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