

# COASTSIDE HOPE STRATEGIC PLAN 2018-2022

## SITUATION ASSESSMENT

(Updated May 2018)

### I. 2014-2017 Strategic Plan Accomplishments

#### Funding

- Continued to meet or exceed financial targets for 2014-2017
- Replaced major expiring grants with new grants; retained other grants
- Expanded donor participation in monthly giving program

#### Marketing

- Improved capabilities in social media
- Continued to increase awareness of Coastside Hope
- Agency and Executive Director received increased recognition in the community

#### Program and Service Improvements

- Upgraded Coastside Hope office, purchased larger food truck, and increased refrigeration capacity
- Initiated collaborative relationship with SAL for Reading Stars program

### II. External Environment

#### Economic and Legislative

- Trump administration increases uncertainty for services that help others
- Immigration changes and paths to legal residency uncertain
- Increased action by ICE likely

#### Funding

- Grantors changing funding priorities and preferences
- Safety Net funding decreasing
- Rise of online / social media funding
- New generation of donors / Aging donors
- County increased funding for Core agencies

#### Factors impacting demand for our core services

- Rising cost of housing
- Climate change
- Rising cost of food
- Fewer applications for CalFresh
- Increasing economic inequality

- Top end has more disposable income to donate
  - Bottom end has more need for services
- Children of long-term clients are succeeding, bringing a new generation of middle-class Latinos online
- Uncertainty of immigration policy
- Agencies with competing services are opportunity for collaboration
- Chronically homeless

#### Education

- Society at large is heavily focused on education, especially STEM (Science Technology Engineering Math) education.
- Need Adult business basics education (dressing for interviews, etc.)
- SVCF focused on Education and Immigrant Integration
- Reading level in English of Hispanic students continues to be below grade level
- Inequality in educational attainment: (socio-economic-status and race)
- Need for adult GED and adult civics education
- Cabrillo Unified School District actively engaged in SVCF Big Lift program to improve childhood literacy
- SAL sponsored Reading Stars program needs volunteer reading mentors at current and future sites

#### Space

- No free meeting or classroom space currently available in Half Moon Bay
- New Library
- New Boys & Girls Club gym

### **III. Internal Environment**

#### Staff

- Heavy staff workload
- Recent staff turnover

#### Volunteers

- Rolling core of volunteers
- Most volunteer shifts are covered, but every week there are a few shifts that are not covered
- Need more bilingual volunteers
- Reception volunteer is a key position
  - Person brings a positive energy
  - When volunteers are not present, phones and walk-ins are handled less effectively

#### Space Limitations

- Coastside Hope's office space is limited for expansion of services

- Older building in need of continuous maintenance

#### **IV. Strengths**

##### Staff

- Dedicated staff provides high output
- Trilingual capability
- Director with sense of the community

##### Board

- Board provides high output
- Board committee structure works well
- Board membership represents a variety of expertise

##### Volunteers

- Committed volunteers to execute food, clothing, and new programs

##### Coastside Hope Programs that are unique on the mid-coast

- One stop agency – unique on mid-coast to Coastside Hope
- Adopt-a-family – unique on mid-coast to Coastside Hope
- Immigration program – unique on mid-coast to Coastside Hope
- Citizenship program – unique on mid-coast to Coastside Hope
- Food program (Family Harvest, Brown Bag)/emergency pantry – Coastside Hope is the leader on the mid-coast
- Special Delivery program -- unique on mid-coast to Coastside Hope
- Tax Assistance program – unique on mid-coast to Coastside Hope
- Individual Taxpayer Identification Number (ITIN) Service Applications – unique on mid-coast to Coastside Hope
- Rental assistance

##### Funding

- Coastside Hope has a strong balance sheet with a significant cash position
- Local business financial support
- Emerging municipal financial support
- Broadening donor base; top 25 donors gave 43 percent of individual donations
- Moderate monthly giving program

##### Trust and Legitimacy

- Trusted source of services in the community
  - Ethical
  - Protected privacy
  - Longevity
- Legitimacy as a service provider with charter from SMC as the core agency for the coast (founded in 1976)

- Coastside Hope brand well recognized and respected
- Prominent location

#### Collaboration with key organizations

- Good relationships with key groups
  - SMC
  - Other non-profits on the coast
  - Foundations
  - Houses of worship
- Cooperative relationships with Pacifica Resource Center and Puente de la Costa Sur

### **V. Challenges**

#### Staff

- Current staff is working at capacity
- Executive director is working at capacity

#### Board

- Some Board members uncomfortable with solicitation and one-on-one fund raising.
- Underutilizing some Board members' capabilities
- Limited community user and racial/ethnic diversity on Board

#### Funding

- Funding instability is an annual concern
- Loss of a significant donor (individual or foundation)

#### Future program expansion

- Limited capacity to develop new programs because of space limitations and staff workload
- Increased demand for immigration services to deal with upcoming Federal action
- Continued homeless a challenge for all agencies on the mid-coast

### **VI. Opportunities**

#### Coastside Hope Programs

- Service Expansion opportunities
  - Education (Reading Stars Program)
  - Immigration services
  - Clothing program

#### Funding

- Continue to develop and diversify funding sources
- Find the "big funders"
- Cultivate key funders (stewardship)

- Expand funder base
- Better leverage social media fundraising campaigns such as CoastsideGIVES
- Increase the number of donors for monthly giving program

#### Volunteers and Board Members

- Recruit and match volunteer and Board member skills to meet Coastside Hope's delineated needs
- Recruit additional members to diversify Board

#### **VII. Key Leverage Points**

- Stature and credibility as core SMC designated agency for safety net services for coast
  - Food
  - Housing Assistance
  - Clothing
  - Referral
- Trust of clients
- Local knowledge and staff skills
- Immigration services knowledge, skill, and reputation
- Adopt-a-family
- Collaborative relationships
- Committed volunteers and committees with diversity of talent
- Good local brand recognition

#### **VIII. Objectives and Strategies for 2018 and Beyond**

##### Goal 1: Coastside Hope will continue to improve existing programs and services.

###### Objectives:

- Assess existing programs and services to determine how effectively they meet the needs of service recipients
  - Consider social, financial, and organizational impact of programs and services
- Conduct performance analysis and make program adjustments and improvements
- Manage reporting for tracking clients, volunteers, and program outcomes
- Expand existing programs and services based on program evaluation data and needs of service recipients
- Leverage synergy between programs and services

##### Goal 2: Coastside Hope will explore opportunities to develop new programs and services.

###### Objectives:

- Conduct needs assessment to determine needs of potential service recipients
- Assess any gaps in current programs and services
- Create new programs to meet the needs of potential service recipients
- Explore collaborative opportunities with other organizations to develop new programs and services

Goal 3: Coastside Hope will continue to build community awareness through branding and marketing initiatives.

Objectives:

- Develop critical mass of internal expertise and experience in marketing
- Strategic use of digital technology and social media to deliver marketing messages
- Develop consistent branding strategy
- Explore new client outreach methodology

Goal 4: Coastside Hope will continue to build and develop fundraising capabilities.

Objectives:

- Regular fundraising needs covered by well-developed internal fundraising skills
- Diversify funding across multiple funding sources
- Expand on-line giving participation strategies including CoastsideGIVES
- Broaden search and diversify grant application sources
  - Board members contribute their grant expertise