

# Muslim Social Services KW 2018-2020 Strategic Plan



Define and promote our organizational identity

MSS offers innovative programming, public education, settlement and integration services, social assistance and well-being services, counseling, and youth outreach. We provide a lot of support in Waterloo Region. Due to our flexible nature and willingness to help our clients no matter their social challenge, we often fly under the radar and don't get the recognition we need to flourish as a larger organization. Other agencies and individuals in the community are intimidated or confused by our religiosity, which can negatively affect granting, partnerships, and clients. By clarifying our identity and offerings for ourselves and for the public, we will establish MSS as a recognized social service pillar in the

- Define our brand
- Innovative Programming
- Advocacy and public education

- Settlement and integration
- Social assistance and well-being
- Social Media Presence

- Counseling department
- Vibrant partnerships
- Youth outreach
- Develop Marketing Strategy

Innovate programs and services for financial sustainability

We have reached a base level of financial sustainability through ongoing grants and grant applications we feel confident in. We see opportunity to grow our sustainability by using our innovative programs and training as well as our services, both of which have been well used in this community since our inception.

- Establishing our own space
- Becoming fee-for service agency

- Financial sustainability
- Innovative outreach programs and training

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## Improve and expand services

MSS's programs and services continue to grow and adapt to changing needs in our communities. We will continue to grow, change, and adapt our offerings using robust research and evaluation to guide our decision-making and ensure a high quality of service for all current and future clients.

- Provide more counseling services and opportunities
- Ensuring quality of service

- Increase number of programs
- Gain clients feedback

- Define culturally and spiritually sensitive services
- Research and evaluation

Build organizational excellence through accountability; planning; board, staff, and volunteer capacity building; and vibrant partnerships

MSS has proven our ability to do a lot of good work with few human resources. We will grow the capacity of our people, including our board members, staff, and volunteers to deepen and expand our impact. We will do this by developing robust operational practices, engaging our people in meaningful and useful ways, formalizing our external partnerships, and developing our volunteer program.

- Strengthen board governance and engagement
- Strengthen organizational capacity

- Capacity building and succession planning
- Formalizing partnerships
- Ensure operational excellence

- Volunteer organization program development
- Create mutually benefitting alliances