



---

## **STRATEGIC PLAN**

January 1, 2019 – December 31, 2025

---



# Strategic Plan

*January 1, 2019 to December 31, 2025*

## Continuing Development

*Strengthening the organization one step at a time*

- Honor God in every action and interaction.
- Communicate value awareness to all constituents.
- Develop and implement a donor management system.
- Increase board of director involvement and engagement.
- Recruit and retain key talent for organizational management.
- Maintain key practices strengthening organizational reputation.
- Respect community and culture to be a conflict free environment.
- Strengthen internal communication systems to increase awareness.
- Maintain all required organizational and governmental requirements.

## Enlistment

*Recruiting others to support our mission efforts*

- Increase awareness and enlist support for the organization.
- Reflect an active and well managed organizational structure.
- Represent an organizational culture of effectiveness and efficiency.
- Improve organizational communications on our mission, vision and purpose.
- Seek new resources, identify stakeholders and engage them for support and involvement.

## Integrity

*Demonstrating the highest of ethical practices*

- Establish organizational goals to manage ethics.
- Schedule ongoing assessments of ethical practices.
- Keep organizational actions within operating values.
- Integrate ethical guidelines in decision making process.
- Conduct ongoing evaluations to add value to the organization.



## *Collaboration*

*Fostering cooperation among all people*

- Maintain trust and commitments to all people.
- Acknowledge a unified commitment to organizational goals.
- Secure and utilize available resources for operations prudently.
- Acknowledge and observe all persons in organizational activities.
- Communicate effectively in all relationships, internally and externally.

## *Innovation*

*Providing excellence through services and programs*

- Clarify and prioritize objectives for innovative governance.
- Discuss and manage organizational risks relative to reward.
- Develop capabilities for individual and organizational growth.
- Allocate all resources fairly, relative to size, timeframe and scope.
- Establish structures and platforms with Board of Director transparency.
- Govern the organization with effective communication on all initiatives.

## *Value and Educate*

*Extending value and enhancing quality of life*

- Acknowledge every individual's value and worth.
- Maintain a safe and secure faith-based environment.
- Build stronger partnerships with individuals and organizations.
- Provide access to resources supporting independence and self-sufficiency.
- Invest in programs that could increase self-perceptions of value and worth.

## *Feed*

*Providing adequate nutritional resources to sustain life*

- Develop new partnerships for food acquisition.
- Increase food resources for organizational improvement.
- Expand access to emergency food resources for Pueblo County.
- Improve food quality and nutritional balance of foods distributed.
- Increase distribution locations within Pueblo County as warranted and justified.



## *Clothe*

*Providing life-essential clothing to people in need*

- Develop new partnerships for clothing acquisition.
- Increase clothing resources for organizational improvement.
- Expand access to emergency clothing resources for Pueblo County.
- Identify deficiencies in clothing distribution and resolve those deficiencies.
- Increase distribution locations within Pueblo County as warranted and justified.

## *Cleanse*

*Cleansing Others in Body, Mind and Spirit*

- Develop new partnerships for people in need.
- Increase hygiene resources for organizational improvement.
- Identify deficiencies in hygiene distribution and resolve those deficiencies.
- Increase distribution locations within Pueblo County as warranted and justified.
- Expand access to resources to cleanse body, mind and spirit for Pueblo County residents.

## *Transport*

*Helping others to get where they need to be*

- Strengthen partnerships for transportation services.
- Increase transportation resources for organizational improvement.
- Expand access to emergency transportation resources in Pueblo County.
- Identify deficiencies in transportation services and resolve those deficiencies.

## *Nurture*

*Assisting people during times of crisis*

- Develop new alliance partners for medical supports in Pueblo County.
- Increase awareness for individuals in crisis who reside in Pueblo County.
- Provide access to support programs that promote medical health and welfare.
- Expand resource base to help with medical health and welfare expenses for Pueblo County.



## *Empower*

*Empowering others to foster improvement*

Drive change through empowerment.

Empower individuals with ideas for measurable impact to the organization.

Address empowerment gaps between board, employees, volunteers and community.

Empower the greater Pueblo County community to hold a sense of ownership in the organization.

## *Responsibility*

*Remaining accountable at all level of operations*

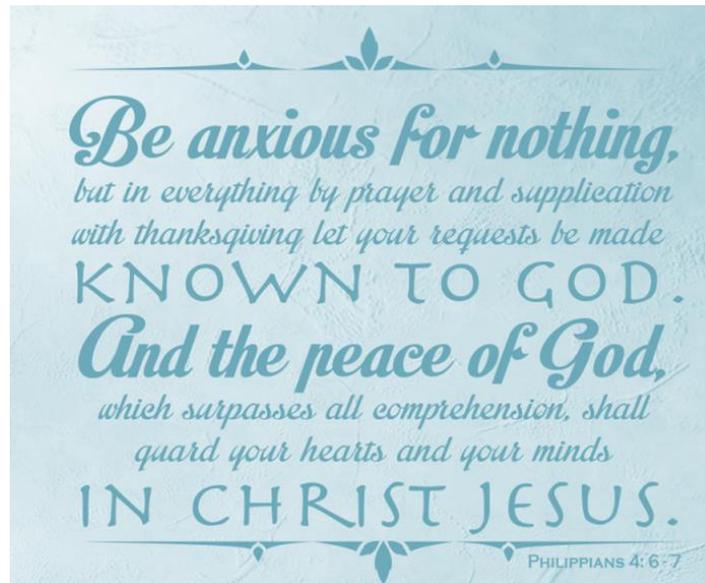
Trust in God.

Bear transparency in all actions.

Be reliably impactful to our communities.

Be thankful to our donors for time, resources and energy.

Be accountable to ourselves and others using every resource responsibly.





*Steadfast in Focus and Commitment to Core Values*

**THE CORE VALUES OF PUEBLO COOPERATIVE CARE CENTER**

*Respect*

We believe that people in need have value and dignity.

*Honor*

We believe that to honor the poor is to honor God.

*Honesty*

We are called upon to be trustworthy and effective stewards of our resources.

*Appreciation*

We nurture the spirit of volunteerism, the act of generosity and the commitment to excellence.

*Wisdom*

We depend on God's guidance to direct our decisions.

*Unity*

We encourage a sense of ownership, spirit and pride among staff, volunteers, church partnerships and public constituencies.

*Commitment*

We stand by our mission to serve the poor.



## *Our Mission*

**The mission of Pueblo Cooperative Care Center is to provide Pueblo County access to food, clothing and other critical life support services to individuals and families in need.**

Do not judge, and you will not be judged. Do not condemn, and you will not be condemned. Forgive, and you will be forgiven. Give, and it will be given to you. A good measure, pressed down, shaken together and running over, will be poured into your lap. For with the measure you use, it will be measured to you."

*Luke 6: 37-38*

## *Our Vision*

**Pueblo Cooperative Care Center envisions communities in Pueblo County that are free from hunger, physically, emotionally and spiritually healthy; adequately clothed, economically stable, safe to live in and enriched by self-actualizing productive citizens.**

"I will heal my people and let them enjoy abundant peace and security."

*Jeremiah 33:6*

## *Our Guiding Principle*

**Pueblo Cooperative Care Center is an atmosphere that extends hope, value and purpose.**

"For I know the plans I have for you," declares the Lord,  
"plans to prosper you and not to harm you, plans to give you hope and a future."

*Jeremiah 29:11*





## *Strategic Plan Summary*

The Board of Directors of Pueblo Cooperative Care Center is pleased to present this *Strategic Plan* for January 1, 2019 through December 31, 2025. This is the result of a multi-year commitment, dedicated efforts and a comprehensive process. Pueblo Cooperative Care Center generally updates its *Strategic Plan* every seven years with revisions made as warranted. These updates provide an opportunity to revisit priority interests, assess circumstances and emerging trends in Pueblo County, review strategies and consider the effectiveness of the organization. This update of the *Strategic Plan* provides an opportunity to assess the impact on the changes made from the operational model since 2012. We acknowledge the many volunteers who assisted in this task as well as the following individuals for their leadership in directing this effort and for their commitment to serve the citizens of Pueblo County:

**Robert Case, Board of Directors, President**

**Fred Gordon, Board of Directors, Vice President**

**Valerie Haynes, Board of Directors, Secretary**

**Jerry Cordova, Board of Directors, Treasurer**

**Sandra Romero, Board of Directors, Bechtel Corporation**

**Lynne Bauer, Board of Directors, First United Methodist Church**

**Andrew Carrillo, Board of Directors, Cathedral of the Sacred Heart**

**Marian Cowley, Board of Directors, Church of the Ascension Episcopal**

**Roger Ganger, Board of Directors, First Presbyterian Church**

**Mona Montoya, Pueblo Cooperative Care Center, Director of Operations**

**Meagan Schroeder, Pueblo Cooperative Care Center, Director of Finance and Compliance**

**Corry Higbee, Pueblo Cooperative Care Center, Executive Director**

*Together We Care*

The Board of Directors, Executive Director, Administrators, Employees and Volunteers discussed and reviewed needs in our communities, reviewed historical data on past services provided, discussed organizational successes and failures and prayed for guidance in the development of this document. A consensus was reached to remain steadfast and focused on the seven core values of the organization; respect, honor, honesty, appreciation, wisdom, unity and commitment. These core values sustain the organization and allow for successful operations to be ongoing while identifying initiatives for the future.



Our core values reflect everything that we do as an organization. Our values inform every individual and organization with whom we have an ongoing relationship of our responsibilities. These core values guarantee our understanding of the Pueblo Cooperative Care Center vision and mission, and by adhering to these values we are better able to identify objectives and implement strategies to operate in efficient manners consistent with our beliefs. Our core values provide a mechanism for evaluating individual and organizational accomplishments, and as a faith-based community-based nonprofit serving all of Pueblo County, they will lead us into the future. We understand the fundamental basis for our existence is homelessness, poverty, low-income and critical life emergencies; and we are reminded of key directives as outlined in Holy scripture:

### **BEAR ONE ANOTHER'S BURDENS, AND SO FULFILL THE LAW OF CHRIST.**

**Galatians 6:2**

Data from the 2016 [American Community Survey](#) (ACS) released in 2017 reflects on household income rates for Pueblo County and the [2018 Poverty in Colorado](#) report allows comparison of household incomes by county across state of Colorado averages. The Federal poverty guidelines as provided by the [U.S. Department of Health and Human Services](#) opened our eyes and may even suggest that Pueblo County is in a near crisis with regard to income related issues. Requests for services at Pueblo Cooperative Care Center have increased incrementally over past years and will likely increase rather than be sustained or even decrease in coming years unless income parity is achieved. The Colorado Children's Campaign cites Pueblo County's child poverty rate at 24.9% with 23.4% being school age children (ages 5 to 17). Pueblo County families far exceed state averages in public assistance and Pueblo County health concerns rank 53<sup>rd</sup> for *errant health factors* out of the 64 Counties in Colorado. Our County has a population over 165,000 and yet nearly 60% of our children qualify for free or reduced lunch.

While it is generally agreed that Pueblo County has a slightly lower cost of living from other Colorado counties, the cost of living continues to increase as do life-emergencies that individuals and families face in the course of their daily activities. Poverty is difficult to distinguish, assess and manage; and we realize that we could be looking at poverty directly in the face and not even recognize it. Our reality is, one in seven senior citizens live in poverty, over 12% of our citizens face food insecurity, and nearly 40% of our working families are under 200% of the poverty line. These are facts that drive us forward in our mission!



Pueblo Cooperative Care Center serves some of the poorest people in Colorado and our commitment is to provide needed food, clothing and other life essentials where it is needed most. Food insecurity, hunger, obesity, and inequitable access to healthy, affordable food are multifaceted issues, and rising income inequality, high costs of housing, transportation and medical care, as well as changing tax structures are all leading factors of poverty. Food and clothing insecurity contributes to disease and sickness, and we continue to have an increased request for services every month from senior citizens, veterans, homeless and low-income individuals and families, many with small children.

Our goal is to provide adequate resources to help improve on quality of life, and to discover innovative ways to address challenges. Ultimately, we also want to be one of many gateways for support that will lead to individual and family self-sufficiency. Fiscal contributions, food and other donations have decreased in past few years and we believe this a reflection of the economic climate in Pueblo County. We recognize we must work diligently to procure additional resources, be wise in the use of resources received and meet increased requests for services all at the same time. It is a challenging task, but our mission unites diverse groups which have guided our history of leadership and success. Our ability to provide adequate food resources is dependent upon many strong, diverse collaborations and partnerships. We work with [Care and Share Food Bank for Southern Colorado](#) and we reach out every day to form new alliances. We strongly align with the [Colorado Health Foundation](#) who believes that “health is a basic human right” as they engage closely with communities across Colorado through investment, policy advocacy, education and capacity building. Pueblo Cooperative Care Center has endorsed the [Colorado Blueprint to End Hunger](#) and supports their vision where “all Coloradans will have access to affordable and healthy food in their communities.”

We are ever mindful of the generosity expressed by churches, individuals, businesses, civic organizations, schools and public and private funding organizations throughout Colorado and beyond who support our mission. We appreciate our alliance with the U.S. Post Office and [National Association of Letter Carriers](#) (NALC) and their annual [Stamp Out Hunger](#) food drive campaign. We appreciate every donor, and we make every attempt to acknowledge their contributions of time, energy and resources. We endeavor to remain accountable to the public in the use of every resource, and we firmly believe in maintaining the trust imparted upon Pueblo Cooperative Care Center.

Thank You