



Catholic Charities of Broome County

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# 3-Year Strategic Plan

JUNE 1, 2026–MAY 31, 2027

JUNE 1, 2027–MAY 31, 2028

JUNE 1, 2028–MAY 31, 2029

## Our Mission

Catholic Charities of the Roman Catholic Diocese of Syracuse (Catholic Charities of Broome County) is dedicated to caring for those in need while promoting human development, collaboration, and the elimination of poverty and injustice. We strive to empower those served to transform their lives in the spirit of God's love and compassion.

## Our Vision

A future where collaboration, compassion, and faith lead to the elimination of poverty and injustice, and all people are empowered to transform their lives.



# Engagement

Engagement is how we bring our vision to life each day. Through strong relationships, open communication, and a commitment to showing up for one another and those we serve, we put collaboration, compassion, and our faith into action. When we are engaged, we strengthen our culture and deepen our impact, helping to create a community where individuals and families are supported and empowered, and able to build lives of stability and hope.

## Provide services that meet client needs

Coordinate services with other agencies to enhance client resources and opportunities

Create a member advisory board

Conduct community, agency, and client satisfaction surveys

### *What Success Looks Like:*

Increase in successful discharges from programs

Increase in positive satisfaction survey results

Increased number of individuals we serve

## Increase employee engagement and retention

Conduct quarterly new employee orientation & create mentoring program to engage new employees in our culture

Implement a suggestion box/ ticket to be reviewed at Leadership meetings

Conduct stay interviews with long-term staff

Improve agency-wide communication (newsletter, open houses) so staff understand what other programs and committees are doing

### *What Success Looks Like:*

Decreased staff turnover

Increased retention

## Increase CCBC's presence and accessibility in the community.

Attend and participate in community events, volunteer opportunities, partnerships, boards/ committees and outreach

Advertise/ spotlight events on local media web pages and share information in church bulletins

Inform supporters/ donors of agency happenings via mailings & calls

### *What Success Looks Like:*

Increase in donors/ supporters

Increased website traffic

Increase in volunteers

# Quality & Compliance

Quality and Compliance are how we ensure our work truly reflects our vision in action. By holding ourselves to high standards, acting with integrity, and continuously improving, we provide care that is safe, effective, and rooted in compassion and faith. This commitment builds trust, meets the responsibilities placed in our care, and ensures we are accountable stewards of the services we deliver.

## Increase compliance with policy, procedures, and practices

Review and update policies and procedures to ensure clarity and consistency and to align with oversight agencies

Promote a healthy relationship with oversight and regulatory agencies through effective, timely communication

Address risk proactively through training and communication within the agency

### What Success Looks Like:

Decreased deficiencies

Increased positive audit scores

Fewer incidents

## Improve services and outcomes

Gather and share feedback from individuals, staff, board, and partners to improve satisfaction, efficiency, and service quality

Conduct program audits and develop and implement corrective action plans

Train staff fully in their roles, provide regular supervision, support, and guidance

### What Success Looks Like:

Increased successful client discharges

Increased positive audit scores

# Financial Health

Financial Health is about stability, transparency, and shared responsibility. Our commitment to caring for those in need depends on safeguarding the resources that make our work possible. By managing funds responsibly and making thoughtful decisions, we ensure the agency can continue providing effective services. Protecting our financial health allows us to sustain our mission, support our staff, and create a lasting impact for the individuals and families who rely on us.

## Strengthen fiscal understanding and communication

Help staff understand how their roles impact the agency's financial health to share ownership

Make financial information clear and easy to understand

Engage Board, Leadership, and Staff in Shared Financial Responsibility and Oversight

Provide quarterly updates on the state of the agency financials

### *What Success Looks Like:*

Run & maintain programs within budget

Strengthen financial stewardship and accountability to ensure operational sustainability, ethical and effective use of resources, and continued growth and resilience in response to evolving community needs

Conduct internal audits and financial reviews

Foster strong relationships with community agencies/ organizations, funders, and supporters

Use data and outcome reporting to guide decisions and funding opportunities

Evaluate and diversify revenue sources, ensure their stability, and manage costs to support long-term community impact

### *What Success Looks Like:*

3-6 months of unrestricted funds in case of unforeseen challenges

Strong working capital ratio

# In Closing

This 3-year plan builds on the strengths that define Catholic Charities of Broome County: our dedicated staff, our faith, our relationships, and our commitment to serving others in the spirit of God's love. We will review it regularly, and report annually, to ensure we follow our commitments with integrity and good faith, keeping our mission and our calling to care for those in need, at the heart of every decision

By staying connected, financially strong, and accountable, we will continue to *Create Hope and Transform Lives* in our community.

