

# CEF 2016-2018 Strategic Plan

*In 2016-2018, the Community Empowerment Fund (CEF) will integrate housing, financial, and workforce development services. We will provide high-quality, person-centered support, while strengthening the CEF community and building towards systemic solutions in the community as a whole. We will invest in organizational sustainability, in both financial and human capital, and be intentional about growing member leadership and anti-oppressive practice.*

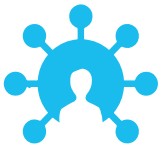
## 1. Fully integrate financial services with partners providing emergency shelter, transitional housing, and housing support



- a. Fully integrate financial services with partners providing emergency shelter, transitional housing, and housing support
- b. Enhance CEF financial education and financial products
- c. Develop a robust advocate program to deliver financial services

By 2018, CEF aims to ensure financial capability and asset-building services are firmly situated within existing services for the homeless and near-homeless in Orange and Durham Counties. By adapting evidence-based best practices to our local community, we will develop an integrated services approach to financial capability that supports sustained transitions into housing. We will be enhancing our matched savings accounts, exploring new incentives, and launching an expanded financial coaching program. Meanwhile, we will continue to strengthen financial coaching training for our advocates through the facilitation of courses for academic credit at both Duke and UNC.

## 2. Improve coordination of member services through advocates to better assist our growing base of members in achieving goals



- a. Improve coordination of member services through advocates
- b. Increase capacity to serve Spanish-speaking members
- c. Chapel Hill: Develop and implement an Integrated Services Center model to provide co-located, coordinated, and streamlined access to partner services for members
- d. Chapel Hill: Improve advocate program and develop generalist and specialist advocate training tracks
- e. Create new technological tools and extend technological solutions to our community

By 2018, CEF plans to build a robust service delivery model capable of keeping up with the pressures for growth in the quantity of members served while preserving the deep quality of our services. Close to the heart of CEF is our commitment to holistically serve members' goals, and our plans for the next three years will focus on expanding our internal supports and external partnerships to ensure we are able to be a bridge for members in accessing a wide variety of services. Innovative technological solutions, new service delivery models, and expanded advocate capacity will help us reach this goal.

### 3. Advance CEF members' achievement of employment and career goals



- a. Chapel Hill: Enhance one-on-one employment assistance and redesign Job Partners program for greater effectiveness
- b. Chapel Hill: Advance coordination of services and systems collaboration between workforce development agencies
- c. Durham: Build new, closely integrated partnership(s) with area workforce development provider(s)

By 2018, CEF strives to increase successful job placement for members seeking employment by 50 percent. We especially aim to improve employment outcomes for members with conviction histories through strategic partnerships with local employers and service coordination with partner workforce development agencies. We will build enhanced employment counseling services in-house in Chapel Hill, including partnerships with certificate programs and career-specific training, while building new partnerships in Durham to deliver these services.

### 4. Promote sustained transitions into housing



- a. Coordinate with housing services to create a pipeline of financial services as a component of housing stabilization
- b. Advocate for affordable housing that meets the needs of CEF members
- c. Chapel Hill: Improve the accessibility of housing resources for CEF members
- d. Chapel Hill: Increase support and housing opportunities for recipients of housing vouchers

By 2018, CEF seeks to advance the attainment and successful retention of housing for CEF members. Our three-fold effort will be to enable members to better access supportive resources to assist in their transitions; expand our pipeline of financial services that promote housing retention and asset development; and promote the development of affordable housing to meet the needs of families with incomes at or below 30% of the Area Median Income. We will be exploring creative asset-building tools tailored to the particular finances of low-income renters. We will also be advocating for solutions that address the housing crisis for individuals with Housing Choice Vouchers in Orange County.

### 5. Invest in organizational sustainability, increased organizational effectiveness and deepened commitment to mission



- a. Increase Member involvement in programming and ownership of organization
- b. Pursue intentional and planned efforts to strengthen organizational commitment to anti-oppression
- c. Support increased capacity for fundraising and development to meet growing programmatic and infrastructure demands
- d. Create and enhance effective internal and external communication systems
- e. Ensure the quality and sustainability of staff and volunteer leadership
- f. Increase technological development and support to meet growing programmatic and infrastructure demands

By 2018, CEF aims to improve organizational health and vitality. We will be focusing especially on developing dynamic ways for members to be involved in decision-making and increasing participatory ownership, and on increasing our capacity at all levels of the organization for anti-oppressive practice. For our organizational health, we will be investing in the financial resource development and the technological infrastructure needed to support our growing programmatic demands. Our fundraising will be “all hands on deck,” extending member, advocate, and board engagement in the efforts. As a student-powered organization and a nonprofit early in our life cycle, we will be developing new methods to support the sustainability of student leadership transitions and implementing new ways to evaluate, develop, and support staff positions.

Want to learn more about CEF and our Strategic Plan for 2016-2018? Visit [communityef.org](http://communityef.org) or contact [info@communityef.org](mailto:info@communityef.org) to learn more.