



Executive Summary

Over the past three years, Katy Christian Ministries has weathered a number of challenges and change. Throughout this time, we have continued to deliver on our mission of providing financial assistance, food, and crisis counseling to our clients, as well as hope and prayer for all those we serve. To reflect on the changes over the past three years, as well to look toward renewal and growth in our future, KCM began a strategic planning process in May 2015. In May and June 2015, we listened to over two hundred community members through interviews, focus groups, and a survey. Thank you to everyone who participated and shared their thoughts with us!

After speaking with our community, we created an eight-member Strategic Planning Committee composed of KCM Board Members and community members. The committee reviewed and refined KCM's mission, core values and five-year goals. The plan, completed in September 2015, articulates our clearly defined vision and resulting action steps that will guide our board and staff leadership for the next five years. Just as important, we hope this strategic plan will serve as one important step toward re-earning the trust and confidence of our stakeholders as we strive to be a more transparent and respected organization.

Revised Mission:

Transforming lives through God's grace and the generosity of the community.

BHAG (Big, Holy Audacious Goal): The transformational goal to be realized by KCM over the next five years.

By 2020, Katy Christian Ministries, an exemplary Christian ministry, will work in tandem with at least 50 partner churches to serve the needs of the Greater Katy community.

Core Values:

Christ-centered

Reflecting the love of Christ by caring for each other.

Compassion

Creating an environment of respect and healing with a commitment to listen, pray, serve and maintain confidentiality.

Faith-driven

Celebrating that faith is the foundation for healing and change.

Hope

Providing an answer to our clients' prayers during difficult times.

Transformation

Ensuring that through KCM's services, each client is moving toward empowerment and an improved quality of life.

Strategic Goals:

Goal 1: *By the end of 2016, KCM will earn the restored trust of the Greater Katy community.*

Church Engagement

Goal 2: *By 2020, KCM will have consistently lived out its trustworthiness to church partners and will be responsive to the needs identified by congregations.*

Goal 3: *By 2018, KCM will have partnerships with at least 50 churches providing volunteers, in-kind donations, prayers, and financial resources.*

Governance

Goal 4: *By the end of 2016, KCM will have a widely respected board inclusive of church partners and the community.*

Goal 5: *By the end of 2016, KCM will have consistently reinforced its promise to be a transparent organization committed to financial accountability.*

Goal 6: *By 2017, KCM will have instituted comprehensive best practices of non-profit governance.*

Programs and Partnerships

Goal 7: *By 2020, KCM will align service delivery to operate under best practices in each area of social services, food pantry and crisis center. This will include strategic implementation of new services that align with our mission and respond to the community's needs.*

Goal 8: *By 2020, KCM will develop a case management strategy that promotes long-term life transformation.*

Community Engagement and Awareness

Goal 9: *By 2020, the Greater Katy community will understand the impact and importance of KCM.*

Goal 10: *By 2020, KCM will be the primary driver of strategic service collaboration among Katy churches and nonprofit organizations.*

Staffing and Volunteers

Goal 11: *By 2020, KCM will invest in attracting and retaining high quality and committed paid and volunteer staff to meet service goals.*

Resource Development

Goal 12: *By 2020, KCM will manage a diversified funding program considering earned income, public grants, church contributions, and private philanthropy.*

Goal 13: *By 2020, KCM will live out a healthy culture of philanthropy supported by adequate staff and sustained by healthy board involvement.*

Facilities

Goal 14: *By 2020, KCM will have the technology, facilities and space required to meet current and future needs.*