



# ***Making a Difference...*** ***One Step at a Time***

## **INTERFAITH COMMUNITY SERVICES**

**Strategic Plan for Fiscal Year 2009 - 2011**  
**Approved by the Board of Directors**  
**August 19, 2008**

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## I. EXECUTIVE SUMMARY

At ICS, we like to tell how our strategic plan is an example of a “living” plan. In 2006, we completed a five-year plan to lay the groundwork for five years and beyond. That plan was the culmination of ten months of intensive work by staff and volunteer leaders and included interviews with community leaders, surveys with many volunteers and recipients, staff meetings and retreats, and numerous communications with our Board of Directors. In the end, we centered upon one critical focus:

To leverage our greatest resources - our volunteers and the support from faith communities and the community-at-large - to help seniors, disabled individuals and people in financial crisis in Pima County.

At 12-month and 18-month intervals, we reviewed our accomplishments against the plan and were excited to see many of our goals become reality. At our 24-month review, thanks to the support and work of many people, we realized that we were nearly 90% completed with our 5-year plan! Following are the highlights:

- Opened our Eastside satellite office to provide additional emergency financial assistance for families in need.
- Completed the building campaign to fully fund an 1800 sq. ft. addition.
- Increased services exceeding our 10% per year goal in many programs.
- Were recognized in several areas, including the Award for Innovation from the Community Foundation for Southern Arizona, and several awards for outstanding volunteer management.
- Streamlined our organizational structure, making our volunteer leadership more involved, and helping our staff to grow professionally.
- Continued to diversify and build our financial support.

While we have made major headway, the needs of our community are great and many people need our services: **helping seniors and disabled individuals to remain independent, and providing services for individuals and families that are in financial crisis.**

Following is our revised plan for the next three years – July 2008 – June 2011. Our overall strategy will continue to be---*to develop our capacity to sustain and increase our services to those we serve.* We continue to affirm our commitment to our unique interfaith roots. ICS was founded with the understanding that groups and people from diverse religious traditions are welcome, and we share a common belief that our faith calls us to serve our neighbors in need.

This plan is firmly rooted in our values and our commitment to stay true to our mission of helping seniors, disabled individuals and people in financial crisis in Pima County. We would like to give a special thanks to the ICS staff members, board members and other volunteers who have provided input for this plan. We thank all those in the community who support ICS.

## II. MISSION, VISION AND GUIDING PRINCIPLES

### **Our mission:**

To live our diverse faiths by helping seniors, disabled individuals and people in financial crisis in Pima County achieve stable and independent lives through support from volunteers, faith communities and the community-at-large.

### **Vision:**

#### *Our vision for those we serve:*

- Seniors and disabled individuals will have transportation, meals and caregiving services available to them in order to remain independent in their homes.
- People in financial crisis will have a compassionate place to turn for vital services that help stabilize their housing, employment, food and healthcare situations.
- Seniors, disabled individuals, and people in financial crisis may gain access to personal and community resources, social support, and information to make informed decisions.

### **Guiding Principles:**

#### *Service:*

- Our compassionate services are often the “safety nets” that help our recipients remain or become stabilized, enabling them to lead independent lives.
- Our primary focus of “serving” drives our decisions for staffing, funding, and activities. Outreach and public awareness to faith communities and the community-at-large are focused on increasing the number of people served.
- Our general geographical boundary is Pima County. Specific program boundaries depend on existing resources and partnerships with other agencies.

#### *Interfaith:*

- We share a common belief that our faith calls us to serve those in need. We are enriched through the diversity of beliefs of our volunteers and recipients. While our primary focus is providing services, our shared activities facilitate appreciation and understanding of the faiths of others.
- ICS was founded with the understanding that groups and people from diverse religious traditions are welcome. As we respond to the needs of an increasingly diverse community, our membership is composed of religious groups identified with enduring faith traditions that:
  - Have existed for at least 100 years, and as a result, the tradition has outlived its founder and stood the test of time, or are affiliated with such a group.
  - Have a responsible governing structure that provides accountability.
  - Can identify from within their faith community a person or organization that can interact with ICS and the wider Tucson community.
  - Have a mission or purpose statement that is consistent with the mission and values of ICS.
  - Can respond positively to the needs of the wider community.
- We serve as an extension of our member faith communities’ ministries and remain true to our founding value of helping those in need with “Love, Cooperation and Service.”
- Our services and volunteer opportunities are open and welcoming to all regardless of faith tradition. We maintain a non-proselytizing environment.

***Volunteers:***

- Volunteers are the heart of our organization as they provide compassionate service to people in need and critical resources to fulfill the organization’s mission.
- People from different backgrounds and traditions will work together to provide services for individuals and families in need. (Moved from page 3)
- Training and support for our volunteers is essential to offering quality services.
- We will focus new funds on activities that leverage volunteer resources, while ensuring adequate and professional staff support for all volunteer efforts.

***Collaboration:***

- We will continue to foster community collaborations and partnerships that support those we serve while taking care to remain focused on our core services.
- We will provide opportunities for the community-at-large to offer financial and in-kind support and expertise to help fulfill our mission.

***Professionalism and Integrity:***

- We will promote excellence within the organization at all levels.
- We will be prudent, transparent, and accountable in our use of funds.
- We will create a stable and diverse funding base that supports our core programs.

**III. HISTORY OF THE ORGANIZATION**

Interfaith Community Services was founded in 1985 as Northwest Interfaith Center (NWIC) and was built upon a foundation of “love, cooperation and service.” The vision of our founder, Rev. Barbara Anderson, then associate pastor at St. Andrew’s Presbyterian Church, was for volunteers and congregations of diverse faiths to work together and share resources in responding to local community needs. In addition to leveraging local resources (funds, in-kind support, and volunteers), this effort would help to build communications and understanding within the diverse faith communities. Following is a time line of events since our founding:

**1979**

- TeleCare program started as an ecumenical program serving shut-ins.
- St. Andrew’s Presbyterian Church served as the host.

**1985**

- NWIC founded by Rev. Barbara Anderson and six congregations.
- The organization became the umbrella for a Food Bank, TeleCare, Volunteer Caregiving (VICaP), Good Samaritan emergency assistance, and Mobile Meals.
- The office was located at St. Andrew’s with a Directors Committee managing the day-to-day operations.

**1987**

- Total congregations increased to 8.
- June Head hired as Bookkeeper/Office Manager and later served as Executive Director.
- Pima County awarded grant for Good Samaritan emergency assistance funds.

**1992**

- Total congregations increased to 10.

**1997**

- Total congregations increased to 15.

**2001**

- Congregation Or Chadash, our first Jewish congregation, joined NWIC as 18th congregation.
- NWIC purchased a modular building with donations and bequests and relocated to Christ the King Episcopal Church on West Ina Road.
- Executive Director June Head retired after 15 years of service.

**2002**

- The Executive Director position was filled by Bonnie Kampa.
- A part-time volunteer coordinator position was added.

**2003**

- Programs were boosted with grants received from Faith in Action – Robert Wood Johnson Foundation, United Way of Southern Arizona, White House’s Faith-based Compassion Initiative, and St. Andrew’s Presbyterian special bequest for Health Advocacy.
- NWIC managed Flowing Wells Food Bank for 22 months.
- The creation of the Executive Council helped to streamline decision-making.
- Volunteer training programs were initiated.

**2005**

- Total congregations increased to 35.
- New name of “Interfaith Community Services” better reflects the expanded services.
- More than 500 dedicated volunteers live their faith by helping over 26,000 individuals with 27,000 hours of service.
- The year ended with two sold-out events – the 2nd annual “We Care” Golf Classic and the 20<sup>th</sup> Anniversary Interfaith Concert – Music for the Soul.

**2006**

- Five-year strategic plan approved by the Board of Directors at the February meeting.
- Received an Achievement Award in Innovation from the Community Foundation for Southern Arizona for our Health Advocacy program.
- Opened our first satellite office in Tucson’s Eastside in order to better serve people in financial crisis.

**2007**

- Completed capital campaign to raise \$450,000 to build new 1800 sq. ft. expansion on West Ina Road.
- Introduced “Soul Mates” as major supporters for Music for the Soul.
- Recognized with two awards for outstanding volunteer management: Volunteer Coordinator designated as volunteer manager of the year by Volunteer Center of Southern Arizona, and MetLife Foundation Older Volunteers Enrich America Program Award.

**2008**

- Total congregations increased to 45.
- Completed new Caregiving Services Wing.
- Partnership with faith communities is strengthened with the new Health and Wholeness program to expand health ministries.
- Revised three-year strategic plan approved by the Board of Directors at the July meeting.

#### IV. ORGANIZATIONAL PROFILE

**Strengths:** Strong volunteer program; Diverse interfaith support; Umbrella of multiple services; Reputation of staff for professionalism and compassion; Diverse funding leverages government funds; Expanded County presence; Effective board structure; Low administrative costs and high effectiveness; Recent capital campaign successfully completed; New space provides for near-term volunteer and staff growth; Financially stable and debt-free.

**Weaknesses:** Need for continued improvement in the community's awareness of ICS and its programs; Infrastructure lags behind program growth; Diversity within our staff and volunteer base is limited; Development program, particularly with individual and major donors, has been in existence for only a few years.

**Opportunities:** ICS's services focus on basic issues in the community (housing and other emergency assistance for low-income families, low-cost caregiving alternatives for seniors); Agencies look to ICS as a potential partner and a leader in community service; ICS offers meaningful volunteer opportunities for many, particularly the newly retired; Momentum of diverse development activities offers opportunity to tap into new funding sources as well as continuing our progress with individual and major donors.

**Threats:** Impact on our volunteers and donations from adverse economic events; Potential to stretch beyond our resources; Expanding competition for the non-profit dollars.

## V. SUMMARY OF CORE STRATEGIES AND OBJECTIVES

**Strategy #1: Faith Community partnership. Build strong partnerships with faith communities in the shared goal of serving seniors, disabled individuals and disadvantaged individuals.**

A guiding principle for ICS is the partnership with faith communities for serving people, identifying volunteers, and developing resources. As the number of member congregations grows, we will be more deliberate in coordinating our work in this area. While we expect that there will be new faith communities joining ICS in the next few years, our priority will be on strengthening the existing partnerships. The ICS Council, composed of congregational representatives, will continue to be integral in helping to increase involvement. As resources allow, we will also identify and implement new services or programs which complement the ICS mission and provide additional value to the faith communities.

**Strategy #2: Volunteerism. Be a leader in mobilizing volunteers to provide compassionate services to people in need.**

ICS's 600 plus volunteers are the "heart" of the organization as they provide compassionate service to people in need. Our goal is to incorporate best practices for volunteer management: 1) Diversify our volunteer base by age, race, ethnic and religious representation; 2) Capitalize on the increased number of "baby boomers" and retirees with available time by offering flexible volunteer opportunities and continuing education; and 3) Develop tools and training to encourage our volunteers to be ICS "ambassadors" in the community.

Elements of our volunteer program will include: flexible hours, job descriptions, quality training, continuing education opportunities, social interaction, staff support, multiple options in volunteer assignments, leadership opportunities, and recognition. Specific activities will include strengthening the volunteer management database, increasing recruitment efforts for volunteers, establishing an alumni program, and continuing the mileage reimbursement made possible through the Regional Transportation Authority's support.

**Strategy #3: Programs. Expand our programs so that we provide a continuum of services that meets the current and future needs of our community.**

Requests for the basic services provided by ICS are growing rapidly. To continue the momentum for increased services, the overall goal is to grow our services by 10% a year, an ambitious goal during times of tremendous need and economic unrest.

**Emergency Financial Assistance: Provide a spectrum of support to help stabilize housing, employment, and healthcare for people in financial crisis.** With increased uncertainty in government funding levels in this area, our priority will be to sustain the current levels of services (financial assistance) provided at Ina Road and the East Side office. New and expanded programs will be implemented based on financial and volunteer resources and include a partnership with Lutheran Social Ministries Job-Net program, Volunteer Income Tax Assistance (VITA) site, other job training resources, and expanded service hours to accommodate clients' schedules.

**Food Bank: Provide emergency food assistance for the hungry in Pima County.** We expect that this service will continue to grow, increasing the need for more food drives to fill the ICS pantry and Holiday boxes. We also will partner with the Community Food Bank and United Way in programs that offer advocacy, nutrition education, referrals and information on other food and

community programs for long-term stabilization. One example is our partnership with United Way's Supplemental Nutrition Assistance Program (SNAP), formerly known as Food Stamps.

**Health Advocacy: Provide health education, advocacy and training to recipients, volunteers, and the wider community through home evaluations, phone consultations, workshops and presentations.** This program is the central point for all senior and disabled client intake processes and record keeping. Our plan is to continue to grow the services in this area, and expand health education and advocacy through the faith community effort – Health and Wholeness Program.

**Caregiving Services: Provide a spectrum of high quality volunteer caregiving services for seniors and disabled individuals.** This program provides services to registered recipients living in 26 zip code areas in Pima County and is very dependent on available volunteers. A promotional campaign will be implemented to recruit additional drivers to help expand the highly requested services for transportation to medical appointments and shopping. Plans also include expanding the "Home Sweet Home" Programs, such as Telecare, Handy Helpers (minor home repairs/yardwork), Business Help, Friendly Visiting and Phoning and Caregiving Relief. We will continue to be a major partner with the Neighbors Care Alliance, a program of Pima Council on Aging.

**Mobile Meals: Provide high quality home-delivered meals to seniors and disabled individuals unable to cook for themselves.** To respond to the increased needs for this service, we plan to increase daily capacity as resources allow: the availability of meals from the providers, available volunteers, and the additional dollars required to cover the subsidy for 60%-70% of recipients who cannot pay for full cost of meals.

**Partnerships and Collaborations: Increase our capacity to provide services to our clients through partnerships and collaborations when they are compatible with our mission.** Foster community collaborations and partnerships that support those we serve and hope to serve while remaining focused on our core programs. This could include shared office space, shared administration, jointly sponsored programs, joint grant requests, etc. Current partners include the Community Food Bank, Pima Council on Aging, Family Caregiver Outreach Program, Caregivers Consortium, and United Way of Tucson and Southern Arizona.

**Program Standards, Evaluations and Statistics: Aim for quality programs, with consistent standards, documentation, and statistical information.** As ICS increases program activity and volunteer involvement, we will continue to review our procedures, evaluate programs, and improve our data collection. Specific activities include updating of all program manuals, continual training for staff and volunteers, and improved data collection procedures.

**Other New Programs: Add new programs when they support or enhance our core services, when sustainable funding, volunteers and space are available, and when they are compatible with our mission.** As ICS's reputation and credibility increases, we are faced with many partnering opportunities. A review of these opportunities and the impact on our current resources and mission will help determine if, when, and how to begin new programs.

**Strategy #4: Visibility and awareness. Improve our visibility and broaden the community's understanding of what we do.**

Increasing our visibility is important for volunteer recruitment and revenue development. We will examine the most cost effective way to reach our audiences, and increase ICS's visibility in print media, radio, and television. Also, we will expand the use of the ICS E-Newsletters and website for awareness, volunteer recruitment, and donations.

**Strategy #5: Infrastructure. Invest in our capacity to support programs in terms of space, staffing, infrastructure, and governance.**

Creating an accessible, safe and friendly environment for clients, volunteers and staff has been a priority for the past several years: the 2006 opening of our first satellite office on the Eastside to address the expanding geographical area of services, and the June 2008 completion of our expanded space at 2820 W. Ina Road.

With the building project behind us, we will now focus on other infrastructure issues: Develop a pro-active Human Resources plan dedicated to the hiring, training, and compensation of highly qualified and dedicated employees; Maintain an organizational structure that streamlines decision-making, builds leadership, and involves community leaders, including the creation of a Community Advisory Council; and support board and committee leadership activities through the expanded responsibilities of the Committee on Directorship, formerly the Nominating Committee.

Technology improvements to both hardware and software, will begin with an overall “IT audit,” with particular focus on eliminating duplication, program management and reporting processes, and increasing our ability to analysis donor and giving records. In the area of finance and accounting, we will be diligent in expanding our capacity in order to meet stricter government requirements for non-profit organizations.

**Strategy #6: Funding. Broaden and diversify our funding base to support our core programs.**

Our development plan includes increasing support from individuals, corporations, private foundations, faith communities, events, and public sources of funding. Increased efforts on donor cultivation and stewardship activities will be incorporated into the plan. Increasing on-line giving options for events and donations will be important. Continual review of our events will be integral to planning: cost-effectiveness, timing, reward vs. effort. Future plans will include a celebration of our 25<sup>th</sup> anniversary in 2010.

The involvement of the ICS Planned Giving Advisory Council will be integral in expanding our planned giving efforts. Continual participation in the nationally sponsored “Make a Will” campaign and other educational sessions will be offered for our volunteers, recipients and the community-at-large. Our goal for 2010 is to have twenty-five members in the ICS Interfaith Legacy Society<sup>SM</sup>, a recognition program for those who include ICS in their wills. Also, spurred by a major challenge gift, a campaign for the ICS Endowment will be part of the overall development strategy. Through the generosity of the donor, this challenge will integrate opportunities for a wide range of gifts, including planned gifts.

To accomplish our ambitious goals in development, we will continue to build volunteer leadership on the board and committees to support the development staff and activities. Future planning includes additional staff support in marketing activities.