



**Good Samaritan Services of Santa Maria
Strategic Planning Initiative:**

**STRATEGIC PLANNING INITIATIVE ONE-
YEAR SUMMARY REPORT
(September 2005 - September 2006)**

October 12, 2006

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(a partnership between Fielding Graduate University's
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EXECUTIVE SUMMARY

Good Samaritan Shelters of Santa Barbara County is completing a yearlong strategic planning process that began in September 2005 under the guidance of the Non Profit Support Center of Santa Barbara and Fielding Graduate University's Institute for Social Innovation. The initial strategic planning process included Good Samaritan staff and stakeholders' assessment of Good Sam's strengths, challenges, customer needs, and opportunities for improvement. The outcome of this organizational and environmental assessment led to identifying core values, emerging vision, and five strategic areas for focus. After a community Summit in February 2006, designed to get even more stakeholder input, the vision statement got further refined and the strategic focus areas narrowed down to four Action Groups that included: 1) Expanded Client services, 2) Housing, 3) Public Relations, 4) and Fund Raising. Each Action Group identified specific goals, stakeholders, and first steps. These groups were loosely formed to meet over ensuing months and each and allowed room to respond to emerging opportunities.

Good Sam and its staff and board have now celebrated a year filled with continued growth, improved staffing, strengthened community relationships, completed growth milestones, new opportunities, and the recognition that they are the model of choice for homeless and detox services in North Santa Barbara County.

The hopes that good Sam had for the Summit were fully met when a large cross-section of community members continued to participate in agreed upon changes and remained committed to action. While action groups took a shape of their own as participants came and went and as leadership shifted, there have been some significant results that brought Good Sam closer to the strategic objectives within each area. Executive Director Sylvia Barnard is most pleased with how the summit increased awareness among community agencies as to what each is doing, their needs, and potential for resource sharing. Over the past year these strengthened relationships have led to frequent collaboration and expanded services.

The most energy over the past year has been directed to expanded Client Services (divided into Santa Maria and Lompoc) especially as they relate to establishing a presence in Lompoc. The results of a committed task force of 40 have led to strong community relationships, buy-in to create an addictions detox center, a parental outpatient residential treatment facility, and a thrift shop for

clients. There are also serious requests for Good Sam to provide services in San Luis Obispo. Such invitations are being carefully balanced with existing commitments.

Specific outcomes within each Action Group are identified in the report in the following pages.

The strategic planning process has offered Good Sam some much needed structure, new resources, and renewed momentum to follow its key needs and identify and develop new opportunities. However, there is now a need for Sylvia and her Board to revisit some of the original intent of the planning process, which was to prevent Sylvia from becoming burned out by adding new staff, delegating responsibilities, and locating new funding sources. This would allow her to better coordinate these efforts, making it possible more shared leadership and a more secure future. At the Summit it was clear that Good Sam's Mission and Vision needed to be re-visited to ensure that some boundaries be established to support and also better frame the amount and geographic spread of potential work for Good Sam, as well as articulating how much is taken on and by whom.



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YEAR-END SUMMARY

Vision and Mission

Good Sam's Vision statement, while including elements of collective stakeholder input, may require further reworking by the Board in order to reflect the current thinking, gain more ownership, and to prevent the continuing tendency to take on too many opportunities. The vision can guide decision-making.

The Vision Statement that resulted from the strategic planning process reads as follows:

Good Samaritan Services envisions a time when our interconnected community pulls together to address the cycles of homelessness and addiction, and self-sufficiency is achievable because individuals and families at all levels of need are served, educated, and housed with dignity and compassion.

In responding to stakeholder needs over the past year, it appears that the Mission Statement may also need reworking to expand to a more regional focus. The present focus is on Santa Maria Valley when in fact, strategic initiatives over the past year have expanded to Lompoc and San Luis Obispo. The Mission currently reads:

To provide emergency, transitional and support services to the homeless and those in recovery in the greater Santa Maria Valley

YEAR-END ACTION TEAM RESULTS

1. Expanded Community Services

A. Santa Maria Services

1. Shelter Services:

Sylvia's success in securing funding and establishing partnerships has led to new resources for Santa Maria Valley homeless.

- Partnership with the Santa Barbara county Department of Social Services resulted in an on site, full-time social worker

- The Good Sam Emergency shelter now has 20 hour a week emergency clinic coverage through a partnership with the Santa Barbara County Dept. of Public Health
- Transitions Mental Health has now partnered with Good Sam to provide a full-time mental health staff
- Over the past six months, there has been a 40% increase in clients served
- Sylvia has said that in the last year the Good Sam budget has expanded by almost \$800,000.

Next Steps:

- Coordinate with Allan Hancock Community College to provide life skill courses for participants in Good Sam's homeless and detox programs

2. Staff Development

- Sylvia has made it possible for many staff to attend conferences, special training, leadership development
- Because Sylvia has not been as available to immediate staff, she is learning to delegate more
- Hancock College has expanded offerings to Good Sam staff
- There is now a plan to expand leadership development with the help of Dr. Larry Vernon
- The planned for restructuring of Good Sam will result in a Deputy Director for each region being served
- A bilingual coordinator is now on staff

Next Steps

- Check in with staff on a regular basis to monitor the impact of restructuring and increased delegation, which has meant letting go of some cultural traditions, but continuing rituals such as meeting at the front desk, scrap booking together, informal lunch with Sylvia in the lunch room. Build in some transition management dialogue sessions.
- Hancock College to offer on-site classes for staff and clients in mental health fields of study

B. Lompoc & Other Regional Services

- Over 40 participants meet twice a month as part of Lompoc Valley Recovery Task Force

- Sylvia is proactively involving the right stakeholders to explore needs, site locations, and independent investor funding
- Funding secured and Part-time Lompoc Site Coordinator hired
- Task Force has identified needs for detox facility, out-patient parental services, and clean and sober residential care.
- Sylvia is currently meeting with potential partners for a San Luis Obispo initiative

Next Steps

- Keep checking that all critical stakeholders are included in planning, design, and implementation. Ask the question, “How will this resource impact the greater community?”
- Continually consider how expanded programs for Good Sam in Lompoc – and potentially also in San Luis Obispo - are aligned to the Good Sam values, Mission, and Vision
- Bring visibility to this alignment
- Prepare the Santa Maria community for this change

3. Housing and Development

- Because this area was under way prior to the strategic planning process, this action group, while important to follow progress on the new Dining Hall, was not an active group during the year. Sylvia oversaw this area until recently when grant money was secured to hire a Housing Coordinator (former Board President, Mike Allred)
- The Dining Hall is scheduled for completion by December this year
- Mike Allred has agreed to take on the Coordinator of Housing position. This is a change from board member (President, in fact), to becoming a staff member. Do allow room for Board and community to react and celebrate this commitment
- TC Central plans were approved and funding for the project has been secured
- A 16 unit affordable housing project is in process and awaits Mike Allred’s leadership

Next Steps

- Recognize the opportunity to fully collaborate with CAC (Community Action Commission) for the opening and ongoing visibility for fund raising (i.e. the opening event associated with the completion of the dining hall)

- Go back to the earlier data generated by various stakeholders. Keep in mind that there were some great ideas for improving the breakfast meal selections to include protein.
- Keep in mind as well that there was an interest in using day time space in the Good Sam facilities for client educational services.

4. Public Relations and Fund Development

- The Web Site has been a work in progress over the last six months and is scheduled to be on line soon.
- The site search buttons include internal Good Sam services as well as Board and community resource links. An outsider who is interested in knowing more about Good Sam should be able to search the site for services, related community services, and contacts.
- This committee planned and conducted a Good Sam Fun Day and was held on July 1, 2006 with a splendid community response.
- Good Sam also sponsored a Recovery Day to connect the recovering community for support, celebration, and to reinforce available resources. This event is expected to be ongoing. Carnival sales help to underwrite expenses.
- Sylvia has continued to be the main source of fund raising. This is not what the Team for the Planning process wanted to happen. The expectation was that the Board would become more involved in this process. While one board member planned to get community fliers prepared to build awareness; this did not happen because of his job change.
- A PR plan is in the offing for increasing visibility of Good Sam. This plan will include an Annual Report, internal news letter, and further development of the new web site.

In conclusion, the evaluators found that Good Sam and its staff and Board have achieved a full year of continuous growth, improved staffing, strengthened community relationships, fulfilled certain construction milestones, and taken on new responsibilities in Lompoc and in surrounding communities. They have become the model of choice for homeless and addictions detox services in North County and in San Luis Obispo County.

The year end evaluation also points up the need to for Sylvia and the Board to revisit some of the original suggestions and provocative propositions that emerged from the summit meeting in April, 2006. For example, it was envisioned that a Homeless Coalition's Service Mall could be created where once a month all the agencies working with the homeless and addicted would convene and provide job training, job opportunities, beauty shop and haircuts, thrift shop

clothing, counseling, and even a homeless court - all under one roof or in one locale - for those able and willing to stay with the various programs. The participants at the Summit discussed a possible phasing-in over time for this kind of 'one-stop shopping' approach but left further discussion of this to the working groups. These and other suggestions for transportation for clients, for expanding affordable child care facilities, for hot meals for breakfast, and on-going training for staff at Allan Hancock Community College were all part of the summit recommendations and appear in more detail in the previous report to Good Sam from this initiative. These additional goals need to be integrated with the tremendous strides forward that have been made in Good Sam's facilities, and services, and in the current service and staff expansion both inside and outside of Santa Maria, and should remain a major focus of Good Sam's leadership and Board.