



THE
LORD'S
PLACE

*Breaking the Cycle
of Homelessness*

Strategic Plan – Executive Summary

2022-2025

Strategic Plan – Executive Summary

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.

Our Values

(as adopted by our employees)

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.





Preamble

We are a client-focused agency and adapt to meet the client wherever 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 essential solution to homelessness. Job training breaks the cycle, and advocacy for those who are homeless creates greater awareness and engenders community support.

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

The following pages are an executive summary of our strategic plan. If you want to learn more details, please feel free to contact us.



Client Services

Housing

The Lord's Place is a leading provider of supportive and affordable housing in Palm Beach County. Our Housing programs also address issues that may attribute to homelessness, including behavioral health, involvement with the criminal justice system, unemployment, and intergenerational poverty. The Lord's Place specializes in creating population-specific programs that target unmet needs. Our combination of safe, nurturing housing and comprehensive wraparound services, empower people experiencing homelessness to transform their lives.

Goals:

- Increase supportive and affordable housing units for men, women, families, the elderly, and the disabled, who are experiencing homelessness.
- Collaborate with stakeholders to address emerging housing needs within the community and criminal justice system.
- Enhance training, life skills instruction, and supportive services to equip clients with the resources to achieve their potential.
- Play a leadership role in community-based housing initiatives and systems of care
- Identify and implement sustainable models/ facilities that best meet the needs of our clients.

Community Programs

The Lord's Place provides a wide range of supportive services to individuals experiencing homelessness and the formerly incarcerated. The Community Programs department encompasses Street Outreach and Engagement, Employment Services, Reentry Services, Clinical Services, and Women's Services.

Homeless Outreach, Community Engagement, and Café Joshua

These programs connect individuals and families who are experiencing homelessness with the resources to change their lives. The peer-led services offer a nonjudgmental, loving, and respectful environment.



Goals:

- Continue to provide street outreach services to connect unsheltered individuals and families with stable housing, while strengthening relationships with stakeholders in the communities we serve.
- Develop partnerships with the county and municipalities to ensure ongoing services for people living on the streets.
- Improve access to technology to increase service delivery to clients.
- Expand counseling and partnerships to provide clients with additional resources to improve their overall well-being and recovery.
- Support and promote housing stability.

Job Training and Employment

Through our Job Training and Employment services, individuals who have experienced housing instability and/or recent incarceration receive coaching, education, training, and job placement.

Goals:

- Use intensive job coaching to improve client employment placement and retention.
- Expand employment-related programming and workshops to include a variety of apprenticeships and certifications, and to build entrepreneurial skills.
- Clearly define, measure, and communicate the impact of the program beyond employment placement.





Reentry

The Reentry program provides comprehensive case management for people who have recently exited the criminal justice system. Services for these individuals span from engagement during incarceration to access to basic needs upon release, along with stabilization and supportive services in the community. We address each client's risk factors, build on their strengths, and reduce recidivism, which all help prevent homelessness.

Goals:

- Provide leadership and education regarding the role of reentry services in breaking the cycle of incarceration and homelessness by engaging stakeholders, and by providing quality services for returning citizens.
- Work closely with funders to expand supportive housing for returning citizens in collaboration with our housing department.
- Establish a robust system of wraparound services for participants, and connect with other national entities to research innovative approaches.
- In collaboration with the advocacy program, identify reentry policy changes that positively impact the lives of the people we serve.

Women's Services

The Lord's Place provides women with sensitive and informed care that promotes healing, self-sufficiency, and wholeness. Women's Services aims to grow and foster an interdepartmental community of female leaders who empower and support each other.

Goals:

- Develop the Burckle Place 3 campus as an innovative, multigenerational, and transitional housing program for young adults and mature single women experiencing homelessness.
- Bolster women's support networks and resources to encourage our clients to develop self-sufficiency.
- Develop innovative programs to address recovery, financial literacy, and family reunification for our female residents.
- Secure sustainable funding to allow us to serve all women in need.

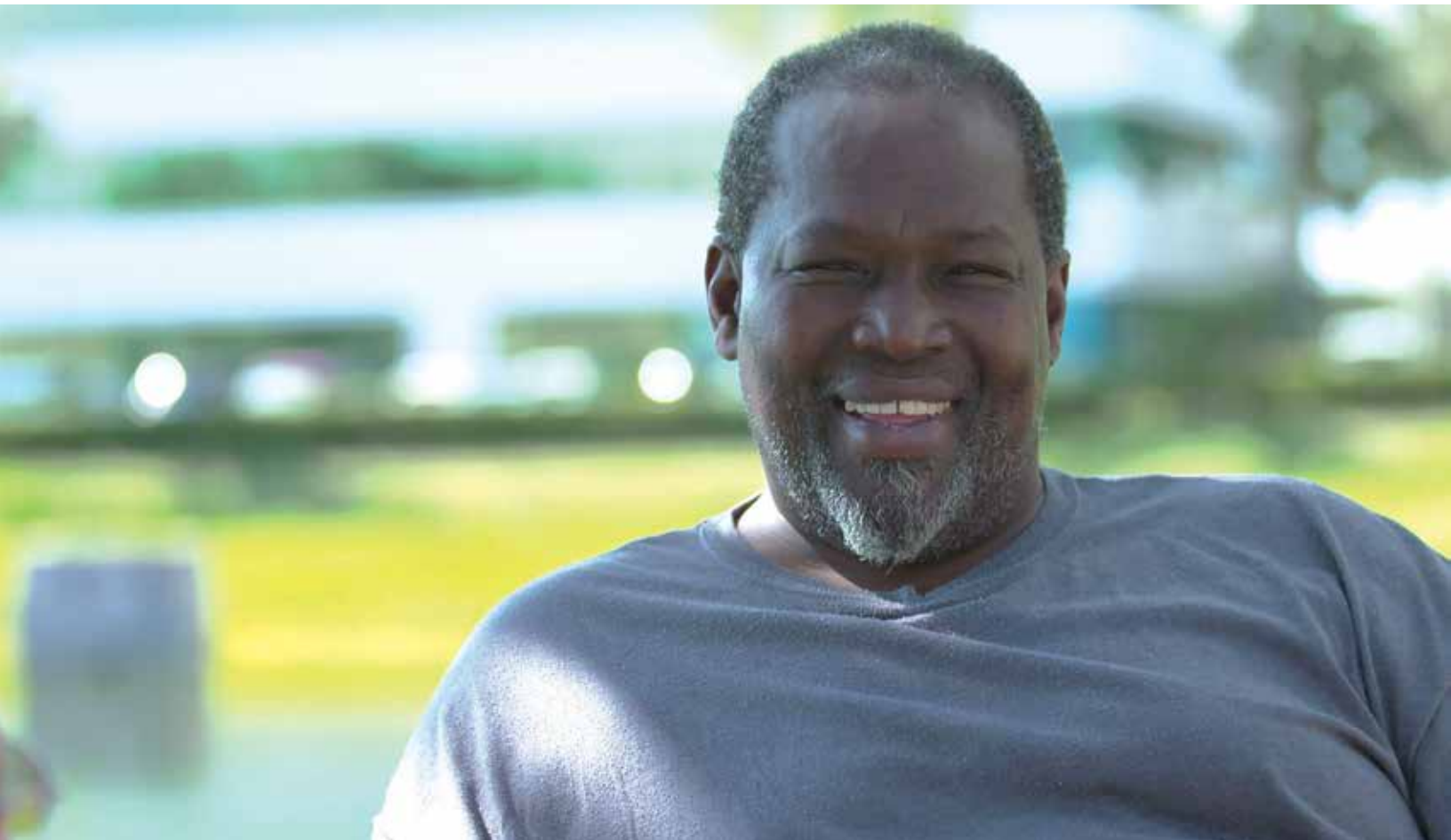


Clinical Services/ CARE Team

Our Clinical Services/CARE Team provides access to comprehensive, interdisciplinary, trauma-informed, and physical and behavioral health, which improves client health and stability.

Goals:

- Provide comprehensive access to trauma-informed, integrative, evidence-based care to further improve client outcomes in the areas of housing stability, mental health, substance use recovery, and physical health.
- Strengthen client understanding of the CARE Team to increase education, engagement, and post-completion follow-ups.



Advocacy

The Lord's Place advocates for local, state, and federal policy changes to improve homeless services in our community. We educate stakeholders about current policies affecting people who are experiencing homelessness to promote engagement and spur action.



Goals:

- Create an Education and Advocacy Department to improve homeless services in Palm Beach County.
- Create an educational campaign about homelessness in our community and effective methods to reduce it.
- Identify and follow local, state, and federal legislative priorities to influence policy and advocate for additional resources to end homelessness.
- Collaborate with clients, community leaders, and stakeholders to research, educate, mobilize, and meet with policymakers to effect change around policies and resources that affect people who are experiencing homelessness.

Social Enterprise

The Lord's Place creates vibrant training environments with businesses that serve the social, economic, and employment needs of clients. We also appeal to donors, customers, and the community to provide real-world job experiences for our clients.



Photo credit: David Scarola Photography



Photo credit: Tracey Benson Photography

Goals:

- Create work environments that balance revenue generation and training to promote client empowerment.
- Evaluate sustainable business plans for social enterprise operations that support each operation's ability to run effectively in order to support a robust and successful training program.
- Explore new business lines to expand student training and increase revenue, while developing a standard to evaluate future growth.

Foundational Services

Strategic Impact

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

Advancement

This department serves as a cheerleader for The Lord's Place both internally and externally. The Advancement team sheds light on the current climate of homelessness and matches the need by developing sustainable revenue streams and campaigns, initiating donor and volunteer relationships, and engaging community relations. It is the overarching goal of the department to generate 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.

Goals:

- Elevate the agency's reputation as a thought leader and an 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.



Photo credit: David Scarola Photography

Finance

The Lord's Place stands as a model of fiscal excellence in the nonprofit sector. The Finance department maintains the agency's leadership role by preserving and exploring resources and technologies, and systems associated with budgeting, fiscal management, and integrity.

Goals:

- Continue to be prudent stewards of donor contributions and ensure all funds are distributed to honor the donor's intent.
- Develop fiscal systems and policies, and utilize technologies to improve responsiveness, efficiency, and reporting to stakeholders and the community.
- Mandate adopting all financial best practices to ensure The Lord's Place's exemplary reputation in the community.

Human Resources

The Human Resources department helps The Lord's Place attain organizational excellence by developing the true potential of our staff. We focus on promoting and nurturing a safe, collegial, and culturally diverse work environment, improving policies and practices, and providing opportunities for growth, well-being, and enrichment.

Goals:

- Drive excellence and innovation by leveraging technology that improves organization.
- Implement strategies to attract and retain diverse, qualified, and dedicated individuals.
- Invest in employee development that will expand skills to prepare employees to fill critical roles in the future.
- Ensure a workplace of respect and appreciation to foster a safe and trusting environment.
- Improve and enhance the employee experience to establish overall well-being, productivity, and retention by ensuring a culture of engagement, wellness, inclusion, and diversity.

Operations

The Operations team takes a strategic approach to the future growth of The Lord's Place. It strengthens organizational infrastructure and support, enabling the agency to deliver high-quality results that match the size and growth of the agency.



Goals:

- **Property Management:** Provide and maintain safe, quality housing and facilities in a variety of environments that are responsive to client and staff needs; and additionally, ensure that our housing serves as a key component in successfully supporting our clients as they transition out of 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.

Help Fulfill The Lord's Place Mission

Become a partner in our strategic approach by making The Lord's Place part of your legacy, supporting a specific program, attending special events, volunteering, or advocating for systemic reform and for people who are experiencing homelessness.

Leadership Team

Diana L. Stanley, Chief Executive Officer
Gerald Cody, Chief Financial Officer
Kerry Diaz, Chief Operating Officer
Cristina Lucier, Vice President of Community Programs
Anne Noble, Chief Advancement Officer
Calvin Phillips, Vice President of Housing Services
Jan Phillips, Chief Human Resources Officer

Board of Directors

Cornelia Thornburgh, Board Chair
Michael Stevens, Vice Chair
Diana Barrett, Secretary
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Cynthia Heathcoe
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