



STRATEGIC PLAN

*Empowering Individuals and Families
Strengthening Communities*

2025

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Message From the President



In today's landscape, human services agencies across the country face unprecedented challenges that require innovation and critical examination of impact and long-term sustainability of services.

At Catholic Charities Boston, we embrace these circumstances as an opportunity to maximize our effectiveness in serving those most in need across Eastern Massachusetts.

The groundwork for our strategic plan began in 2021 by strengthening our mission, vision, and value statements. After completing a reorganization in 2022 to help position our agency from a region-based to a program-based focus, we undertook a multi-year process engaging with Board members, staff, and community stakeholders to gather invaluable insights that helped shape each aspect of our strategic vision. This collaborative approach ensures that our plan is deeply rooted in the needs and aspirations of the people we are humbled to serve.

Catholic Charities continues to address the most urgent needs of the times, including poverty, food and housing insecurity, mental health, affordable childcare, as well as education and advocacy.

Yet, we also recognize the evolving challenges facing our communities. Rising housing costs, persistent inequities, and the ongoing effects of economic uncertainty require us to be more strategic, innovative, and collaborative than ever before.

Our plan aims to address these realities head-on while keeping our focus on how to best alleviate suffering and empower individuals and families. It calls on us to coordinate with partners to prioritize the programs that Catholic Charities is uniquely qualified to deliver.

More importantly, it will require us to maintain a mission-centered approach to serve with respect and compassion, as we have been called to do throughout our century-long history.

Thank you for your continued partnership in this vital work.

With gratitude,

Kelley Tuthill, Ed.D.
President & CEO



Mission and Vision



Catholic Charities Boston strategic plan is guided by a clear mission, vision, and values, serving as the groundwork in developing the strategic pillars.

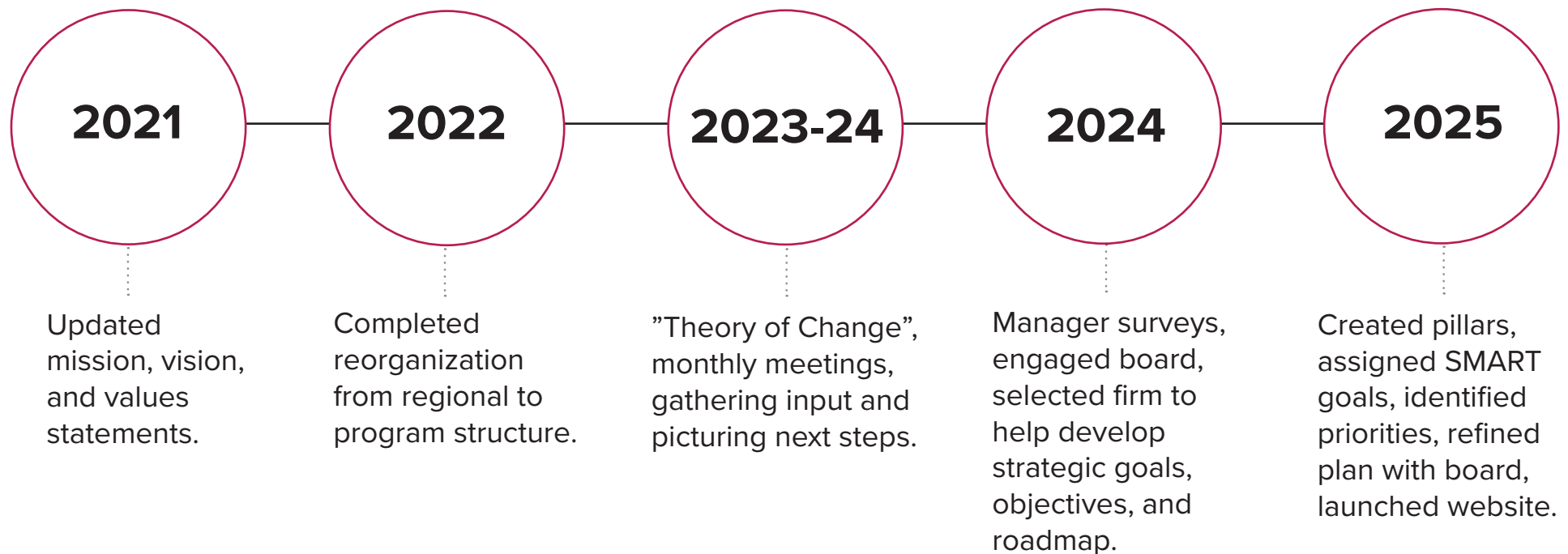
Mission

To welcome and serve, with compassion and respect, all those in need by providing life's necessities, education, and advocacy to move families toward self-sufficiency.

Vision

A just, equitable, and compassionate society rooted in the dignity of all people.

Strategic Plan Timeline



Strategic Plan Pillars

PROGRAMS



Measure impact, support succession planning, conduct program and community needs assessments, leverage multi-service centers.

FINANCE & OPERATIONS



Enhance accuracy and efficiency of property portfolio, ensure adequate funding and optimization of resources, boost analytics capabilities, and promote affordable and supportive housing solutions.

ADVANCEMENT



Ensure long-term financial stability by diversifying philanthropic support, strengthening community engagement, and aligning funding with program needs.

EXTERNAL AFFAIRS



Increase agency's visibility and reputation, strengthen public advocacy efforts, build strategic partnerships, and enhance communication channels.

PEOPLE & CULTURE



Attract and retain talent, develop agency awareness strategies, promote employee development and well-being for thriving workforce.

KEY OBJECTIVES

Programs



1. Establish a robust framework for measuring impact to drive effectiveness and continuous improvement.
2. Enhance succession planning with clear Standard Operating Procedures for smooth transitions.
3. Strengthen decision-making through comprehensive program and community needs assessments.
4. Leverage program multi-service centers to expand reach and enhance impact.
5. Promote the creation of multi-service centers and new affordable/supportive housing.

KEY OBJECTIVES

Finance & Operations



1. Enhance accuracy and efficiency of property portfolio to plan for maintenance and informed decision-making.
2. Conduct a program assessment to ensure adequate funding and optimize resource use.
3. Boost analytical capabilities to improve decision-making and insights.
4. Promote the development of affordable and supportive housing solutions.
5. Strengthen program and facility governance across all multi-service center sites to enhance service delivery and organizational sustainability.

KEY OBJECTIVES

Advancement



1. Ensure long-term agency financial sustainability through diversification of philanthropic revenue.
2. Strengthen community engagement.
3. Align funding with program needs to ensure efficient resource allocation.
4. Expand philanthropic support to strengthen funding and community impact.

KEY OBJECTIVES

External Affairs



1. Increase the agency's visibility and reputation to enhance influence and reach.
2. Strengthen public advocacy efforts to drive awareness and support.
3. Support the development of affordable and supportive housing initiatives.
4. Refine internal communication protocols and ensure strict contract compliance.
5. Streamline funding efforts by optimizing grants management, enhancing collaboration, and leveraging data to secure diverse funding sources.

KEY OBJECTIVES

People & Culture



1. Attract and retain top talent to drive organizational success and innovation.
2. Implement a succession planning model to ensure leadership continuity and stability.
3. Develop consistent communication strategies to build awareness and pride in the agency's work.
4. Foster employee development and well-being in an inclusive, culturally competent environment where all feel valued and empowered.

About Catholic Charities Boston

For over a century, Catholic Charities Boston has served vulnerable individuals and families of all faiths and backgrounds. One of the most comprehensive non-profit providers of social services in Massachusetts, we offer programs across more than 20 locations throughout Greater Boston, with 450 employees serving thousands of individuals and families annually within the four core areas of Basic Needs, Family & Youth Services, Refugee & Immigrant Services, and Adult Education & Workforce Development.

Rooted in our faith mission, we address critical social justice issues with compassion and aim to break the cycles of poverty in our communities by providing life's necessities, education, and advocacy to move families toward self-sufficiency.

Learn more about our strategic plan process at
ccab.org/strategicplan



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