

Interfaith Community Services 2015 -2017 Strategic Plan

Approved by the Board of Directors March 30, 2016

Understanding that our mission calls for Interfaith Community Services to empower all who turn to us in their time of crisis, and that our breadth of programs position us to address the complex social needs underlying poverty and homelessness, in 2014 Interfaith leadership engaged the broader community to identify our strengths, the most pressing community needs, and how we should prioritize our work in 2015, 2016, and 2017.

The community identified five Strategic Priorities which now guide the work of Interfaith Community Services. Building on these priorities, the Interfaith Board of Directors refined and clarified the Interfaith Mission Statement:

Interfaith Community Services empowers people in need to stabilize and improve their lives through comprehensive programs, in partnership with diverse faith communities and people of compassion.

Our comprehensive programs focus on five key areas to overcome poverty and ensure self-reliance:

- 1) Nutrition and Basic Needs
- 2) Employment
- 3) Housing and Shelter
- 4) Behavioral Health and Recovery
- 5) Self-Sufficiency and Support

Interfaith's mission and our programs specialize in helping all people who are ready and willing to help themselves. We empower low-income adults, families, youth, veterans, and seniors. We focus our work in North San Diego County, where our 355 member faith communities are located.

The work of Interfaith Community Services brings together an audacious network of dedicated, practical people focused in partnership to improve the lives of our most marginalized neighbors. Inclusive and collaborative, feedback and participation is encouraged.

This Strategic Plan is a living document. The Strategic Priorities were selected by the larger community and approved by the Board of Directors in the fall of 2014. They will be a constant through the end of 2017. The descriptions of what each Strategic Priority mean have evolved over time. The time-specific goals for each Strategic Priority are regularly updated and continuously evaluated. The most recent update is noted at the bottom of each page.

2015-17 Strategic Priorities and Goals for 2016-2017

1) FULFILL BASIC NEEDS FOR ALL PEOPLE

Ensure access to basic needs for all people, including:

- Shelter
- Housing
- Food
- Clothing
- Safety
- Health (Wellness)
- Behavioral Health
- Dignity
- Belonging (Community)

2016-2017 Goals:

1. Enhance the efficiency of systems to secure, organize, maintain, communicate, track, and distribute basic needs resources
2. Strengthen our client-centered comprehensive service delivery model

2) CREATE AND SUSTAIN VALUE-BASED PARTNERSHIPS

*The daily commitment to engage in **mutually beneficial** relationships with current and potential individuals, groups and entities who embody a similar mission and vision to empower people in need to stabilize and improve their lives.*

2016-2017 Goals:

1. Prioritize partnerships that provide resources to help our clients
2. Nurture and maintain existing strong, beneficial relationships
3. Create a culture of storytelling – sharing Interfaith experiences that build understanding, relationships, and partnerships
4. Advocate for resources and policy improvements that reflect proven best-practices to support Interfaith’s mission and the clients we serve

3) STRENGTHEN SERVICE-ENRICHED HOUSING FOR PERSONS IN CRISIS

Expand and sustain housing opportunities and supports to prevent and end homelessness in North County.

2016-17 Goals:

1. Expand bridge-housing (Emergency Shelter) options for families, veterans, chronically homeless, and seniors, providing appropriate wrap-around services with an emphasis on permanent housing
2. Explore ways to best utilize existing housing and supportive services
3. Explore faith based and faith funded housing options
4. Advocate for more homeless prevention funding and services
5. Increase quantity and quality of Single-Room-Occupancy units in North County that include supportive services

4) EXPAND RECOVERY AND ADDICTION SERVICES

Create an accessible detox program that enables sobriety and connects low-income, homeless individuals to ongoing recovery programs.

2016-2017

1. Launch a detox and recovery center that addresses substance use disorders
 - a. Identify capital and the operating needs, funding source (government and private), and role of fee for service and cost reimbursement
 - b. Finalize program design
 - c. Explore better funding for current Escondido Community Sobering and Stabilization program and explore better location
 - d. Secure location for detox and recovery center
 - e. Begin operating detox and recovery center
 2. Expand access to treatment services, in-patient and out-patient, for persons with substance use disorders
- Enhance treatment support for persons with substance use disorders

5) PROMOTE SELF SUFFICIENCY AND EMPOWERED LIVING

Develop the tools and skills needed for employment and independent living, leveraging and building upon existing programs and services.

2016-2017 GOALS

1. Create more robust employment specialty services, enhancing Workforce Development staff
2. Expand upon existing Life Skills programs to serve clients agency-wide
3. Help persons with disabilities increase income, access benefits and available resources, and develop support systems
4. Increase educational, training, and skills building opportunities through collaboration with adult schools, community colleges, and career centers
5. Ensure comprehensive client assessments; create client-driven case plans for all

OVER-ARCHING GOAL: IMPROVE INFRASTRUCTURE IN ALL INSTANCES

Interfaith has grown and stretched over 35+ years to meet the urgent needs of people in crisis. While we have developed one of the more comprehensive service delivery models in our region, like many non-profits the backbone infrastructure of the organization has been often under-funded and stretched beyond capacity. In order to realize the above-stated goals for 2016 and 2017, several key infrastructure items need to be addressed. They are broadly outlined here:

- **Technology**
 - Customize client data management systems that incorporate agency metrics and can be used as an electronic client file
 - Upgrade hardware and improve agency technology to industry standards to improve workflow, efficiency (Telecommunications, Electronic financials, approvals, PO's, payroll recs, work orders, mileage requests, improved centralized online document storage, etc.)
- **Quality Assurance and Compliance**
 - Professionalize Standards of Practice and policies and procedures
 - Explore CARF/Joint Commission of Accreditations
 - Provide job specific Professional Development and Training
 - Housing first
 - Trauma Informed care
 - Crisis Intervention

- De-escalation and safety
 - Compassion fatigue training
- **Resources**
 - Staff
 - Ensure organizational structure and staffing ratios best support each department
 - Expedite process to hire new staff
 - Standardize competitive and equitable pay structure and benefits
 - Space
 - Maximize space for staff and client with modern and high quality working conditions that provide privacy and dignity for clients
 - Centralize storage and supplies
 - Increase Accounting and Finance, and Human Resources personnel to support agency expansion
 - Strategically place volunteers to optimize volunteer service and satisfaction
- **Communication**
 - Restructure agency meetings to improve agency communication, planning and development.
 - Create a living Dashboard that effectively communicates the impact of our programs internally and externally. All programs...help connect people to those programs –using what has already been created?!
 - Show impact of programs
 - Share how programs work and what they do
 - Living, breathing, easily accessible

Conclusion: Next Steps and Implementation

The Senior Management Team and Program Managers of Interfaith Community Services identified and shaped these specific goals for the 2016 and 2017 calendar years, with review, edits, and improvement from faith center membership, external community members, and all Interfaith staff. Interfaith’s Board of Directors reviewed and provided input in February 2016, and formally adopted this Strategic Plan at the March 30, 2016 meeting of the Interfaith Board of Directors. The Board commits to provide the resources and governance necessary to complete these goals.

Each Interfaith program department or division will create program-specific work-plans to meet these goals. These plans will detail how programs and work of Interfaith will meet and be held accountable to these goals, focusing on time-specific benchmarks for June 30, 2016 and June 30, 2017, coinciding with Interfaith’s fiscal year, and syncing with budget preparation and overall agency-wide planning. Work plans will evolve and be updated as necessary. In 2017 and 2018, Interfaith will revisit our current five agency-wide Strategic Priorities, which will continue to be identified and owned by the larger community, rooted in our faith center membership and expanding out to each constituent group Interfaith serves.

Interfaith’s mission is to empower people in need to stabilize and improve their lives through comprehensive programs, in partnership with diverse faith communities and people of compassion.