



Our Path Forward

STRATEGIC PLAN

2022-2027

 **Catholic Charities**
ARCHDIOCESE OF GALVESTON-HOUSTON

People of Faith. Helping People in Need.

Dear Brothers and Sisters,

As the social service arm of the Archdiocese of Galveston-Houston, Catholic Charities lifts-up the most vulnerable in our community, and joyfully serves others just as Christ came not to be served but to serve. Due to the dedicated work of Catholic Charities, children are saved from the pangs of hunger, families remain safely housed, seniors maintain their dignity while living independently, and countless others find comfort in receiving help that allows them to retain, or regain, their self-sufficiency.

Catholic Charities is led by a Board of Directors which guides its work with faith, insight, and wisdom. The board worked with integrity and careful thought in creating this strategic plan as a guide to the agency's action through 2027. By following this path, Catholic Charities will transform the way it provides service to people in need by investing in technology, people, and places, while always being led by the teachings of the Catholic faith.

These areas of development will transform the way Catholic Charities shares the Catholic faith with those in need, while also providing for their material and social needs. In following this strategic plan, I trust that Catholic Charities will remain prayerful in its obedience to Christ's command to serve those most in need.

With gratitude for the magnificent work of Catholic Charities, and my prayers for God's grace in these new endeavors, I am

Sincerely yours in Christ,

+ *Daniel Cardinal DiNardo*

Daniel Cardinal DiNardo
Archbishop of Galveston-Houston



Dear Friends,

As Catholic Charities approaches our 80th anniversary – the Oak Anniversary – it seems more appropriate than ever to reflect on where we have been, and where we are going. From the roots of our founding, we have steadily grown to be a sturdy presence, sheltering and providing support for many in the greater Houston community.

But it is not only strength that is important, but also flexibility. As the saying goes, “the tree that does not bend, breaks.” Catholic Charities has always needed to be flexible, ready to respond to the needs of the communities we serve.

Through hurricanes, floods, economic recessions and a pandemic, Catholic Charities has adapted to change. Especially during the pandemic, we pivoted our services to meet stark and startling levels of need, reimagining how we work across distance, and redesigning our service models to increase accessibility, efficiency, and impact.

This is a time of recovery and renewal, growth and flexibility – a time of transformation. We thank our board for developing this strategic plan to guide our efforts through 2027. Catholic Charities continues to grow, leveraging all that we learned from the pandemic and our 80 years of service to transform the way we serve people in need, nurture and cultivate our staff, and engage our community.

In the Peace of Christ,



Gretchen Martinez Penny

Gretchen Martinez Penny
Board Chair



Cynthia N. Colbert

Cynthia N. Colbert, MSW
President and CEO



A PATH FOR THE FUTURE



*Trust in the Lord with all your heart,
on your own intelligence do not rely;
In all your ways be mindful of him,
and he will make straight your paths.*

Proverbs 3:5-6

With inspired, faithful input from all of our stakeholders, we draw from experience gained over our 80 years of service to transform the way we serve people in need, nurture and cultivate our staff, and engage our community. This strategic plan approved by the board of directors for Catholic Charities of the Archdiocese of Galveston-Houston will guide our efforts through 2027. During that time, Catholic Charities will leverage all that we have learned from the COVID-19 pandemic and the many years that preceded this historic era as we reach and stretch to do even more to help people in need.

STRATEGIC DIRECTION

Improving the lives of those we serve by investing in technology, people, and places

OUR GOAL

By 2027, Catholic Charities will **transform the way we serve people** as the most efficient and effective social service provider in the Archdiocese.

Our Strategic Plan is all about people:

- the **people we serve** (clients)
- the **people we employ** (staff)
- the **people we engage** (community)

By 2027, Catholic Charities will achieve the following goals across these three core groups.

CLIENTS

Serving and improving the lives of our clients is at the heart of all that we do – and the heart of God’s love. These goals outline our commitment to improving the lives of those we serve, making our services accessible and approachable, and treating each person with respect, dignity, empathy, and compassion while holding them accountable for their actions and progress.

Goal 1 Improve client service access, experience, and outcomes by funding and opening a new premier Client Services Center in Harris County that will house multiple client services that address current and future needs

Goal 2 Ensure all facilities honor and respect the dignity of those we serve through our service model, accessibility, and provide an environment that is welcoming and comfortable

Goal 3 Improve client experience and outcomes by researching, piloting, and adopting a comprehensive, evidence-based, integrated service model that increases access to all agency services

Goal 4 Ensure client and community needs are being addressed by refining a process for comprehensive program review that will direct service and program priorities, drive continuous quality improvement, and improve client outcomes

Goal 5 Increase the quality of client interactions and outcomes by researching, designing, and implementing a client management software that streamlines processes, data gathering, and reporting and increases access to services across distance



STAFF

Without the hard work, passion, and commitment of those who work at Catholic Charities there would be no mission and no help for those in need. These goals outline our commitment to creating and maintaining a highly desirable workplace that values the diversity, talent, and hard work of our staff while promoting excellence, responsibility, and collaboration.

Goal 6 Promote a culture of excellence that enhances the employment experience, drives staff retention, and supports a highly motivated and service-oriented work force

Goal 7 Drive sustainable recruitment of dedicated, high-quality staff through effective communications, outreach, and competitive wages and benefits

Goal 8 Better serve the needs of staff and clients by formulating a proactive strategy to maintain and/or enhance our presence and facilities in Midtown



COMMUNITY

“Let us think of ways to motivate one another to acts of love and good works. And let us not neglect our meeting together...” (Hebrews 10:24-25) Catholic Charities not only supports the community, but also receives support from the community. These goals outline our commitment to increasing that support so that we can increase our impact on those we serve.

Goal 9 Educate the community and reduce barriers for clients by increasing promotion of Social Justice and Catholic Social Teachings through education, advocacy, and collaboration

Goal 10 Broaden our base of community support - including more groups and families - through outreach, volunteerism, and other engagement opportunities

Goal 11 Increase revenue to strengthen services and support clients by increasing the number and amount donated by individual donors through increased cultivation, stewardship, and offering donors a wide variety of ways to donate

BOARD OF DIRECTORS 2022

We thank our board members for their wisdom and prayerful service in developing this strategic plan to guide our efforts through 2025.

His Eminence Daniel Cardinal DiNardo,
Archbishop of the Archdiocese
of Galveston-Houston
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Cynthia N. Colbert, MSW

OUR VISION

People of faith helping people in need achieve self-sufficiency and live with dignity.

OUR MISSION

Guided by God’s love, Catholic Charities helps people in southeast Texas by providing caring, compassionate services and advocating for social justice in collaboration with parishes and communities.

OUR CORE VALUES

FAITH Inspired by the Gospel and our Catholic tradition, we serve as a healing presence with special concern for our neighbors who are vulnerable, respecting their diversity and dignity.

INTEGRITY We foster a high quality workplace and inspire trust through personal leadership. We are honest and ethical in all aspects of our organization.

COLLABORATION We work together with people who support common values and vision to achieve shared goals.



Catholic Charities of the Archdiocese of Galveston-Houston
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