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**FACES SF Strategic Plan  
FY2021 to 2023  
Executive Summary**

**June 2021**

## About FACES SF

We believe in protecting the economic and cultural diversity of San Francisco. Every day, FACES SF provides vital support to underserved working families and children living in the heart of the city and just above the poverty line. Without pathways to economic empowerment and self-sufficiency, struggling families in underserved neighborhoods would not be able to survive and raise children in our community.

Low-income families in San Francisco face many barriers to success, including toxic stress, housing instability, unemployment, and financial and legal situations that negatively impact parenting capacity. Over the past decade as FACES SF, our embedded commitment and services have partnered with thousands of families in San Francisco to strengthen and secure their foothold in their communities. Our deep legacy over three centuries has served generations of San Franciscans who today continue to be part of the FACES SF family. FACES SF has continually provided integrated services that help families in disadvantaged neighborhoods close the education achievement gap and attain economic empowerment. When all can thrive, we all can.

## Who We Serve

- 25% of working families in San Francisco are below the median income but above the poverty line, which means they earn “just enough” to be disqualified for low-income or poverty-level assistance but not enough to afford the increasingly high cost of living in the Bay Area.
- Most of the clients come from some of the most underserved and economically challenged neighborhoods in San Francisco: Bayview Hunters Point, Visitacion Valley, Haight Ashbury, and Western Addition.
- 80% of the families we serve survive beneath the Extremely Low Income (ELI) line in San Francisco as determined by the Department of Housing and Urban Development.
- The children in our early education programs represent the diversity of San Francisco: 40% of our enrolled children identify as Asian Pacific Islander, 32% are African American, and 24% are Latinx.

## Our Values

- Serve with **compassion**
- Strive for **empowerment**
- Grounded in the **community**
- Approach needs from a **holistic** perspective
- Support with **flexibility** all families' needs

## Strategic Direction

In 2021–23, FACES SF commits to **strengthening** the existing organization, **expanding** programmatic services for San Francisco families, and **promoting diversity, equity, and inclusion** within our organization.

### Strategic Priority: **Strengthen**

Stable and strong organizations operate smoothly in their day-to-day functions, have rigorous succession plans for senior leadership roles, growth opportunities for all levels of staff, have thriving and engaged Boards, advance diverse revenue generation, and are well-recognized within the community, city, and state. In many of these areas, FACES SF continues to grow and succeed as a thriving organization.

### Strategic Goals:

- Engage, add and deepen relationships between senior staff leadership, the Board and governmental and private funders, policy and legislative decision-makers
- Explore and expand innovative opportunities to diversify funding streams (earned income, foundation grants, or major donor)
- Continue and solidify FACES's reputation as the well-known, highly-respected, and most-effective provider of services for working families and children living just above the poverty line in San Francisco
- Enhance organizational capacity through staff leadership at all levels and Board development and strategic recruitment as well as engaging the community and city leaders as committed allies in our mission

### Strategic Objectives:

- Increase program lead and Board representation at all key government and private stakeholder communications and meetings by July 2021
- In collaboration with the Board, create an organizational fundraising and marketing strategy by December 2021
- Ensure Family Support Services is fully funded as a stand-alone program by June 2022
- Within one year of the lift of the San Francisco Health Officer shelter-in-place order, organize one major organizational event
- Establish an Executive Leadership team of existing program leads and management by September 2021

### Strategic Priority: **Expand**

Our core programs — Child Development, Family Support, and Workforce Development — all serve families in need in San Francisco. But there are more needs than our current programs serve.

### **Strategic Goals:**

- Expand capacity to serve an increased number of families and children
- Expand capacity to offer additional programs to existing families and children

### **Strategic Objectives:**

- Establish a Board committee with key staff representation, the Real Estate Development Committee, by September 2021 with the intent of extending membership to new Board members when added to the Board
- In partnership with the Board, staff will develop a program assessment tool to understand additional program needs by December 2021
- In partnership with the Board, staff will administer the program assessment tool and report a summary of findings to the FACES SF Executive Team and Board by April 2022

### **Strategic Priority: Diversity, Equity and Inclusion**

Throughout everything we do, we keep our focus on the economic and cultural diversity, equity, and inclusion of San Francisco.

### **Strategic Goals:**

- Strengthen our trusted and enduring relationships in San Francisco and focus on the most challenged situations, neighborhoods, and populations
- Ensure programming is offered in languages our clients speak, including but not limited to: English, Spanish, Mandarin, and Cantonese as well as have the developed cultural competencies to serve everyone
- Identify and expand program opportunities to promote diversity, equity, and inclusion within our work

### **Strategic Objectives:**

- By January 2022, human resources staff will assess current staff diversity and skill sets
- By April 2022, human resources staff will develop a staff development and succession plan to increase diversity, equity, and inclusion including among its current staff leadership, board, and clients

## **Implementation Plan**

Once approved, the FACES SF Board of Directors and staff commits to a quarterly monitoring, at minimum, of the strategic goals and objectives as presented in the final living document. This should include ongoing oversight by the ad hoc Strategic Planning board committee with regular reporting to the Board.

Upon approval of this plan, staff will implement the strategic goals and objectives as presented in the final document. Staff will provide quarterly data to the Board that reflects progress made on these activities. In partnership with the Board, staff will establish annual strategic objectives. Staff will participate in ad hoc Strategic Planning board committee meetings as needed.

Upon annual review of organizational progress toward these strategic goals and priorities, the Board may adopt changes to the final document.

## **Conclusion**

FACES SF has the potential to provide a greater level of support and resilience to underserved working families and children living in the city and serve those who lie just above the poverty line. With many recent and current environmental challenges, FACES SF has opened a window of opportunity for struggling families in underserved neighborhoods to be able to raise children in the San Francisco community. In strengthening, expanding, and promoting diversity, equity, and inclusion, we adamantly believe FACES SF will thrive as an organization.

**FACES SF...  
STRENGTHENING  
EXPANDING and  
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