

Interfaith Community Services 2017-18 Strategic Plan

Approved by the Board of Directors XXXX XX, XXXX

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. In 2017 the Board of Directors reaffirmed the Strategic Priorities. 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.

Strategic Priorities and Goals for 2017-2018

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:

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, prioritizing volunteer and staff resources to improve access to Interfaith's breadth of services
3. 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 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.*

2017-2018 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. More effectively communicate the breadth and depth of the agency's impact on the people we serve and the larger community
5. 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 supports to prevent and end homelessness in North County.

2017-2018 Goals:

1. Advocate to increase bridge-housing (Emergency Shelter) options and 24/7 access that effectively links to permanent housing
2. Explore ways to best utilize existing housing and supportive services
3. Explore faith based and faith funded housing options
4. Increase resources dedicated to homeless prevention and diversion
5. 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

1. Secure location for the Recovery & Wellness Center
2. Launch 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

1. Strengthen employment and economic development services to increase the financial health of low-income workers and those seeking employment
2. 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 been often 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: Next Steps and Implementation

The Executive Team of Interfaith Community Services identified and shaped these specific goals for the 2017-18 Fiscal Year. Review, edits, and improvements will be provided by all levels of staff, volunteers, clients, faith center members, and community partners. Interfaith's Board of Directors will review and provide input in spring 2017, and then formally adopt this Strategic Plan no later than June 2017. The Board commits to providing the resources and governance necessary to complete these goals.

Each Interfaith division will update their 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 for the 2017-18 Fiscal Year (July 1, 2017 – June 30, 2018), and will also inform budget preparation for the same time period. 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.