The mission of Catholic Charities is to be Christ’s merciful love to those who suffer. Our mission is carried out by Catholic people and others in fraternal goodwill pooling their resources to reach out and assist those in need. In so doing, Catholic Charities is the primary instrument of the Church in carrying out the works of mercy.

As a conduit of Christ’s love in providing works of charity for all people – those who receive and those who need to give – we will continually assess the needs of the whole person — material as well as spiritual, gather the necessary resources and assure the provision of programs are accessible to those served.

Faith: Trusting in God to order our path daily and through His grace to lead us to eternal life in His loving presence.

Hope: We now see glimpses of our Creator in the Church, Her Sacraments and the love of His people; our ultimate Hope is in His promise that we will dwell with Him for eternity.

Charity: A love that comes directly from God and is shared with the world through His people; this love is selfless, sacrificial and unconditional.

Dignity: Endowed with a spiritual soul, with intellect and with free will, the human person is from his very conception, offered to God and destined for eternal beatitude.

Solidarity: Equal in God’s creation and united in the love of Christ, every person is our brother/sister – this solidarity must be lived through us daily as we “bear one another’s burdens.”

“Jesus is the face of the Father’s mercy.”
With these words our Holy Father, Pope Francis, declared a year of Mercy for the entire world. As baptized Christians, each of us is called to bring forth God’s mercy. Christ calls us together as a local Church and sends us out to reveal His love.

For this reason, I am happy to present you with a plan for continuing development for our Catholic Charities. Having consolidated our various apostolates within our new campus and having expanded our programs substantially, we must now direct our efforts to entering even more deeply into the lives of those who suffer.

To do this, we ourselves must become vulnerable, take risks, and live not for ourselves but for one another, especially for our brothers and sisters in greatest need. In the words of our Holy Father, “Let us open our eyes and see the misery of the world, the wounds of our brothers and sisters who are denied their dignity, and let us recognize that we are compelled to heed their cry for help!”

With God’s grace and the help of our Catholic Charities we must grow in solidarity with the poor. By doing so, we strengthen our Christian identity. We will grow closer to Christ Himself and will ourselves be richly rewarded in this life and in the next.

I ask you to study this document, become involved, and be Christ’s merciful love to those who suffer. Let us pray that God gives us the grace needed to follow Him more closely.

Your Servant in Christ,

+ Most Rev. Edward J. Slattery, Bishop of Tulsa
The Strategic Direction
“Be who God meant you to be and you will set the world on fire.”
~ St. Catherine of Siena

Over the next three years, Catholic Charities of the Diocese of Tulsa will seek to go deeper, building upon the tremendous growth this ministry has experienced. By 2018, Catholic Charities assistance will be no further than a straight line of 75 miles from anyone in Eastern Oklahoma. The apostolate will have the capability to ensure that clients are aware and connected to the full range of support available to them through the Catholic Church. The donors and volunteers who make Catholic Charities growth possible will be intentionally invited to grow alongside the services we offer. Ultimately, the volunteers, staff and benefactors who are a part of this community of faith will be called to go deeper in their relationship with each other, deeper in their respective leadership and deeper in their commitment to transform both society and themselves in alignment with Christ’s universal call to holiness.

**Goal A.1:** Commission 100 Catholic Charities staff and volunteers annually through the Discipleship Roadmap, with 300 total participants, to further a strong foundation by December 31, 2018.

**Goal A.2:** Send those 300 to live solidarity experiences once per month between June 2016 and December 2018.

**Goal B.1:** Increase the number of recurring volunteers from 300 to 375, with a focus on retention, by December 31, 2018.

**Goal B.2:** Increase the number of volunteers in leadership roles from 13 to 26 by December 31, 2018.

**Goal B.3:** Increase the total number of annual donors from 3,960 in 2014 to 5,150 by December 31, 2018.

**Goal C.1:** Establish 3 new helping centers, while adding 1 to 2 services to at least 2 current helping centers, by December 31, 2018.

**Goal C.2:** Establish a mentorship ministry to provide high-quality, confidential, Christ-centered care to people who are in need of Christ’s mercy, with a case load of 70 annually, to address depth of client issues and transform lives, by December 2018.
Because we believe that we are equal in God’s creation and we are united in love of Christ, every person is our brother and sister. As Catholic Charities continues to grow, it is imperative that we open our eyes and see the misery of the world, the wounds of those who are denied their dignity. We must always recognize that we are compelled to heed their cry for help! We have blessed those we serve with many material gifts, and now we must strive to a new level of charity in giving of ourselves and creating opportunities for solidarity.

Goal A.1: Commission 100 Catholic Charities staff and/or volunteers annually through the Discipleship Roadmap, with 300 total participants, to further a strong foundation by December 31, 2018.

Some important milestones, strategies and assumptions that will aid in the fulfillment of this goal include:

- Helping people to be saints – increasing holiness and creating awareness of the Gifts of the Holy Spirit.
- Forming Intentional Disciples to create spiritual growth opportunities.
- Providing tools for successfully and safely communicating God’s love.
- Creating a culture of engagement with those we serve at all levels and across all programs.

Goal A.2: Send the 300 to live solidarity experiences once per month between June 2016 and December 2018.

Some important milestones, strategies and assumptions that will aid in the fulfillment of this goal include:

- Prepare 50 mentor families for life in our community through an “Adopt a Family” process.
- “Grow a Garden” working with St. Elizabeth’s Lodge/Madonna House and Burmese refugee families.
- Explore second-chance job opportunities.
The burdens of those in need of Christ’s merciful love are so great that we must invite, encourage and engage people to choose Catholic Charities as their charity of choice. We will be intentional about helping volunteers and donors experience the joy of serving our brothers and sisters throughout the Diocese of Tulsa. We will be intentional about increasing financial resources to support continuing and new levels of charity. We will strive to involve more people of all generations, all cultures, and all faiths to carry out our mission as faithful recurring volunteers and donors.

Goal B.1: Increase the number of recurring volunteers from 300 to 375, with a focus on retention, by December 31, 2018.

Some important milestones, strategies and assumptions that will aid in the fulfillment of this goal include:

- Provide management training and coaching to staff and lead volunteers, so they can engage and retain volunteers.
- Offer planning sessions for programs and departments to identify and define recurring volunteer roles.
- Bring new volunteers on board with a 6- to 8-week process that includes hospitality and mentoring, with the goal of retaining volunteers. This onboarding will be carried out by Volunteer Resources and the program staff and volunteers.

Recurring Volunteers are individuals who serve:
- On a regular schedule (i.e., 1X/week, 1X/per month), doing the same type of work, or
- For an annual event or seasonal program (i.e. retreat, event, toys), or
- Interns, externs (practicum students), with 25 or more service hours, or
- Students in the TCC Tulsa Achieves program (40 or more service hours)

Goal B.2: Increase the number of volunteers in leadership roles from 13 to 26 by December 31, 2018.

Some important milestones, strategies and assumptions that will aid in the fulfillment of this goal include:

- Offer planning sessions for programs and departments to identify and define volunteer leadership roles to enhance the delivery of services, as well as enrich the experiences for the receivers and those serving.
- Develop evaluation and feedback milestones for volunteers and supervisors to ensure all involved are engaged in carrying out our mission.
Leadership Volunteers are individuals who serve:
• In a unique or stand-alone role or project that frees up staff for other duties and responsibilities, and/or directly affects a program’s ministry to those in need, or
• As leaders who supervise other volunteers

Goal B.3: Increase the total number of annual donors from 3,960 in 2014 to 5,150 by December 31, 2018.

Some important milestones, strategies and assumptions that will aid in the fulfillment of this goal include:
• Offer more opportunities for members of the Board of Governors to promote our mission and the impact of our services, in order to engage people throughout Eastern Oklahoma to consider Catholic Charities “top of mind” for their charitable support.
• Continue to analyze donor and prospective donor data and adapt fundraising strategies to maximize monetary support.
• Design and implement a comprehensive program to thank donors and convey the impact of their support. Demonstrate how they are the Hands of Christ.
• With the professional services of Littlefield, evaluate and refine our communication, public relations and fundraising programs, in order to identify “the one thing” that conveys our mission and the needs of those we serve.
• Develop communication and donor acquisition efforts to sustain current giving, and also engage people in these particular groups as volunteers and donors:
  • Rising generations, including Generation X (born 1965-1980) and Millennials (born after 1980)
  • Spanish-speaking and bilingual Catholics
  • People of other faiths and church congregations throughout the Diocese of Tulsa

Annual Donors include individuals and families who make monetary donations to support operations; some donate to more than one purpose.
At the core of Catholic Charities is the call to be of service, to be Christ’s love to the suffering, and to welcome others to encounter Christ through our actions. To that extent, it is important to have, at the heart of what we do, a love that responds to the deeper needs of clients by not only addressing symptoms, but also finding the root cause of a situation, reversing generational poverty, and providing tools that will transform lives to reach the emotional, physical and spiritual well-being of each person. This will also require that services are more accessible, involving outreach to all parts of the diocese, in order that we may be present where the people are in need.

**Goal C.1:** Establish 3 new helping centers, while adding 1 or 2 services to at least 2 current helping centers, by December 31, 2018.

Some important milestones, strategies and assumptions that will aid in the fulfillment of this goal include:

- Identify parishes willing to create helping centers, so clients can access services without burdensome travel. Choose 5 potential parishes willing to collaborate by June 2016.
- Investigate and implement transportation from rural centers to main campus to give access to comprehensive care.
- Investigate and implement technology to bring knowledge-based services to rural centers.
- Offer services, such as counseling, immigration, education and/or disaster preparedness and response, to selected locations in the diocese outside of the Tulsa metropolitan area.

**Goal C.2:** Establish a mentorship ministry to provide high-quality, confidential, Christ-centered care to 70 people annually who are in need of Christ’s mercy, to address depth of client issues and transform lives by December 31, 2018.

Some important milestones, strategies and assumptions that will aid in the fulfillment of this goal include:

- Create a task force by June 2016, headed by Director of Programs, whose purpose is developing areas of shared resources and plans to educate employees/volunteers on this collaboration.
- Develop plan of care tailored for each program to respond to the deeper needs of all clients.
- Provide appropriate education/training for staff/volunteers to address depth of client issues.
- Identify clients who could benefit from long-term mentorship. Meet with clients at least once per month to develop Plans of Care to address the root causes of their needs, which will touch upon multiple areas of their lives.
- Explore programs such as stephenministries.org and HOPE as models of mentorship, and apply relevant formation to deepen client care.