategic Plan is as important as identifying strategic issues and goals. One advantage of monitoring and evaluation is to ensure that Catholic Charities of Idaho is following the direction established during the strategic planning process.

The Executive Director will receive monthly status reports from the Management Team and Committees, regarding the status toward their achieving the goals and objectives assigned to them. The Executive Director will report to the Board of Directors about the status of implementation on a quarterly basis, including progress toward each of the overall strategic goals.

Status Reports to the Board of Directors will include:

1. Answers to "key questions" while monitoring implementation (*see Key Questions, page 20*).
2. Trends regarding the progress (or lack thereof) toward goals.
3. Recommendations about the status.
4. Any actions needed by management.

Deviating from Plan

This Strategic Plan is only a guideline, not a strict roadmap which must be followed. Change in direction may occur through the coming years, which could result from changes in the agency's external environment and/or client needs resulting in different organizational goals or changes in availability of resources to carry out the original Plan. In order to deviate from the original Plan, the following questions should be considered by the Board:

- What is causing changes to be made?
- Why should these changes be made (the "why" is often different than "what is causing" the changes)?
- Identify the changes to be made, including the goals, objectives, responsibilities, and timelines.
- Include an amendment to the Strategic Plan identifying the change to the Plan.

KEY QUESTIONS IN EVALUATING STATUS OF IMPLEMENTATION OF THE PLAN

1. Are goals and objectives being achieved or not? If not, then consider the following questions.
2. Will the goals be achieved according to the timelines specified in the plan? If not, then why not?
3. Should the deadlines for completion be changed (be careful about making these changes – know why efforts are behind schedule before times are changed)?
4. Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
5. Are the goals and objectives still realistic?
6. Should priorities be changed to put more focus on achieving the goals?
7. Should the goals be changed (be careful about making these changes – know why efforts are not achieving the goals before changing the goals)?
8. What can be learned from our monitoring and evaluation in order to improve future planning activities and also to improve future monitoring and evaluation efforts?

Catholic Charities of Idaho Common Acronyms

| | |
|--------|--|
| ACF | Administration for Children and Families |
| ASM | Administrative Services Manager |
| BCIS | Bureau of Citizenship & Immigration Services (interim name of old INS, now known universally as USCIS) |
| BIA | Board of Immigration Appeals |
| BOD | Board of Directors |
| BSW | Bachelors of Social Work |
| CAMP | College Assistance Migrant Program |
| CCI | Catholic Charities of Idaho |
| CCI | Community Coalition of Idaho (current name of old IMC) |
| CCHD | Catholic Campaign for Human Development |
| CCUSA | Catholic Charities USA |
| CIS | Citizenship & Immigration Services (aka USCIS) |
| CLINIC | Catholic Legal Immigration Network, Inc. |
| CLPA | Child Literacy Program Aide |
| CSPA | Child Status Protection Act |
| COA | Council on Accreditation |
| COI | Continuous Quality Improvement |
| CRS | Catholic Relief Services |
| CSE | Child Support Enforcement |
| CST | Catholic Social Teaching |
| DCD | Development and Communications Director |
| DHS | Department of Homeland Security |
| DOI | Department of Insurance |
| DOJ | Department of Justice |
| DV | Domestic Violence |
| DVIP | Domestic Violence Immigration Program |
| ED | Executive Director |
| ELL | English Language Learners |
| EOIR | Executive Office for Immigration Review |
| ESL | English as a Second Language |
| EWS | Enhanced Work Services |
| FLE | Family Literacy Educator |
| FOIA | Freedom of Information Act |
| FSC | Family Strengthening Centers |
| FSCAC | Family Strengthening Center Advisory Committees |
| FSW | Family Strengthening Worker |
| HCCI | Hispanic Cultural Center of Idaho |
| HEP | High School Equivalency Program |
| H & W | Health and Welfare |
| HUD | Housing and Urban Development |

| | |
|-------|--|
| IJ | Immigration Judge |
| ICA | Idaho Catholic Appeal |
| ICDVA | Idaho Council of Domestic Violence & Victim Assistance |
| ICE | Immigration & Customs Enforcement |
| ICTF | Idaho Children's Trust Fund |
| IDA | Individual Development Accounts |
| IMC | Idaho Migrant Council (former name of new CCI) |
| IME | Institute of Mexicans Abroad |
| INA | Immigration & Nationality Act |
| INC | Idaho Nonprofit Center |
| INS | Immigration & Naturalization Service (former name of current USCIS) |
| IOLTA | Interest on Lawyers' Trust Accounts |
| IIRCA | Illegal Immigration Reform & Control Act |
| IVLP | Idaho Volunteer Lawyers' Program |
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| JVC | Jesuit Volunteer Corp. |
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| LADO | (not an acronym) Name of English language learning curriculum |
| LAPES | Literacy as a Pathway to Economic Stability |
| LEAP | Literacy, Enrichment & Academic Program |
| LOI | Letter of Intent |
| LOU | Letter of Understanding |
| LPR | Lawful Permanent Resident |
| | |
| MOU | Memorandum of Understanding |
| MSW | Master of Social Work |
| MT | Management Team |
| | |
| PSA | Public Service Announcement |
| PSM | Parish Social Ministry |
| PCPC | Parish & Community Partnerships Coordinator |
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| RD | Regional Director |
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| SAC | Social Action Committee |
| SAN | Social Action Network |
| SHIP | Supportive Housing and Innovative Partnerships |
| | |
| TPS | Temporary Protected Status |
| | |
| USCCB | United States Conference of Catholic Bishops |
| USCIS | United States Citizenship & Immigration Services (current name of old INS) |
| USC | United States Citizen |
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| VAWA | Violence Against Women Act |
| VISTA | Volunteers in Service to America |