



Strategic Plan – Executive Summary (draft)

2022-2025

Our Mission

The Lord's Place is dedicated to breaking the cycle of homelessness by providing innovative, compassionate and effective services to men, women and children in our community.

Values

WE...

- ◆ Champion hope, change, and community
 - ◆ Do the right thing at the right time
 - ◆ Make it happen ◆ Never say never ◆ Color outside the lines
 - ◆ Empower, respect and encourage all who enter our world
 - ◆ Serve with compassion and kindness
- (Adopted by employees)

PREAMBLE

We are a client focused agency and adapt to meet the client where ever they are on their journey. We have community programs to address the most underserved individual populations in Palm Beach County. Housing with supportive programming is an important solution to homelessness. Job training breaks the cycle and advocacy for the homeless creates greater awareness and engenders community support.

We recognize that continuity of programming is important to building trust and have sought to create sustainable approaches that work. Measuring effectiveness is key. Supporting our staff, many of whom are former clients with lived experiences, is paramount.

The following pages outlines our approach.

CLIENT SERVICES

Housing

Enhances The Lord's Place standing as a leading provider of supportive and affordable housing in Palm Beach County. The agency's housing programs address the intersection of homelessness, behavioral health, criminal justice involvement, unemployment, and intergenerational poverty. The Lord's Place specializes in creating unique, population-specific housing programs that target unmet needs. Through a combination of safe, nurturing housing and comprehensive wraparound services, the agency empowers people experiencing homelessness to transform their lives.

Goals:

- Increase supportive and affordable housing units with our target audience, including men, women, families, the elderly, and the disabled, who are experiencing homelessness with an emphasis on providing affordable/graduate/step-down housing.
- Collaborate with stakeholders to address emerging unmet housing needs within the local homelessness and criminal justice systems
- Enhance training, life skills instruction, and supportive services to equip clients with the skills and resources to maximize their full life potential.
- Advance the agency's housing priorities by playing a leadership role in community-based housing initiatives and systems of care
- Identify and proceed with sustainable models/facilities that best meet the needs of our clients to provide successful programming

Community Programs

Provides a wide range of supportive services to individuals experiencing homelessness and former incarceration. The department encompasses the Street Outreach and Engagement, Employment Services, Reentry Services, Clinical Services and Women's Services programs.

Homeless Outreach, Community Engagement and Café Joshua

Engages individuals and families experiencing homelessness to connect them to housing and community resources. The program emphasizes peer-led services in a non-judgmental, loving and respected environment.

Goals:

- Continue to provide street outreach services aimed at engaging and connecting unsheltered individuals and families to stable housing, while also strengthening relationships with stakeholders in the communities we serve.
- Develop innovative partnerships working with county and municipalities to ensure sustainability and ongoing services to those living on the streets.
- Improve access and ability in the use of technology to facilitate better service delivery to clients.
- Expand service modalities and partnerships to provide clients with a variety of program and resources in promoting overall wellbeing and recovery for participants in the new Engagement Center.
- Provide clients with a variety of supports to promote housing stability and well-being in the newly constructed Engagement Center and Café Joshua.

Job Training and Employment

Provides engagement in employment-related coaching, education, training, and placement for individuals who have experienced housing instability and/or recent incarceration.

Goals:

- Improve rates of client retention and placement into competitive employment through intensive job coaching.
- Expand employment-related programming and workshops to diverse apprenticeship programs, certifications and entrepreneurial skills.
- Clearly define, measure and communicate the impact of the program for all clients served, beyond exclusive focus on placement in competitive employment.

Reentry

Provides comprehensive case management services to returning citizens. Services span from engagement during incarceration to assessment and access to basic needs at release, to stabilization and supportive services in the community, in order to address client risk factors, build on strengths, and reduce recidivism and prevent homelessness.

Goals:

- Provide leadership and education regarding the role of reentry services in breaking the cycle of incarceration and homelessness through stakeholder engagement and provision of quality reentry services for returning citizens.
- Work closely with the funders in expanding supportive housing for returning citizens in coordination with our Housing department.
- Engage in the creation of a more robust system for wraparound services for participants and connect with other national entities to research innovative programs.
- Work closely with the Advocacy program to identify reentry policy changes that has a positive impact on the lives of those we serve.

Women's Services

Provides women with sensitive and informed care, promoting healing, self-sufficiency and wholeness. Women's Services aims to grow and foster an interdepartmental community of women leaders who empower and support each other to create integrated gender-responsive services.

Goals:

- Develop the Burckle Place 3 campus as an innovative, intergenerational transitional housing program for young adult and older adult single women experiencing homelessness.
- Bolster women's support networks and resources to allow our women to develop self-sufficiency and independence.
- Develop new innovative programs to address recovery, financial literacy and family reunification for our women residents.
- Secure sustainable funding for Women's Services to allow us to serve all women in need.

Clinical Services/CARE Team

Improves client health and stability through access to comprehensive, interdisciplinary, trauma-informed physical and behavioral health support.

Goals:

- Enhance the clinical services department to provide comprehensive access to trauma-informed, integrative, evidence-based care across the agency's programs in order to improve client outcomes in the areas of housing stability, mental health and substance use recovery, and physical health.
- Strengthen client understanding of the benefits of the CARE Team, our multi-disciplinary clinical team, to increase education, engagement and post-completion follow-up for our clients.

Advocacy

Focuses on advocating for local, state and federal legislative policy changes to improve homeless services in our community and will educate stakeholders about current policies affecting those experiencing homelessness in order to promote engagement and action.

Goals:

- Create an Education and Advocacy Department to improve homeless service systems in Palm Beach County.
- Create an educational campaign about homelessness and how to reduce it in our community.
- Identify and follow local, state, and federal legislative priorities to influence homeless policy and advocate for additional resources to end homelessness.
- Collaborate with clients, community leaders, and stakeholders in the community to research, educate, mobilize, and meet with policymakers to affect change around homeless policy and resources.

Social Enterprise

Creating healthy, vibrant training environments through businesses that serve the social, economic, and employment needs of clients, while also appealing to donors, customers and the community.

Goals:

- Create business environments with a balance between generating revenue and providing training grounds that promote client empowerment.
- Evaluate sustainable business plans for social enterprise operations that support each operations ability to run effectively in order to support a robust and successful training program.
- Explore new lines of potential businesses to expand student training and increase revenue while developing a pro-forma to evaluate future growth.

FOUNDATIONAL SERVICES

Strategic Impact

This newly created department will advance the agency's innovation and excellence. Encompassing the functions of Grants Management, Research, Data and Evaluation, and Quality Improvement, the department leads the organization's efforts to measure, strengthen, and communicate its impact.

Goals:

- Elevate the agency's reputation as a thought leader, expert and authority within the homelessness and reentry systems at the local, regional and national levels
- Enhance the agency's use of evidence-based and emerging best practices
- Strengthen the agency's ability to assess its effectiveness and refine its service delivery
- Expand the agency's capacity to increase and sustain its programs and services
- Extend the agency's reach and influence through collaboration and partnership

Advancement

The development of sustainable revenue streams, campaigns, donor and volunteer relationships, and public relations in the community. It serves as the cheerleader for the agency both internally and externally, shedding light on the current climate of homelessness and matching need with funding. Looking toward the future, it is the overarching goal of the department to have sustainable revenue streams to support the life-changing programs and services of The Lord's Place.

Goals:

- Identify and foster ongoing sustainable revenue streams to support operational expenses with an emphasis on increasing our endowment.
- Increase annual giving through campaigns, events, a comprehensive stewardship program, and a robust and accurate database.
- Right-size department staff to meet and fund the mission and goals of The Lord's Place.
- Position The Lord's Place in local and national media as a leading provider of homeless services.

Finance

To preserve and explore all available resources, technologies, and systems in regards to budgeting, fiscal management, and fiscal integrity to maintain leadership as an influencer and model of fiscal excellence in the non-profit sector.

Goals:

- Continue to be prudent stewards of donor contributions and ensure all funds are secure and disseminated, honoring the intent of our donors' objectives.
- Develop fiscal systems, policies and utilize technologies to improve responsiveness, efficiencies, and reporting to stakeholders and the community.
- Mandate adopting all financial best practices to maintain and assure The Lord's Place will continue being a leading example in the community.

Human Resources

Continues to be a strategic partner to the organization to attain organizational excellence by developing the true potential of our staff. This will be accomplished by focusing on promoting and nurturing a safe, collegial, culturally diverse work environment, improving policies and practices, and providing opportunities for growth, well-being, and enrichment.

Goals:

- Drive human resource excellence and innovation by leveraging HR technology that improves organizational outcomes.
- Implement robust recruitment and retention strategies to attract and retain diverse, qualified, dedicated individuals.
- Invest in employee development that will expand employee growth, and thereby improve organizational succession planning.
- Ensure a workplace of respect and appreciation to foster a safe and trusting environment.
- Improve and enhance the employee experience that leads to overall employee well-being, productivity, and retention by ensuring a culture of employee engagement, wellness, inclusion, and diversity.

Operations

Strengthens organizational infrastructure and support, enabling the agency to deliver high-quality results commensurate with the size and growth of the agency and with a strategic approach to future growth.

Operations Strategic Goals:

- **Property Management:** Provide and maintain safe, quality housing and facilities in a variety of environments that are responsive to client and staff needs; in addition, ensure that our housing serves as a key component in successfully supporting our clients as they transition from homelessness.
- **Information Technology (IT):** Ensure the highest quality service delivery, privacy protection of the agency, and client information through the innovative use of technology and equipment utilized by clients, volunteers, and staff.
- **Property Development:** Be an industry-leading steward of resources in the strategic acquisition, development, and planning for the long-term health of all agency property, while monitoring and mitigating risk to the agency.
- **Operations:** Improve and enhance risk assessment to ensure safety for clients, staff, and facilities.

Date approved by the Board: _____