



**VISION 2010+**  
**STRATEGIC VISION PLAN**  
**CATHOLIC CHARITIES OF THE DIOCESE OF ARLINGTON**  
(Approved by the Board of Directors on January 17, 2007)

VISION 2010+ STRATEGIC GOAL

To continue strengthening the capability of Catholic Charities to serve  
as the Diocesan social services resource center

THEOLOGICAL REFLECTION

In his first encyclical, *Deus Caritas Est (God Is Love)*, Pope Benedict XVI writes that “charity is first of all the simple response to immediate needs and specific situations: feeding the hungry, clothing the naked...” Vision 2010+ challenges Catholic Charities to fulfill its mission by strengthening families, meeting critical housing needs, expanding our services, and responding to demographic changes. On behalf of the Catholic community, Catholic Charities delivers social services to the poor and vulnerable in our diocese not because of their faith, but because of ours.

BACKGROUND

The history of Catholic Charities of the Diocese of Arlington (CCDA) dates back to 1947, when it was founded as Catholic Charities of Northern Virginia. During the intervening years, there have been many demographic and other related changes. However, what has not changed is our commitment to our tradition of providing services to families, individuals, and communities that are designed to strengthen and empower while also containing elements of convening and advocacy.

Every five years, we conduct an extensive strategic review and develop a new VISION plan. Each plan is designed to take the agency where it needs to be by the beginning of the next five year cycle as the designated arm of the Arlington Diocese for fulfilling the Church’s social mission.

During 2002, the Diocese announced a Capital Campaign called “Rooted in Faith ~ Forward in Hope,” which included capital funds for a new emergency family shelter and the renovation of Christ House. Both of these projects are consistent with VISION 2005+. Endowment funds for Catholic Charities were also included in the Capital Campaign.

## INTRODUCTION

This Strategic Vision Plan is based on the current mission and vision statement of Catholic Charities, a copy of which is attached. It is designed to provide the direction necessary to take the agency where it needs to be by the year 2010+ and to provide a visionary basis for the years beyond.

As an integral part of developing the plan, we reviewed and assessed social services needs in the 21 counties and 7 independent cities that constitute the Diocese of Arlington. In recent years, this geographical area has experienced a very large increase in population, including a large influx of immigrants. This growth in numbers has resulted in increased needs for human services, including housing, emergency assistance, counseling, medical care, legal assistance, and English as a Second Language (ESL) classes. It has also increased the need for multi-lingual service providers.

These demographic changes, combined with changes in economic and social trends, create greater challenges for the public, private, non-profit, and corporate sectors working together to meet current and future human services needs.

A full-range of financial resources will be necessary for the successful implementation of this Strategic Vision Plan.

## **IMPLEMENTATION STRATEGY**

### **[TASKING ACTIONS (TA)—not listed in any special order or priority]**

TA-1: Finalize plans and implement the establishment of the *Rooted in Faith ~ Forward in Hope* projects: the family shelter and the renovation of Christ House.

OWNER: Agency staff  
ACTION: Provide quarterly progress reports to the Board of Directors  
OUTCOME: Completion of two projects by 2010

TA-2: Develop a phased plan to make the agency's programs and services more geographically accessible and continue to provide high performance and quality services.

OWNER: Agency staff in coordination with appropriate Board committees  
ACTION: 1) Reestablish the Western Regional Office  
2) Increase and enhance outreach to underserved areas  
OUTCOME: The agency will offer services to new clients in at least two new locations by 2010, in addition to the Western Regional Office

TA-3: Consult with appropriate Diocesan offices to explore the feasibility of granting CCDA an option to request that a small amount of office space for the agency be included in the construction plans for selected new parishes, similar to current office space at Christ the Redeemer and All Saints parishes. The purpose is to provide a more economical way for CCDA to make its services more geographically accessible.

OWNER: Agency staff in coordination with Board of Directors  
ACTION: Consult with appropriate Diocesan offices  
OUTCOME: Decision regarding feasibility of implementing this outreach program

TA-4: Strengthen outreach and relationships with parishes in order to better serve their needs.

OWNER: Agency staff and Board members  
ACTION: 1) Develop an implementation plan  
2) Increase and enhance outreach to parishes  
3) Continue to strengthen priests' connections with the agency  
OUTCOME: Develop an implementation plan and demonstrate outreach to 50% of the parishes by 2008

TA-5: Strengthen collaboration with Diocesan offices and Catholic, interfaith, and other community organizations that share our mission and goals to increase effectiveness in responding to unmet human services needs.

OWNER: Agency staff  
ACTION: Increase outreach by strengthening and developing effective partnerships with other organizations  
OUTCOME: Measurable increase in services each successive year as a result of collaboration with other organizations

TA-6: Heighten public awareness of CCDA and make information about the agency's services more readily available to the Catholic community and the general public.

OWNER: Agency staff in coordination with appropriate Board committees  
ACTION: Implement development and communications plans  
OUTCOME: Increased demand for agency services, increased donations by the public, and increased number of active volunteers each successive year

TA-7: Develop a short-term and long-term resource development plan, to include funding, personnel, capital improvement, and related needs to implement this Strategic Vision Plan.

OWNER: Agency staff and Board committees  
ACTION: Develop resource development plans to support services  
OUTCOME: TA 1-6 are accomplished by 2010

## ATTACHMENT

### **Mission and Vision Statements of Catholic Charities**

The mission of Catholic Charities of the Diocese of Arlington is rooted in the Gospel of Jesus Christ and the official teachings of the Roman Catholic faith.

The Gospel proclaims and the Church teaches respect for the dignity and sanctity of human life, from the moment of conception through natural death, and the duty to serve the most vulnerable of God's people.

Therefore, Catholic Charities seeks to implement the Church's mission of social justice in the Diocese of Arlington in ways that strengthen individuals, families, and communities.

Catholic Charities extends its services and resources to all in need; convenes the Catholic community to fulfill the Church's mission of social justice; and advocates for social justice and seeks to empower others to do the same.

Effective fulfillment of the mission of Catholic Charities of the Diocese of Arlington requires a vision based on ways the agency can respond effectively to the challenges of ever-changing economic, demographic, and social trends.

As the designated arm of the Arlington Diocese in fulfilling the Church's social mission, Catholic Charities serves as the Diocesan resource center. It fulfills this role by facilitating the response of the Catholic community to basic human needs, regardless of religious affiliation, and by collaborating with other agencies and organizations that share our goals. We strive to:

- Integrate the agency's activities with the mission of the Diocese, collaborate effectively with Diocesan offices, and serve as a resource to parishes.
- Provide caring, professional, and quality services, including those that require specialized training, to families, individuals, and communities with needs not being met by the local community.
- Extend programs and services throughout the Diocese and increase collaboration with other agencies and organizations that share our mission and goals in order to better address unmet needs while avoiding duplication of services.
- Develop adequate funding and other resources to support the mission and implement the vision of Catholic Charities.