Overview

Increasing our community impact is the focus of this three-year Strategic Plan. Our services, staff and leadership will work to respond to community needs. We will invest in services that make a difference for clients and strengthen our communities. To accomplish this, we will build on existing partnerships and grow new collaborative bonds.

Over the last three-year strategic planning cycle, we experienced strong, consistent growth. We want that trend to continue, so we can make a greater positive impact on people and communities in the Northwest. We have invested in rebuilding our organizational infrastructure to make growth possible. That growth will continue as we strive to be a more modern and nimble organization.

Our successful work of partnering with people for health, hope and justice is made possible by a talented and diverse staff along with dedicated leadership. Our generous donors and committed funders make this life-changing work possible. We work to be good stewards of our resources.

Together, we will continue to be champions of strengthening communities.

“I’ve learned that I have a purpose in life. Nothing can hold me back in life if I don’t let it.”
Amber Avitable
Klamath County Drug Court Client
Klamath Falls, OR

“I feel more confident than ever that my life is headed in the right direction. Lutheran Community Services helped me find confidence.”
Oliver Siah
LCS Northwest Client
Tri-Cities, WA
Building our Strategic Plan

Thanks to the many LCS Northwest leaders and our community partners who participated in building our Strategic Plan. Leaders and staff from each of our eight districts were part of a listening tour to start the planning process. At each stop, we visited with community partners who shared their vision of the future. We appreciate the many hours of expertise invested in us. You are our valued partners in health, justice and hope.

We built our 2019–2021 Strategic Plan around our mission statement and three primary focus areas.

**Mission Statement:**
Lutheran Community Services Northwest partners with individuals, families and communities for health, justice and hope.

**Community Impact:**
How do the services we deliver and our work as an agency impact the people and communities we serve? Communities can range in size from three states to three blocks. How can we maximize our impact in these communities? How do we measure our impact?

**Telling Our Story:**
How do we improve storytelling to targeted groups of people about our work? How can we create greater impact through storytelling?

**Stewardship:**
How can we continue to grow in our ability to steward funds that are entrusted to us? We make decisions and create processes with deep respect, humility and gratitude about the resources from donors, funders and communities we serve. How can our stewardship of resources have the greatest community impact?
Our Guiding Principles

We will focus on these guiding principles:

• Provide the highest quality and most effective services for our clients.
• Increase our preparedness for growth and change. We expect to lead in times of ambiguity and uncertainty.
• Be the organization where providers want to work.
• Increase our investment in discovering and implementing new ways to deliver services.
• Increase efforts to advocate for our clients.
• Improve the visibility of, and support for, our organization.
• Make volunteering a more meaningful and productive connection to our work.

In the next three years our organization will be celebrating 100 years of service in the Northwest. Our heritage of helping people with great need drives our work, yet we need to be a modern organization so we can continue to impact communities for another century.
Our Long-Term Vision

These are goals and values we want to consistently achieve during and well past our three-year planning cycle. Part of being an adaptable organization is a willingness to change these goals as needed.

Goals and values we want to consistently achieve:

- We continue to be the Northwest’s premier social impact provider.
- Our staff is our most important asset. Our employees need work-life balance, tools for self-care and training.
- We will focus on equity, inclusion and diversity in our work.
- We will focus on whole client care. This includes understanding advancements in neuroanalysis, evidenced-based treatment methods and integrated health partnerships.
- We value our roots as a Lutheran organization while recognizing that employing and serving people of diverse faiths and beliefs make us stronger.
- We will have an efficient administrative model that includes information technology, human resources, finance, resource development and communications. We will invest in technology. We will strive to create systems that are easily replicated using minimal resources.
Our Services

LCS Northwest partners with people and organizations to build stronger communities throughout the Northwest. We will invest in these five areas of service:

- Behavioral Health
- Crime Victims’ Services
- Aging and Independent Living
- Immigration and Refugee Services
- Child, Youth and Family Wellness
Areas of investment to meet the behavioral health needs of our communities:

- Integrated medical and behavioral health care that includes case management
- Team-based Wraparound services for youth with complex behavioral health needs
- Day treatment services
- Medication-assisted treatment and other evidence-informed practices that address substance use disorders
- Targeted services for underserved, marginalized and diverse populations
- Collaborative community partnerships
- Peer interventions, support and training

We strive to provide access to behavioral services for all in the communities we serve. Our core supports include mental health diagnoses, counseling and medications management. Our goal is to partner with people so they find the road to recovery. Recovery generally includes living a healthy lifestyle, building positive relationships, and creating a self-sustaining life through education and work. When people find recovery, they contribute to our communities.

**AGENCY GOAL:** People who experience mental health challenges, addictive issues, violence or other trauma reconcile the past, gain control of their lives and embrace the future with hope.

“Being able to talk and share that you have problems makes us more comfortable with our own problems. You don’t feel alone. It’s not as scary.”

Christopher Koontz
Group Therapy Client
Prineville, OR
Areas of investment to empower crime victims:

- Integration with medical and legal services
- Technology that improves access and engagement
- Mechanisms for restorative justice
- Collaborations that increase protection for vulnerable adults

Crime victims deserve access to services that help them heal and recover. We strive to empower crime victims to make choices in their own recovery. Our services include crisis intervention and safety planning, assistance navigating complex legal and medical processes, and advocacy and education for victims, loved ones and communities.

AGENCY GOAL: People who experience mental health challenges, addictive issues, violence or other trauma reconcile the past, gain control of their lives and embrace the future with hope.

“I try to treat people the way I would want to be treated in a similar situation. Everybody deserves to be loved no matter their circumstances. People need to be believed and treated with respect.”

Kelli Minister
Volunteer Crisis Response Advocate
Spokane, WA
Aging and Independent Living

Areas of investment to promote independence and social impact:

- Services to support social connections
- Factors that impact health to reduce the need for more expensive care
- Access to vital services and supports
- Support for caregivers
- Advocacy for the needs of seniors

We help older adults and people with disabilities live with purpose and maximum independence so they can continue to make meaningful contributions to communities. Services include in-home care, food and nutritional supports, social opportunities, caregiver support and senior advocacy.

**AGENCY GOAL:** Seniors and persons with disabilities attain and sustain maximum independence, well-being and health.

“As a good caregiver, you have to be patient and understanding and have compassion, but being able to empathize is vital.”

Ninibeth de Castro
LCS Northwest Caregiver of the Year
Tacoma, WA
Immigration and Refugee Services

Areas of investment to enrich our communities through work with immigrants and refugees:

- Increased access and standardization of immigration counseling services
- Advocacy for education and career development
- Collaborative partnerships to improve housing access, education and jobs
- Advocacy for justice for immigrants, refugees and asylees

Our communities are enriched by the economic and cultural diversity that immigrants and refugees bring. We welcome people and partner with them as they seek safety and security. Our refugee work includes resettlement and multicultural behavioral health services. We offer immigration counseling and services that lead to U.S Citizenship. We help people navigate complex systems and difficult government documentation. We work to keep families together.

AGENCY GOAL: Refugees and immigrants successfully integrate into their new communities.

“As a part of a larger community of Lutherans, we feel it is essential to provide opportunities to each refugee in need.”

David Duea
President and CEO,
Lutheran Community Services Northwest
Child, Youth and Family Wellness

Areas of investment to build family strength:

- Integrated behavioral health and prevention services within schools and other child-serving organizations
- Prevention and intervention services for high-risk families with young children
- Safe, stable and loving homes for youth separated from their families
- Training opportunities for community partners
- Housing and economic security

People deserve homes where they feel safe, are loved, and have access to resources and supports. We work to build family strengths that protect and nurture children. We strive to ensure that children are surrounded by strong and loving families no matter their circumstances. Our services include in-home prevention and intervention services, school readiness, relief nurseries, respite care, foster parent and children services, assistance with housing and other basic needs, and skill development for transition-age youth.

AGENCY GOALS: At-risk children and youth are safe and thrive in stable homes and supportive environments. Families and individuals achieve well-being and are empowered to promote justice and build safe, caring communities.

“Here’s the deal. Wraparound doesn’t fix kids. Kids aren’t broken. We equip families to deal with those challenging behaviors.”

Amanda Crawmer
LCS Northwest Employee
Kennewick, WA
Our People

We will continue to attract a diverse group of professionals dedicated to expanding our mission. Unique talents help us connect with our clients in meaningful ways that lead to stronger and broader community impacts.

We will invest strategically in staff by:

- **Creating opportunity.** As opportunities arise, we will look internally first.
- **Keeping our commitment to fair pay.** We will maintain internal pay standards at market value compensation wherever possible. We will continually assess our contracts for the ability to pay a fair wage.
- **Providing equitable benefits.**
- **Committing to practices that promote diversity, equity and inclusion.**

“The goal for clients is to suppress their HIV viral loads below 200 copies per milliliter of blood so the chance of HIV transmission is greatly reduced. Keeping the virus in check also allows clients to live a near normal lifespan.”

David Ochan
Case Manager for LCS Northwest’s Minority AIDS Initiative (MIA)
Portland, OR
Our Donors

Our goal is to add growth of 25 percent each year in development funding over the next three years.

We will do this by:

- **Creating new exciting events** to attract new audiences to our work and to energize our current donors.

- **Diversifying and fortifying our donor base.** We will increase our support from corporate-social responsibility initiatives, individual donors and private foundations.

- **Investing in new data systems** that will enable us to be better stewards of resources and reach more people.

“I think it’s a wonderful experience to meet people from other cultures. You can learn something from them.”

Doris Matthews
LCS Northwest Donor
Seattle, WA
Our Finances

Serving our clients and creating stronger communities requires financial stewardship. We must create a financial foundation of health and vitality. Our financial targets focus on building sustainable and growth-focused services. This will allow us to increase investment in services, talent and technology.

Our financial targets for the end of our three-year strategic plan are:

- Revenue: 10.5% annual growth
- Development revenue: $10 million
- Operating margin: 3 percent
- Cash and cash equivalents on hand: 60 days

We will upgrade our financial infrastructure with talent, tools and technology by:

- Improving our financial analytical forecasting and reporting services to support decision-making.
- Deploying solid business disciplines and acumen to manage our portfolio of services so that we add, modify or prune programs based on community impact.
- Focusing on revenue across a spectrum of sources.
- Making strategic investments in emerging programs and services.
Our Technology

Efficient and improved use of technology is key to having stronger community impact.

As we look at the future, we will find success through:

- **Investing in data, metrics and analysis.**
  We need this information to measure progress, better manage our services, and assess community impact.

- **Technology partnerships that serve the whole client.**
  Service collaborations are increasingly leveraged through technology partnership and referral. We will use more systems or platforms that allow multiple agencies to serve clients in one setting.

- **Broadening the use of technology solutions.**
  This will help us improve care for clients and connections to communities. Technology will also make us more efficient, which will make it possible to develop sustainable cost models.
Thank you.

Your support makes it possible for us to touch and improve the lives of people of all cultures, identities and faiths.

We appreciate your partnership with us in health, justice and hope.