



LUTHERAN  
**Community  
Services**  
NORTHWEST



# STRATEGIC PLAN 2026- 2028

Lutheran Community Services Northwest partners with individuals, families and communities for  
Health. Justice. Hope.

# LETTER FROM THE CEO & PRESIDENT



David Duea  
Chief Executive Officer



Heike Lake  
President & Chief  
Operating Officer

At Lutheran Community Services Northwest, *we believe in walking alongside people through the most complex moments of their lives* — with dignity, compassion, and comprehensive care. This strategic plan is more than a direction or roadmap — it's our collective commitment to deepen impact, grow access, and strengthen our ability to serve diverse communities across the Northwest.

We accomplish our mission with professional competence, fiscal responsibility, and stewardship of resources. At LCSNW we strive to meet the needs of those we serve and measure our progress through the following:

- » 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.
- » Seniors and persons with disabilities attain and sustain maximum independence, well-being and health.
- » Refugees and immigrants successfully integrate into their new communities.
- » Families and individuals achieve well-being and are empowered to promote justice and build safe, caring communities.
- » Individuals and families without stable housing achieve housing stability, growth and improved well-being, and places of belonging in the community.

We are thrilled you are on the journey with us through reading our plan, supporting our work, and being an ambassador for the causes we hold dear. Please feel free to reach out to us at [info@lcsnw.org](mailto:info@lcsnw.org) if you have any questions or want more information about our work.

# Key Community Challenges Facing Our Region

*Across the Northwest, individuals and the organizations that support them are navigating a convergence of urgent, systemic challenges. These pressures are interconnected, long-standing, and rapidly evolving.*



## GROWING NEED, SHRINKING SUPPORT

Demand for services is rising while public funding is under strain. Federal budget cuts, expiring pandemic-era protections, and shifting political priorities have weakened programs like SNAP, Medicaid, and housing assistance — leaving nonprofits to do more with less.



## MENTAL HEALTH AND SOCIAL DISCONNECTION

Mental health needs are growing rapidly, especially among youth. At the same time, public discourse is increasingly polarized, and traditional civic engagement is declining. Communities are struggling to stay connected in a time of fragmentation and distrust.



## HOUSING INSTABILITY AND DISPLACEMENT

The affordable housing crisis is worsening. Homelessness in Oregon and Washington has surged by over 80% since 2007. In cities like Tacoma, shelter systems are at risk of collapse. Meanwhile, global unrest is driving displacement, yet refugee resettlement has slowed, straining the systems that serve newcomers.



## OPERATIONAL AND TECHNOLOGICAL STRAIN

Rising costs, inflation, and outdated infrastructure — including aging IT systems and cybersecurity vulnerabilities — make it harder for nonprofits to operate efficiently and securely. The rapid rise of artificial intelligence technology adds to the complexity of delivering services and potentially will create economic hardships for many of our clients.



## WORKFORCE AND ECONOMIC PRESSURES

High living costs, especially in Washington and Oregon, are making it difficult for families to stay afloat and for nonprofits to attract and retain staff. Low wages, burnout, and workforce shortages — particularly in health and human services — are placing severe stress on the sector.

*At LCSNW, we are not immune to these community challenges. But we are steadfast in our approach to serving those in need and have identified strategies that will help us improve our service delivery while protecting our strengths.*

# Our Strategy

At Lutheran Community Services Northwest, we exist to partner with individuals, families and communities for health, justice and hope.

*We are guided by our values of Compassion, Inclusion, Integrity, Stewardship, and Interdependence.*

To achieve this vision – we must perform with excellence and support a highly engaged workforce to grow our impact in the community.

## WE HAVE THREE STRATEGIC PILLARS BY WHICH WE OPERATE

### Pillar 1



#### GROWING COMMUNITY IMPACT

We will broaden our stakeholder support to expand programs that are easily replicated and have high-impact.

### Pillar 2



#### ENSURING PERFORMANCE EXCELLENCE

We will advance our data-driven decision-making capability and our execution of essential initiatives.

### Pillar 3



#### ENGAGING OUR WORKFORCE

We will strengthen our organizational readiness for change, invest in our people and leadership capacity, and optimize our support systems to ensure program-centered support.

**These strategic pillars drive our decision making across our organization** – at the leadership level and within our everyday work in the communities we serve. For the next three years, our focus will ensure we remain positioned for growth even amidst a changing funding environment.

Across our strategic plan, **we will responsibly integrate mission-aligned AI to scale programs, streamline operations, and empower employees**—enhancing client access and outcomes, strengthening data-driven decision-making, and fostering a culture of innovation, all underpinned by ethical governance and leadership investment.

# Pillar 1

## Growing Community Impact



## Strategies



### Strategy A

### Scale Replicable and High-Impact Programs

When we scale what works, we multiply impact. This strategy ensures that our most effective programs reach more people, in more places, with more purpose. We will identify, replicate, and expand programs that deliver measurable impact across our communities.



### Strategy B

### Broaden Stakeholder Support

People don't support programs — they support purpose. And when we share our purpose with clarity and heart, the community responds. Through this strategy we will strengthen visibility, alignment, and engagement with those who fuel our mission — from donors and volunteers to partners and community champions — to further our impact in our communities.

## 3-Year Goals

1

Fully integrate Compass Housing services into LCSNW.

2

Rebalance revenue to ensure no single funding source exceeds 10%.

3

Launch at least one new revenue-generating program.

4

Increase donor engagement by 10%.

5

Grow volunteer engagement: 50% increase in hours and 50 ambassadors trained.

# Pillar 1

## *Growing Community Impact* **Initiatives**

### **Strategy A – Scale Replicable & High-Impact Programs**

#### **Complete Compass Housing Integration:**

Finalize the seamless operational and cultural integration of Compass Housing into the LCSNW ecosystem.

#### **Rebalance and Expand Program Portfolio:**

Assess existing programs and partnerships to identify high-impact, scalable models. Rebalance revenue streams, prioritize regional equity, and develop new strategic relationships.

#### **Expand Revenue Streams:**

Develop and test replicable service models — including expanded and sustainable affordable housing throughout the region. And explore launching a new LCSNW Career Training & Employment Agency — to increase financial resilience and expand mission reach, leveraging AI technology to build and deliver program.

#### **Advance The Lutheran Collaborative:**

Deepen engagement with TLC to expand consulting services, launch programs in new geographies, and strengthen Lutheran identity and network alignment across all regions.

### **Strategy B – Broaden Stakeholder Support**

#### **Elevate Storytelling and Advocacy:**

Through an integrated communications strategy, strengthen our authentic, values-driven storytelling to showcase our impact and influence more effectively. Expand our reach through optimized channels, and activate ambassadors, partners, and influencers to amplify our mission and message, leveraging AI technology to ensure efficiency.

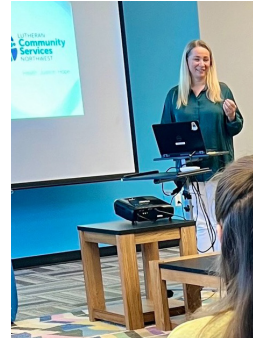
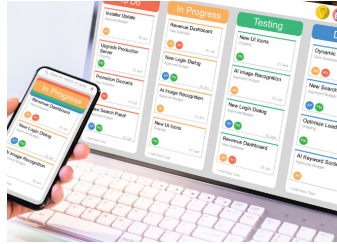
#### **Deepen Stakeholder Engagement:**

Expand and diversify LCSNW's base of committed supporters — including donors, volunteers, congregations, and advocates — through targeted engagement, impact reporting, and mission-aligned experiences.



# Pillar 2

# Ensuring Performance Excellence



## Strategies



### Strategy A

### Advance Data-Driven Decision Making

The better we understand our data, the better we can serve. And when our data tells a powerful story — so does our mission. This strategy ensures we will turn information into insight — and insight into better care, stronger results, and community trust.



### Strategy B

### Advance Mission-Critical Execution

This is more than managing projects — it's about ensuring every initiative we launch serves our mission, our people, and the communities that rely on us. We will bring discipline, consistency, and transparency to how we manage initiatives across the organization.

## 3-Year Goals

1

High-quality, accessible data used to drive decisions, improve performance, and tell our story of impact.

2

100% integration and functional alignment of key operational systems across all programs and shared service areas.

3

Established unified, organization-wide system to choose, start, and measure strategic initiatives.

# Pillar 2

## *Ensuring Performance Excellence*

### Initiatives

#### Strategy A – Advance Data-Driven Decision Making

##### Strengthen Data Governance:

Implement governance structures and tools to improve how data is collected, validated, and shared. Ensure systems are user-friendly and focused on surfacing insights for storytelling, measurement, and funding.

##### Improve Data Flow Across the Organization:

Build internal processes that enable data to move efficiently between teams and systems. Align with project management workflows to ensure accurate tracking of both operational and client-focused metrics.

##### Implement Operational Dashboards:

Design and deploy real-time dashboards that visualize performance, demonstrate outcomes, and guide decision-making at all levels — from frontline teams to leadership.

#### Strategy B – Advance Mission-Critical Execution

##### Establish a Project Management Office (PMO):

Develop a centralized inventory of current and future initiatives. Standardize project intake and approval processes, and implement clear accountability structures, success metrics, and timelines.

##### Embed PMO Principles Across LCSNW:

Roll out the PMO framework across departments to build a culture of executional excellence — where teams are supported, outcomes are tracked, and impact is measurable.



# Pillar 3

## Engaging Our Workforce



### Strategies

#### Strategy A

#### Strengthen Organizational Readiness

We must prepare our people to lead through change with confidence, clarity, and capacity. Leveraging proven change management techniques to effectively implement new technologies across our industry will help ensure LCSNWs sustainability.

#### Strategy B

#### Invest in People and Leadership

When we invest in leaders, we strengthen our teams. And when our teams thrive, so do the communities we serve. We will invest in leaders to support our workforce and better serve communities, attract and retain strong employees – providing consistent, sustainable services.

#### Strategy C

#### Optimize Support Systems for Agility and Value

When our support systems work better, our programs work better. And when our programs work better, our clients thrive. Through this strategy we will streamline the systems behind the mission — so our teams can stay focused on service, not red tape.

### 3-Year Goals

1

Ensure staff feel informed, equipped, and aligned with LCSNW's mission, values, and priorities, as measured by annual engagement surveys.

2

Achieve retention of high-performing staff, complete leadership training for managers, and align total compensation within industry benchmarks.

3

Redesign 3+ high-friction internal functions using automation or AI to reduce manual workload and improve service satisfaction and turnaround time.

# Pillar 3

## Engaging Our Workforce Initiatives

### Strategy A – Strengthen Organizational Readiness

#### Build Change-Ready Communication Frameworks:

Launch adaptive communication strategies that support staff during change initiatives — particularly tech and process rollouts. Partner with the Project Management Office to ensure change management concepts are embedded and well understood.

#### Strengthen Internal Strategic Messaging:

Develop a clear, consistent approach to internal communications. Ensure staff understand organizational priorities by optimizing internal channels (including the Intranet), aligning leadership messaging, and increasing message accessibility.

### Strategy B – Invest in People and Leadership

#### Align Compensation with the Market:

Continue refining LCSNW's compensation strategy to ensure alignment with industry benchmarks. This will help attract and retain top talent in a competitive landscape while reinforcing our commitment to workforce stability and equity.

#### Strengthen Leadership and Managerial Capacity:

Deliver advanced supervisor and manager training to ensure frontline leadership is equipped to coach, motivate, and support employees through change and complexity.

### Strategy C – Optimize Support Systems for Agility and Value

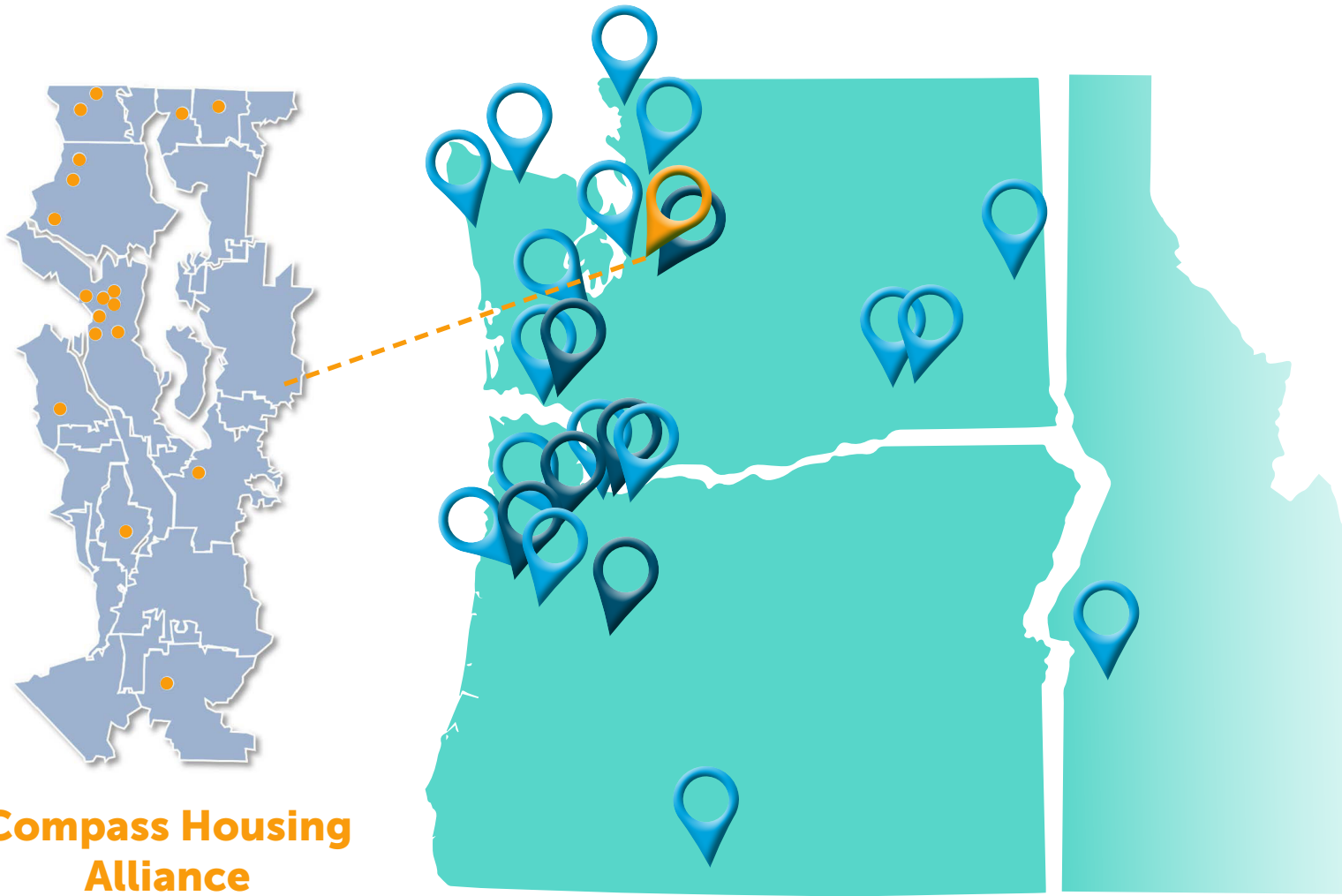
#### Redesign Administrative Processes Around Programs:

Identify high-friction support functions and redesign them to better align with program needs. Use automation and AI where appropriate to reduce manual tasks, improve turnaround, and elevate staff experience.



Health. Justice. Hope.

# Serving the Pacific Northwest



## Compass Housing Alliance Service Locations

20 sites across King  
County:

- Shoreline
- Bothell
- Kenmore
- Seattle
- SeaTac
- Renton
- Auburn

## Safe Route Immigration Service Locations

- Portland
- Salem
- Beaverton
- McMinnville
- Vancouver
- Seattle
- SeaTac

## LCSNW Service Locations

### Greater Puget Sound

- Port Angeles
- Everett
- Forks
- Seattle
- SeaTac
- Tacoma
- Bremerton

### Bellingham

### Yamhill

- McMinnville
- Newberg
- Willamina

### Multicultural Community Services

- Tacoma
- Vancouver
- Portland
- Beaverton
- Gresham

### Klamath Falls

### Spokane

### Tri-Cities

- Pasco
- Kennewick

### Boise



# LUTHERAN Community Services NORTHWEST

## A CENTURY OF SERVICE

For more than 100 years, Lutheran Community Services Northwest (LCSNW) has walked alongside individuals, families, and communities facing life's most difficult challenges. What began as a faith-rooted mission to serve those in need has grown into regional leadership in whole-person care across Washington, Oregon and Idaho.

Since our founding in 1921, LCSNW has helped hundreds of thousands of people access mental health services, immigrant and refugee services, child and family support, aging and independent living care, and more recently, affordable housing through our merger and ongoing integration with Compass Housing Alliance.

Today, LCSNW provides assistance through six core lines of service and partners with a wide network of community stakeholders. At the heart of our mission is a commitment to health, justice and hope -- ensuring that people from all backgrounds have the opportunity to heal, grow, and thrive.

This strategic plan builds on a century of trusted service. It looks ahead to deepen impact, expand access, and equip the organization for the future.

**You are welcome here.** We offer services without regard to race, ethnicity, national origin, immigration status, religious belief, gender, gender identity or expression, sexual orientation, age, marital status, ability, military or veteran status, source of income or political affiliation.

**LCSNW.ORG**

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