



The Future Of Our Communities

Strategic Plan
2022-2024+



Table Of Contents

Letter From President and CEO	3
Community Challenges	4
2022-2024+ Strategic Plan Overview	5
Our Mission, Vision and Values	6
Our Diversity, Equity and Inclusion Strategies	8
Together We Can Achieve - 6 Core Lines of Service	9
Compass Housing Alliance - New Affiliation	10
3 Major Focus Areas of Our Strategic Plan	12
Financial Stewardship & Investment	15
Strategic Map	16





David Duea, President and CEO of LCSNW, proudly wears the motto of the agency's new affiliate organization, Compass Housing Alliance.

Letter From David

At LCSNW, our work has always been about people. Our mission is to partner with others to provide health, justice and hope, and for 100 years we have sharpened that focus on opportunities to meet the diverse needs of the thousands of people we serve.

Every three years, we thoughtfully update our strategic plan. Put simply, this plan lays out the priorities that the board and leadership team have agreed to get right. It's also our doorway to cultural change, innovation and proactive strategies to respond to a host of major community challenges. I'm gratified that providing safe, affordable housing in affiliation with Compass Housing Alliance is a new addition to our portfolio and represents our sixth line of service.

"The Future of Our Communities," the 2022-2024+ strategic plan, is ambitious in scope because it puts diversity, equity and inclusion at the forefront of all our work. The plan describes a set of commitments and creates a framework for staff to embrace DEI principles in specific ways. The plan also says how we, as an agency, will engage our workforce, ensure performance excellence and grow our community impact. And it includes our mission, updated vision and values and clear metrics to measure progress against our plan.

"The Future of Our Communities" rests on everyone at LCSNW. When we all work together, we support individuals, families and communities as they actively pursue health, justice and hope.

Blessings,
David

Community Challenges

On any given day, tens of thousands of people in our communities are looking for help with life's challenges. The COVID-19 pandemic has made the situation more difficult, as highlighted by several alarming trends shown here.

Even before the pandemic, demand for mental health and substance use services was increasing. LCSNW's success in providing relief to struggling individuals and families, combined with today's increasing economic and social disparities, make our work both a responsible choice and a moral duty.



In 2020, there was a 25% increase in emergency room visits for mental health reasons for children ages 5 through 11, and a more than 30% increase in visits for those between 12 and 17 years old.



Even before COVID-19, 43% of Americans aged 60 and older reported feelings of loneliness and isolation.



Domestic violence incidents increased 10% during the pandemic-related lockdown.



The U.S. refugee cap was severely reduced over the past four years. A record low number of refugees arrived in 2020-2021, weakening our country's resettlement infrastructure before thousands of Afghans fled to the U.S. in late 2021.



Three out of four Americans are concerned that they or someone close to them could lose their housing. Washington and Oregon have the nation's 3rd and 4th highest homeless populations.

About This Plan

LCSNW was founded 100 years ago to bring services to those in need. Since then, the agency has expanded to include whole person health; we provide individuals, families, and communities a continuum of care that includes behavioral health, child and family support, immigration and refugee services, aging and independent living services -- and now, affordable housing and emergency shelter.

"The Future Of Our Communities" builds on our 2019-2021 strategic plan. It is a result of thoughtful conversations among staff, board members, key community partners, donors, funders, thought leaders and volunteers about what has changed in our environment; what support LCSNW can offer people to thrive and contribute to their communities; and what we must do to ensure LCSNW serves for another 100 years. The strategic plan is reinforced by district and department action plans (not included in this document) as well as financial planning and analysis at all levels of the agency. It is reviewed regularly.

To visualize all the pieces of the plan and how they fit together, see the strategic map on Page 16.



Proud Of Our Staff

Before moving forward, it is important to acknowledge the work of LCSNW staff over the past few years. When the pandemic threatened the health and wellbeing of our communities, and when our neighborhoods reckoned with racial injustice and other forms of inequity, our staff got to work. They showed resilience beyond measure.

The care we provide is determined, more than anything, by the passion and moments of connection our staff create every day. We are grateful they continue to find purpose in the work we do.

Our Mission

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

Our Vision

People in the Northwest have the support to meet life's most difficult challenges and thrive in communities that are healthy, just and hopeful.

Our Values

Service is the foundation of our five core values:

- Compassion
- Integrity
- Interdependence
- Inclusion
- Stewardship



Diversity, Equity and Inclusion

LCSNW recognizes that structural inequity, unconscious bias and institutional racism are prevalent in society, and that achieving diversity, equity and inclusion (DEI) means that we deliver quality care, services and opportunities to reflect our communities' broad spectrum of race, gender, ethnicity, religion, nationality, age, disability status and sexual orientation. We believe advancing DEI requires strategic decision-making to close opportunity and resource gaps, create strong community partnerships, and deliver additional and differentiated services that ensure underserved populations have access to a continuum of care based on their needs.

Over the years, LCSNW has taken steps to address possible barriers and unconscious biases that can cause inequities. This includes ensuring many identities are represented in our staff and on our board, strengthening our language and cultural competency to reflect the diverse backgrounds and identities of the populations we serve, and striving to give all employees the resources to do their jobs well. We continually look for barriers and biases that prevent marginalized voices from being heard.

DEI Strategies

We believe this framework is instrumental to advancing diversity, equity and inclusion in our agency and community. It does not identify every opportunity to advance DEI but highlights areas in which the board and district leadership will focus their efforts.

This framework identifies the most pressing concerns and greatest opportunities while allowing our commitments to be implemented, modified and measured over the next three years. Our strategic approach is that efforts may be phased over time. Throughout 2022- 2024, we will develop a separate report to communicate our progress.

Focus On People

- Incorporate DEI into our internal policies, procedures, and practices
- Integrate local voice and participation in DEI Committee and work
- Foster inter-agency communication on diversity, equity, and inclusion
- Develop, implement, and deploy diversity and inclusivity awareness

Focus On Community

- Prioritize the communication of our diversity, equity, and inclusion commitment both internally and externally
- Create structures to support active advocacy for changing systemic oppression in our communities

Together We Can Achieve:

With implementation of our strategic plan, we expect the following results in each of our six core lines of service.



At risk children and youth are safe and thrive in stable homes and supportive environments.



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.



Families and individuals achieve well-being and are empowered to promote justice and build safe, caring communities.



Refugees and immigrants successfully integrate into their new communities.



Seniors and people with disabilities attain and sustain maximum independence, well being and health.



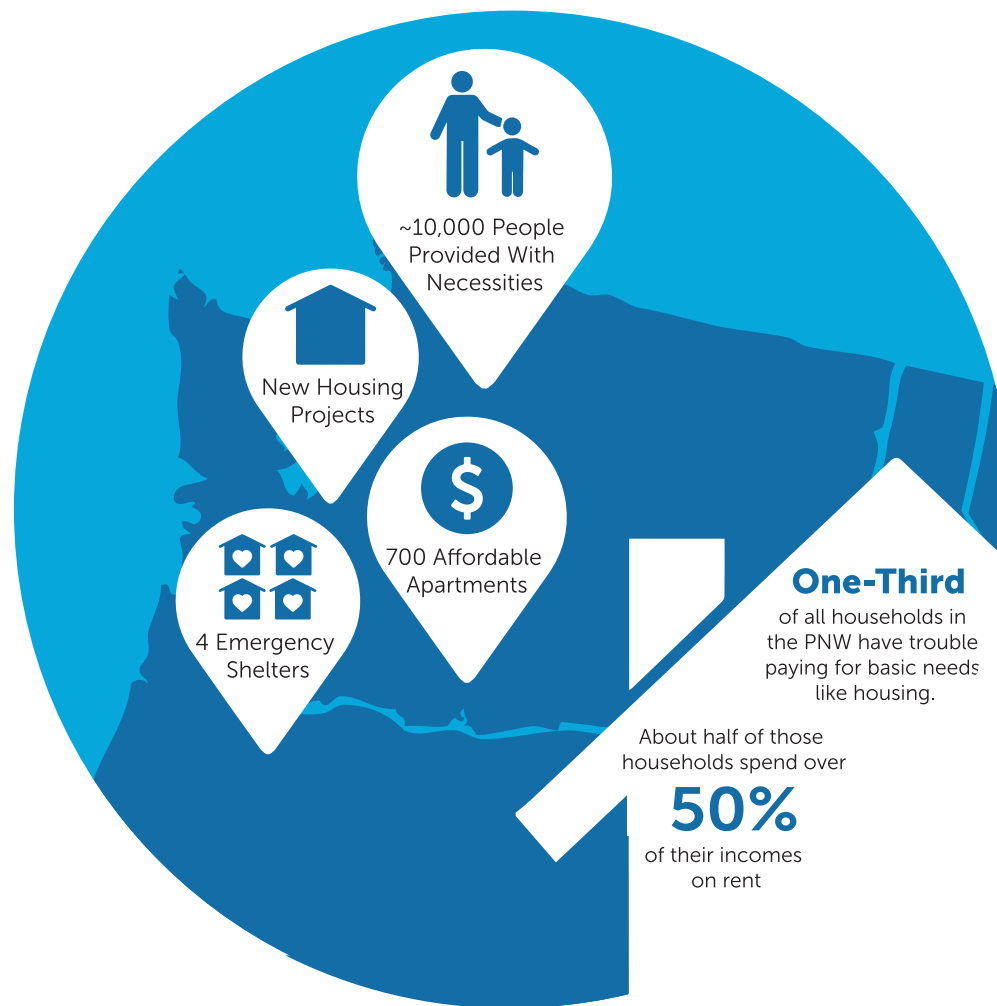
Individuals and families without stable housing achieve housing stability, growth and improved well-being, and places of belonging in the community.



A New Era Of Housing Opportunity

LCSNW's best efforts to strengthen the future of our communities cannot be fully realized if those we aim to serve are experiencing homelessness or can't find safe, affordable housing. On Jan. 1, 2021, we took a transformational step to make this our sixth line of service when we affiliated with Compass Housing Alliance.

The affiliation brings together two service organizations founded a century ago by the same Lutheran pastor, the Rev. Otto Karlstrom.



COMPASS
HOUSING
ALLIANCE

Today Compass Housing Alliance operates four emergency shelters and almost 700 affordable apartments in the Seattle metropolitan area. Each year, Compass provides shelter, hygiene, mail, banking and housing services to between 8,000 and 10,000 people. Its apartments serve veterans, seniors, people who have experienced chronic homelessness, and families, including approximately 300 children.

LCSNW is excited about the possibilities this affiliation brings to the many people we serve who struggle to find an affordable place to live.

Over The Next Three Years

LCSNW and Compass Housing Alliance intend to create a pipeline of development sites for new affordable housing projects from Seattle south toward Tacoma. We'll be looking for churches and other partners who want to participate in this ambitious mission.

At the same time, Compass is prioritizing diversity, equity and inclusion along with the other focus areas of the LCSNW strategic plan.

Both organizations believe that everyone deserves a home – regardless of race, nationality, creed, age, gender identity, disability or immigration status.

With a unified vision and shared values, LCSNW and Compass are positioned to change lives and communities throughout the Pacific Northwest.



The 2022-2024+ Strategic Plan Has

Three Major Focus Areas

1 Growing community impact

- Stabilize and expand affordable housing
- Expand services to empower refugees, immigrants and asylees
- Expand health related services for older adults and caregivers
- Collaborate with integrated healthcare groups to provide value-based, coordinated care
- Deepen our community partnerships/impact for all lines of service



2

Engaging our workforce

- Become an employer of choice
- Develop and nurture a diverse talent pipeline
- Be a diverse, equitable, inclusive employer
- Enhance our internal communications
- Partner with businesses and higher education on workforce development
- Create an exceptional hybrid-work experience





3

Ensuring performance excellence

- Be a culturally responsive, trauma-informed provider
- Expand evidence-based practices, training and approach
- Increase efficiency and reduce agency costs
- Evaluate client needs and service effectiveness
- Invest in performance measurement processes and systems
- Strengthen our volunteer program and systems

Financial Stewardship & Investment

At LCSNW, we know that financial stability and budgeting flexibility are building blocks to a strong organization. That's why financial review and planning are also part of our strategic planning process.

Through leadership, communication, discipline and action, we try to strike a balance between community impact and financial management to ensure we meet our goals today and for the next 100 years.

Our Financial Management Priorities

- Actively manage spending, liquidity and operational effectiveness
- Maintain cash reserves while also furthering our mission
- Increase fundraising year-over-year to support growth and greater community impact
- Practice cost-effective asset management

Our Mission

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

Our Vision

People in the Northwest have the support to meet life's most difficult challenges and thrive in communities that are healthy, just and hopeful.

By Living Our Values

1. Compassion
2. Inclusion
3. Integrity
4. Stewardship
5. Interdependence

By Advancing DEI Within Our Agency and Community

Together, We Can Achieve

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.

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.

Refugees and immigrants successfully integrate into their new communities.

Seniors and people with disabilities attain and sustain maximum independence, well being and health.

Individuals and families without stable housing achieve housing stability, growth and improved well-being, and places of belonging in the community.

By Focusing On:

Growing Community Impact

- Stabilize and expand affordable housing
- Expand services to empower refugees, immigrants and asylees
- Expand health related services for older adults and caregivers
- Collaborate with integrated healthcare groups to provide value-based, coordinated care
- Deepen our community partnerships/impact for all lines of service

Engaging Our Workforce

- Become an employer of choice
- Develop and nurture a diverse talent pipeline
- Be a diverse, equitable, inclusive employer
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Ensuring Performance Excellence

- Be a culturally-responsive, trauma informed provider
- Expand evidence-based practices, training and approach
- Increase efficiency and reduce agency costs
- Evaluate client needs and service effectiveness
- Invest in performance measurement processes and systems
- Strengthen our volunteer program and systems

Our Progress Will Be Measured By:

Financial Stewardship & Investment

Actively manage spending, liquidity and operational effectiveness

Maintain cash reserves while also furthering our mission

Increase fundraising year-over-year to support growth and greater community impact

Practice cost-effective asset management