Strategic Plan 2022 – 2025

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

Community-Driven Planning Process: In 2021 Interfaith’s Board of Directors launched a Strategic Planning Taskforce of internal and external stakeholders. Diverse perspectives and experiences informed a set of recommendations that illustrate the complexity of challenges faced by people living in poverty, and affirmed the crucial need for Interfaith’s comprehensive and multi-faceted services. It is also clear that, in order to fulfill our mission, Interfaith must work to reduce inequities that lead to poverty. There is an urgent need to increase access to education and higher wages. Affordable housing is paramount. It's also important that the larger community better understand the realities of poverty, homelessness, and racism of all forms, so that we can best work together to help our neighbors in crisis and create positive change to prevent future generations from needing our services.

Guiding Principles: Interfaith is the largest community-based, multi-service organization in North San Diego County and is one of the larger non-profit service providers in our region. The need for our services has increased dramatically, and we will continue grow to meet existing and future needs. The following principles will guide the implementation of this Strategic Plan:

- Understanding that we do not have the resources to meet all needs, Interfaith continuously and purposefully identifies efficiencies to strengthen quality of service, while also ensuring our teams have the support and resources necessary for success.
- New programs will only be created when we are positioned to deliver the highest quality outcomes.
- We work throughout San Diego County, with a primary focus on North San Diego County.
- Community needs and program expansion are identified annually (proactive vs. reactive growth).
- Build capacity for future growth with an emphasis on people and systems.
- Collaborate with partners to grow existing programs and create needed services.
- As a membership organization comprised of diverse faith communities, Interfaith is powered by the ownership and commitments of a diversity of people of faith and compassion.
Four Key Strategic Pathways to Best Deliver Our Mission:

#1 Work to Ensure All People Have Access to Food, Safety, Healthcare, and Housing

- Strengthen and explore expansion of existing emergency and long-term food resources
- Increase short term housing options, including shelters, safe havens, and sobering centers
- Expand access to behavioral health support and addiction treatment
- Create additional affordable permanent housing and permanent supportive housing
- Continue to prioritize robust homeless prevention services, increasing community awareness and access to rental assistance and case management to prevent people from losing housing

#2 Support the Power and Strength of Disadvantaged People and Communities, Removing Barriers to Success and Breaking Down Systems of Oppression

- Elevate the voice of disadvantaged people and communities
- Create more education and training opportunities for all stakeholders including clients and staff
- Educate the public about the causes and realities of poverty and homelessness
- Become a fully anti-racist organization
- Expand Interfaith’s Transitional Youth Academy
- Led by client voices, identify additional strategies to increase access to education and overcome entrenched inequities

#3 Leverage and Strengthen Interfaith’s Existing 75+ programs and services

- Complete roll-out of agency-wide program performance metrics and share with all stakeholders
- Identify long-term strategy for current and future Interfaith-owned real estate
- Enhance quality of service through improved agency-wide communication, training, and access to new and existing programs and services
- Strengthen clinical support of programs agency-wide
- Centralize key functions that can provide agency-wide benefit such as Employment Job Developer, Landlord Relations, Housing Recruiter, etc.
#4 Strengthen Community Partnerships

- Educate community partners about the realities of poverty and homelessness
- Provide unique value to member faith communities by partnering with them to deliver Interfaith’s mission
- Increase co-location with healthcare partners and healthcare funding for programs and services
- Strengthen workforce development partnerships and planning with local businesses
- Elevate K-12 partnerships to ensure all families have access to Interfaith’s programs and services
- Empower volunteers and donors to resource service gaps and community needs

Implementation, Reporting, Accountability

Interfaith’s Board and Staff leadership teams will analyze and provide progress report updates on this Strategic Plan as part of our annual planning and budgeting. Interfaith will engage and secure feedback from all stakeholders to continuously improve and refine how Interfaith’s limited resources can best deliver its mission. We commit to listening, measuring, reporting, and prioritizing changes and improvements based upon both qualitative and quantitative data in accordance with our Mission, and both the Guiding Principles and Strategic Pathways outlined in this Strategic Plan.

Being a Part of Something Bigger than Ourselves

Interfaith was founded on the idea that together we can do more in partnership than any one individual, group, or organization can do on its own. We invite all caring people of compassion to bring their talents and wisdom to be a part of Interfaith Community Services. We believe in the power and resilience of disadvantaged, historically marginalized people and communities. Together we can offer dignity and support for people in their time of crisis and together we can create long-term systemic changes to improve entire communities. Join us!