

## 2017-2018 Strategic Plan

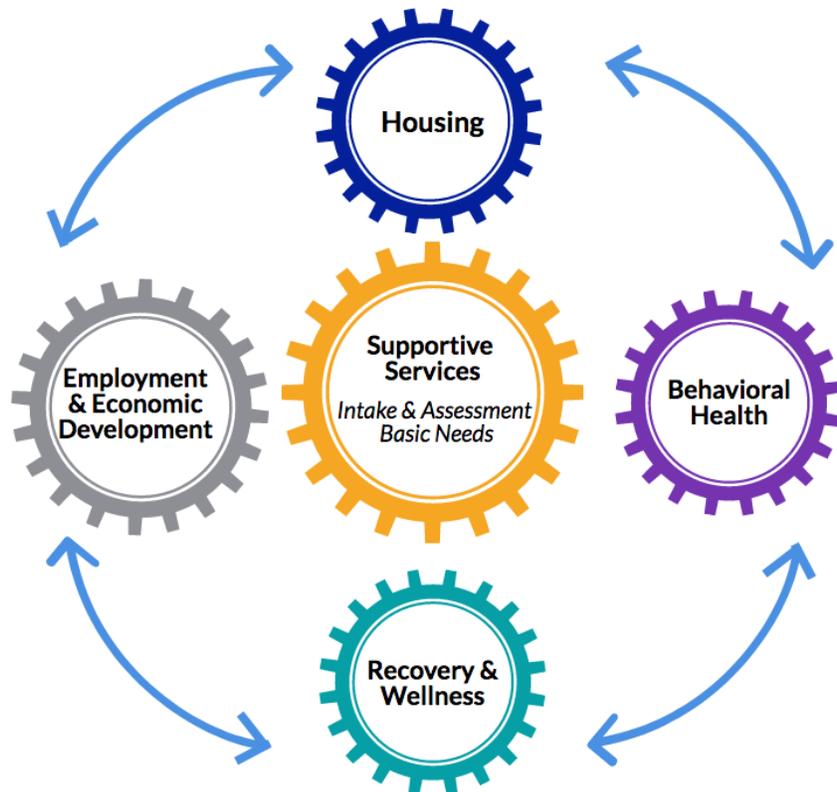
Understanding that our mission calls for Interfaith Community Services to empower all who turn to us in their time of crisis, and that our breadth of programs position us to address the complex social needs underlying poverty and homelessness, in 2014 Interfaith engaged the broader community to identify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

**The community-selected strategic priorities for Interfaith are:**

- 1) Fulfill Basic Needs for All People**
- 2) Create and Sustain Value-Based Partnerships**
- 3) Strengthen Service-Enriched Housing for Persons in Crisis**
- 4) Promote Self-Sufficiency and Empowered Living**
- 5) Expand Recovery and Addiction 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.*



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. Fiscal Year goals for each strategic priority are updated at least annually and continuously evaluated.

## **Strategic Priority Goals for 2017-2018 Fiscal Year (7/1/17 – 6/30/18)**

### **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)*

#### 2017-2018 Goals

- A. Enhance the efficiency of systems to secure, organize, maintain, communicate, track, and distribute basic needs resources
- B. Strengthen our client-centered comprehensive service delivery model, prioritizing volunteer and staff resources to improve access to Interfaith’s breadth of services
- C. Advocate for policies that preserve basic human rights

### **2) CREATE AND SUSTAIN VALUE-BASED PARTNERSHIPS**

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

#### 2017-2018 Goals

- A. Prioritize partnerships that provide resources to help our clients
- B. Nurture and maintain existing strong, beneficial relationships
- C. Create a culture of storytelling – sharing Interfaith experiences that build understanding, relationships, and partnerships
- D. More effectively communicate the breadth and depth of the agency’s impact on the people we serve and the larger community
- E. Advocate for resources and policies that reflect proven best-practices and preserve critical funding streams for Interfaith’s mission and the clients we serve

### **3) STRENGTHEN SERVICE-ENRICHED HOUSING FOR PERSONS IN CRISIS**

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

#### 2017-2018 Goals

- A. Advocate to increase bridge-housing (Emergency Shelter) options and 24/7 access that effectively links to permanent housing
- B. Explore ways to best utilize existing housing and supportive services
- C. Explore faith based and faith funded housing options
- D. Increase resources dedicated to homeless prevention and diversion
- E. Expand access to housing, increasing quantity of Single-Room-Occupancy units, subsidized housing, and affordable market-rate housing in North County

### **4) EXPAND RECOVERY AND ADDICTION SERVICES**

*Create a Recovery & Wellness Center for homeless and low-income individuals struggling with substance use disorder and co-occurring behavioral health issues, providing detox, sobering, in-patient & out-patient recovery services, and recuperative care.*

#### 2017-2018 Goals

- A. Launch the Recovery & Wellness Center
- B. Secure location for the Recovery & Wellness Center

### **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.*

#### 2017-2018 Goals

- A. Strengthen employment and economic development services to increase the financial health of low-income workers and those seeking employment
- B. Increase agency capacity to help persons with disabilities secure income through benefits access

### **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 often been under-funded and stretched beyond capacity. In order to realize the above-stated goals for 2017 and 2018, several key infrastructure items need to be addressed. They are broadly outlined here.

- **Resources**
  - Personnel
    - Fully staff newly enhanced organizational structure
    - Increase staff retention
    - Provide job specific Professional Development and Training
    - Continue to integrate and utilize volunteers throughout the agency
  - Space
    - Secure additional office and warehouse space
    - Maximize space for staff and client with modern and high quality working conditions that provide privacy and dignity for clients.
- **Technology**
  - Identify a new client data management system
  - Further strengthen data security
  - Continue upgrading and purchasing new equipment
- **Quality Assurance and Compliance**
  - Professionalize Standards of Practice and policies and procedures

### **Conclusion: Adoption and Implementation**

The Executive Team of Interfaith Community Services initially identified and shaped the 2017-2018 goals. Improvements were made with input from all levels of staff, volunteers, clients, faith center members, and community partners. Interfaith's Board of Directors formally adopted this Strategic Plan in June 2017. The Board commits to providing the resources and governance necessary to complete these goals.

Each Interfaith division creates program-specific work-plans to meet these goals. These plans detail how the programs and work of Interfaith will meet and be held accountable to these goals for the 2017-18 Fiscal Year, including the identification of key performance metrics. Work-plans will evolve and be updated as necessary.

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.