



Catholic Charities of the Archdiocese of Milwaukee

Strategic Plan 2026

“I came so that they might have life and have it more abundantly.”

~ John 10:10

“Those who lack not only material goods, but also a voice and the recognition of their dignity have a special place in God’s heart”

~ Pope Leo XIV, *Dilexi Te*

Introduction

Catholic Charities is the charitable arm of the Catholic Church across the ten counties of southeastern Wisconsin which make up the Archdiocese of Milwaukee. Our sole member is the Archbishop of Milwaukee. We exist to put into action the love of God and the Gospel of Jesus Christ:

“Who among you having a hundred sheep and losing one of them would not leave the ninety-nine in the desert and go after the lost one until it is found?” ~ Luke 15:4

This Strategic Plan is a 3-year guide and road map for our efforts. It is intended to set a course and provide a framework for the important work ahead, work that includes employees and volunteers of all faiths and backgrounds doing the work within our programs, and, most importantly, clients receiving compassionate care and assistance when they are in need.

Our Vision

All people live with dignity in their lives and hope in their hearts, knowing that they are loved by God and their neighbors.

Our Mission

We walk with our vulnerable neighbors who are suffering, lonely or in need, providing compassion, effective human services, and a restoration of hope.

Our Values

- We seek to live out the values of the Catholic Church, exemplified by Jesus Christ, by showing God's love in our actions, words and planning.
- We are focused on our clients and care for the whole person – body, mind and soul.
- We collaborate within and across the Archdiocese of Milwaukee to put our Catholic identity and tradition into action while remaining responsive to the signs of our time.
- We provide high-quality, human services to those in need. We are accountable to our stakeholders and we are trusted stewards of our resources.
- We work together with our clients, donors, parishes, partners, volunteers and neighbors to strengthen individuals, families and communities.

Areas of Strategic Focus

Our People

Our commitment to those we serve guides all decisions, including how we support and structure our service teams and how we engage and steward our donors, parishioners and volunteers.

- **Clients**
 - We will deliver effective services to those with needs and with limited resources.
 - We will utilize best practices, data, and periodic reviews to ensure our services are needed and delivered with quality and care
 - We will nurture and expand partnerships with other Catholic organizations and other agencies across our footprint to extend the reach of needed services.
 - We will adapt to meet emerging needs.
- **Employees**
 - We will develop clear job descriptions, expected outcomes and annual reviews to ensure clarity, transparency and accountability.

- We will periodically review and evaluate all positions and reporting structures to ensure that we are properly resourced, cohesive across the agency and aligned to efficiently and effectively deliver our services.
 - We will pay fair wages and provide market-level benefits
 - We will provide professional development at all levels and periodically evaluate the impact of those investments in our work and people.
 - We will conduct periodic employee satisfaction surveys to ensure mission alignment, retention of our best people, and job satisfaction.
- **Donors**
 - We will communicate regularly and transparently with all donors.
 - We will utilize best practices in data and donor development to expand and deepen our relationship with new, lapsed and existing donors.
- **Parishioners and Volunteers**
 - We will engage with our parishes and volunteers to build a “close connection between Christ’s love and his summons to care for the poor.”

Our Programs

- We will periodically evaluate all programs to continually adapt, improve and evolve our services as we respond to the community’s needs and our resources.
 - We will understand and consider the impact of other agencies’ programs to evaluate our opportunities for growth and limit redundant service offerings
 - We will regularly review our staffing, financial resources, facilities and technology to ensure optimal alignment with our program offerings.
 - We will communicate across multiple platforms to keep our community of supporters informed about our programs, our impact and our needs.
- **Community Support Services** - includes Adult Day Services, Mental Health Clinic, Hoarding Intervention and Case Management
 - **Family and Parent Support** – includes Adoption and Pregnancy Support and Parent Support
 - **Refugee and Immigration Services**

Our Financials and Governance

- We will follow industry best practices in our finances, governance and planning.
- We will develop sustainable financial and operational models and share our progress with transparency to all stakeholders.
- We will provide regular education to our employees and board members on Catholic social teachings, our programs, finances and governance processes to ensure a shared and consistent understanding.

Management will deploy the guidance and framework of this Strategic Plan into the regular planning, communications and decision-making of the organization, using this guidance to set annual SMART goals that are Specific, Measurable, Achievable, Relevant and Time-bound. Progress on these goals will be reviewed annually by the Board.

Conclusion

This Strategic Plan and the operational plans developed by management in the years ahead must be dynamic and open to adjustments as we carry out our “duty of scrutinizing the signs of the times and of interpreting them in light of the Gospel.”

"God has a special place in his heart for those who are discriminated against and oppressed, and he asks us, his Church, to make a decisive and radical choice in favor of the weakest."

~ Pope Leo XIV, *Dilexi Te*