



INTERNATIONAL
FRIENDSHIP CENTER

"Neighbors Helping Neighbors"

2021-2023 Strategic Plan

Approved by the Board of Directors
May 20, 2021

VISION

A mountain community where all thrive

MISSION

To build cross cultural relationships that foster well-being and self-sufficiency

GUIDING PRINCIPLES

- We believe that **all people matter and deserve respect**. Everyone should feel a sense of belonging - particularly essential workers and others in our community who are often underappreciated and may struggle economically.
- We are **client-focused**. We partner with clients to understand their needs as we design our programs and services.
- We value **inclusiveness** and believe that we are richer because of the contributions from the various cultures that make up the community.
- We value **collaboration** and believe that the community benefits when we have a sense of teamwork internally as well as when we work together externally with other community organizations.

STRATEGIC DIRECTIONS

The following strategic directions will guide International Friendship Center's (IFC) work:

- A. Deepen and Expand Programming** – Develop a Social Services Hub, expand access to the Food Pantry, expand geographically to Cashiers, and fully implement the Job & Life Skills Center.
- B. Expand IFC's Human Capacity** – Secure adequate staffing, nurture volunteers, and strengthen the board of directors.
- C. Engage the Community & Increase Collaborations** - Make the mission clearer to the community and work collaboratively with other community organizations.
- D. Increase Financial Sustainability** - Ensure diverse fundraising to grow unrestricted funding to fulfill IFC's mission in perpetuity.

STRATEGIC DIRECTIONS, GOALS, and OBJECTIVES

A. DEEPEN AND EXPAND PROGRAMMING – Develop a Social Services Hub, expand access to the Food Pantry, expand geographically to Cashiers, and fully implement the Career Center	Who Leads*	By When	Status	Investment Needed over 2020 baseline
Key indicators of success <ul style="list-style-type: none"> • Social Services serves 400 families annually • Food Pantry serves 2,500 clients annually • Cashiers operations exists • Job & Life Skills Center exists • Annual client feedback 				
Goal 1: Develop a Social Services Hub at the Food Pantry	ED, EC			
Objective 1a: Hire & orient staff social worker	ED, EC	May 2021		
Objective 1b: Conduct needs assessment to determine what services are or are not available in the community	DSSA	Sept 2021		
Objective 1c: Explore whether to secure own space to have more control	ED	Dec 2023		
Objective 1d: Develop a client impact tracking database/system to measure individual and program success for funders and annual report purposes	ED	Jan 2022		
Goal 2: Expand the Food Pantry	DHFP			
Objective 2a: Expand hours available for clients	DHFP	Aug 2021		
Objective 2b: Combine office spaces into one location	ED, EC	Jun 2021		
Objective 2c: Add nutrition education offerings	DHFP	Jun 2022		
Objective 2d: Encourage community engagement (e.g., church/ school food drives, etc)	DHFP	Aug 2022		
Goal 3: Expand social service programs to Cashiers	ED	2022		
Objective 3a: Discuss initial partnership with Good Shepherd Church with their English classes	ED	July 2021		
Objective 3b: Secure longer term partnership at the Boys & Girls Club new facility	ED	June 2022		

Objective 3c: Explore how to add additional English Language Learning program in Cashiers	DSSA	Aug 2021		
Goal 4: Fully Implement the First Stage of the Job & Life Skills Center	EC			
Objective 4a: Secure partner to offer GED option on the Plateau	EC	Aug 2021		
Objective 4b: Secure partner and lab for computer skills learning for Spanish speakers	EC	Aug 2021		
Objective 4c: Foster relationships with large local employers	ED	Jan 2022		
Goal 5: Keep All Programs Grounded in Client Feedback	ED			
Objective 5a: Create an ongoing process of soliciting input and feedback from impacted people	ED	annually in Nov-Dec		

B. EXPAND IFC's HUMAN CAPACITY – Secure adequate staffing, nurture volunteers, and strengthen the board of directors	Who Leads*	By When	Status	Investment Needed over 2020 baseline
Key indicators of success <ul style="list-style-type: none"> Fully staffed organization More representative board # of Volunteers increases, volunteers feel engaged 				
Goal 1: Increase Staff Capacity Over Time				
Objective 1a: Hire a full-time experienced Executive Director	EC	June 2021		
Objective 1b: Hire a full-time Food Pantry Director	ED	June 2021		
Objective 1c: Determine a longer-term staffing structure - including additional needed skills and positions	ED	June 2022		
Objective 1d: Obtain the needed computers and resources staff need to do their jobs well	ED	Dec 2021		
Objective 1e: Review all HR systems	ED	Feb 2022		
Goal 2: Recruit, Train, & Nurture Volunteers				
Objective 2a: Determine volunteer skills and time needs	ED, DHFP	ongoing		
Objective 2b: Document key volunteer tasks and parameters	ED, DHFP	June 2021		
Objective 2c: Train and orient volunteers	ED, DHFP	ongoing		
Objective 2d: Be intentional about engaging and nurturing volunteers	ED, DHFP	ongoing		
Goal 3: Expand and Strengthen the Board of Directors				
Objective 3a: Manage board leadership succession	EC	Jul 2021		
Objective 3b: Add a client advisory council	BC	Sept 2021		
Objective 3c: Expand representation on the board - geography, key skills, & lived experiences - particularly current/past clients or other impacted persons	EC	Sept 2021		
Objective 3d: Develop a board orientation process	EC	Jan 2022		
Objective 3e: Take Nonprofit Pathways Board Best Practices Training	BC	Jan 2022		

C. ENGAGE THE COMMUNITY & INCREASE COLLABORATIONS - Make the mission clearer to the community and work collaboratively with other community organizations	Who Leads*	By When	Status	Investment Needed over 2020 baseline
Key indicators of success <ul style="list-style-type: none"> Community survey indicates increased understanding of IFC increased number of strong partnerships increased number of events and participants in cross-cultural events 				
Goal 1: Expand the community's awareness of IFC	ED, MC			
Objective 1a: Seek out volunteers with public relations experience	DD	ongoing		
Objective 1b: Evaluate whether to rebrand the organization	ED, EC	Sept 2021		
Objective 1c: Expand e-newsletter and social media reach	DD	Oct 2021		
Objective 1d: Be more intentional about having all board and staff publicize the organization	ED	ongoing		
Goal 2: Build and Strengthen Collaborations	ED			
Objective 2a: Work more collaboratively and extensively with Vecinos, Pisgah Legal Services & Community Care Clinic	ED	Aug 2021		
Objective 2b: Partner with El Centro Comunitario (Franklin Latino Outreach, Solidarity, & Hope Center)	ED	Sept 2021		
Objective 2c: Strengthen connections with Highlands Emergency Council & Blue Ridge Dental Clinic	ED	Jan 2022		
Objective 2d: Invest seed funding in collaborative projects	ED	July 2022		\$15k
Goal 3: Create Cross-Cultural Programs and Events	ED, Board Comm			
Objective 3a: Work with the Latina women's group to develop cross cultural exchange & programs	ED, Board Comm	Nov 2021		
Objective 3b: Partner on shared food, music, arts, and cultural events - eg churches, Chamber, etc	ED, Board Comm	2023		
Objective 3c: Implement holiday exchanges and education days	ED, Board Comm	2023		

D. INCREASE FINANCIAL SUSTAINABILITY – Ensure diverse fundraising to grow unrestricted funding to fulfill the IFC mission in perpetuity	Who Leads*	By When	Status	Investment Needed over 2020 baseline
Key indicators of success <ul style="list-style-type: none"> • Programs fully funded • Increase unrestricted income from 25% to 40% • maintain 3 month cash reserve • all board and staff participate in fundraising in some way 				
Goal 1: Increase unrestricted funding for the growing programs				
Objective 1a: Create an annual diversified development plan	DD, DC	Dec 2021		
Objective 1b: Change name and responsibility of Board Grants Committee to Development Committee	BC	July 2021		
Objective 1c: Educate the full board and staff about their possible roles in raising money (eg, all board members donate annually)	DD, DC	Dec 2021		
Objective 1d: Grow the number and level of donors	DD, DC	Dec 2021		
Objective 1e: Increase corporate giving	DD	July 2022		
Objective 1f: Find new creative partnerships to add revenue	ED	2023		
Goal 2: Maintain a 3 month cash reserve				
Objective 2a: Budget an annual surplus	ED	annually Dec		
Objective 2b: Develop an investment strategy and policy	BC	Dec 2021		
Goal 3: Review the Strategic Plan				
Objective 3a: Report back to board semi-annually	ED	annually in Jan & Jul		

Position/Committee Lead*

BC – Board Chair

DC - Development Committee

DD - Director of Development

DHFP - Director of Highlands Food Pantry

DSSA - Director of Social Services & Administration

EC - Executive Committee

ED – Executive Director

MC - Marketing Committee