

# STRATEGIC PLAN

2024 - 2026



***“It is amazing to have staff who can actually relate to us and give us something to look forward to and to show us we have the potential to be normal members of the community.”***

*– Participant*



## INTRODUCING LMM'S STRATEGIC PLAN

### Letter from the President

LMM is embarking on a new chapter! The LMM 2024-2026 Strategic Plan sets forth our vision for the evolution of the agency, and the impact we expect to make over the next few years.

The plan was developed through a highly leveraged process and represents input from stakeholders across LMM and beyond – staff, board, service partners, civic and business leaders. Throughout the process, we challenged ourselves to address key questions about our identity, how to position LMM for increased impact, and ways to authentically embrace equity, diversity and inclusion.

The result is a commitment to elevate our efforts to provide solutions that address some of the most complex social issues of our time. Our unwavering commitment to provide safety net services remains, as we also focus on upstream solutions and breaking down those barriers that too often hold people back not only from accessing the most basic needs, but also from realizing their dreams.

*LMM is poised to meet the call to be a community leader in social services and social justice, and we invite you to join our efforts.*

*Yours in partnership,*

Diane Stack  
CHAIR, BOARD OF DIRECTORS

Maria A. Foschia  
PRESIDENT & CEO

## MISSION + VISION + VALUES

LMM's mission, vision, and values work together to guide how we serve the community and work with one another.



*“If you do your social service work through a social justice lens, you have a broad impact.”*

*– Community Partner*

## MISSION

We've refreshed our mission, bringing forward our historical commitment to social justice, and highlighting what makes LMM unique.

**To challenge systemic injustices faced by those who are oppressed, forgotten, and hurting by providing responsive solutions, advocacy, and hope.**

We will continue to be responsive to the community, both by providing immediate needs, through safety net programs, and continuing to innovate to find solutions.

Our work “on the ground” listening to those we serve will inform our advocacy priorities and push for systems change.

## VISION

Our vision reflects our desired end state, and defines why we exist, what we are most passionate about, and the impact we aspire to achieve over the long term.

**Everyone can thrive in a community of dignity and respect.**

## VALUES

Inspired by the Lutheran faith tradition, we are guided by these values:

### Dignity

We believe in the empowerment of all individuals to embrace their lives with a sense of self-worth and purpose.

### Respect

We believe all people deserve to be treated with compassion and without judgement while valuing their uniqueness and experiences.

### Inclusiveness

We believe in breaking down barriers and creating a welcoming environment where all people feel valued and supported.

### Justice

We believe all people deserve fair and equitable resources, opportunities and support.

### Excellence

We believe in delivering high-quality services with integrity, accountability and transparency.



# STRATEGIC PLAN GOALS

Each of our three major goal areas highlights LMM's commitment to our values, with diversity, equity and inclusion woven throughout.

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## GOAL 1: EQUITABLE & EMPOWERING SERVICES

Our goal is to be an inclusive and accessible organization committed to offering comprehensive programs that respond to people in crisis, provide stability, and create pathways forward.



### HOUSING & SHELTER

#### Objective

To decrease length of stay and incidence of shelter by increasing affordable housing options.

#### Strategies

- Expand shelter rapid-exit strategies through partnerships with landlords and others in the community.
- Grow LMM's affordable housing footprint and remove barriers to housing.
- Innovate, pilot, and replicate!



### YOUTH RESILIENCY SERVICES

#### Objective

To invest in upstream solutions that prevent and end homelessness for youth and young adults.

#### Strategies

- Strengthen life skills and trauma informed services in the shelter and independent living programs.
- Implement new approaches to reach transition age youth in need of assistance, including the Youth Drop-In Center, navigation services, and housing supports.

### GUARDIANSHIP SERVICES

#### Objective

To maintain the high quality, essential services and advocate for additional resources for those in need in Cuyahoga and Lorain counties.

#### Strategies

- Prioritize services to those most vulnerable in our aging community.
- Ensure manageable case loads for staff guardians and volunteers.
- Advocate for adequate government funding to meet growth in demand for this service.



### WORKFORCE DEVELOPMENT

#### Objective

To place people in living wage jobs by providing credentialed vocational training that meets job market demand through a sustainable financial strategy.

#### Strategies

- Design/implement Building Maintenance & Repair program.
- Maximize LMM's social enterprises.
- Research training needs of young adults.



### OFFICE OF ADVOCACY

#### Objective

To be informed by the lived experiences of participants and staff to position LMM to engage, educate, and empower their voices in public policy.

#### Strategies

- Create and share educational materials related to LMM's advocacy priorities with stakeholders.
- Engage former participants to share stories of lived experience.
- Provide forums and engagement opportunities with elected officials and other key decision makers.



### CASE MANAGEMENT & WRAPAROUND SERVICES

#### Objective

To support individuals and families to achieve long-term stability by providing holistic, wrap-around services.

#### Strategies

- Develop mechanisms to more fully support participants 6 – 12 months after they exit a program.
- Secure sustainable funding streams to increase our capacity across all program areas.
- Explore opportunities to engage volunteer coaches and mentors.





## GOAL 2: INVITING & INCLUSIVE WORKPLACE

Our goal is to become a workplace of choice that supports, connects, and strengthens a diverse, dedicated, and caring team.



*“I see a lot of diversity here in terms of race, economic status, beliefs; it’s just inviting.”*

– Staff Partner

## PROFESSIONAL DEVELOPMENT & GROWTH

### Objective

To provide opportunities for skill building and professional development that support staff to reach their full potential and contribute to organizational success.

### Strategies

- Leadership development training for greater managerial effectiveness and succession planning.
- Expanded professional development training and experiences for all staff.
- Continuing education on Diversity, Equity and Inclusion (DEI) focused topics.



## RECRUITMENT & RETENTION

### Objective

To establish a stable, engaged, and committed workforce.

### Strategies

- Market analysis to ensure equitable and competitive salaries across all positions.
- Explore additional supports to help staff partners navigate challenges and achieve improved work/life balance.
- Implement new tools and systems for performance goal setting, evaluation and rewarding excellence.

## COMMUNICATION & EDUCATION

### Objective

To ensure staff are well informed and connected through timely and transparent communication.

### Strategies

- Offer staff partners opportunities for cross-departmental exposure and other learning.
- Improve internal communication through employing various methods including electronic, in-person and special all-staff events to strengthen information flow to and from the front lines.



## BOARD & DEVELOPMENT GROWTH

### Objective

To cultivate a diverse and skilled board who are representative of the community.

### Strategies

- Establish Board diversity goals and implement recruitment efforts to achieve greater representation with respect to race, ethnicity, gender identity, sexual orientation, background, and lived experience.
- Develop the Board’s ability to build connections and seek resources to maximize the organization’s impact.





## BRANDING, MARKETING & COMMUNICATIONS

### Objective

To improve community understanding and recognition of LMM.

### Strategies

- Plan for the rebrand of the organization as “LMM” and ensure a cohesive approach.
- Update messaging to align with new Mission, Vision, Values.
- Board, staff and volunteers are Brand Ambassadors.



## COMMUNITY ENGAGEMENT

### Objective

To have an active and engaged presence in multiple sectors.

### Strategies

- Engage new sector partners in support of strategic goals.
- Identify opportunities for staff, participants, and allies to tell our story and elevate advocacy priorities.



### GOAL 3:

## ELEVATED & ENGAGED PRESENCE



Our goal is to be a respected and recognized leader that is supported by the community to advance effective solutions to complex social issues.

### ADVOCACY

#### Objective

To influence public policy to remove barriers for people LMM serves.

#### Strategies

- Ensure LMM has a strong and consistent presence at the city, county, and state levels.
- Leverage strategic partnerships with coalitions, ecumenical partners, and others who share LMM’s vision.
- Define and clearly articulate LMM’s view on social justice.

### FUNDING

#### Objective

To increase unrestricted revenue to support programming and staff.

#### Strategies

- Utilize moves management to increase revenues from individual donors.
- Leverage already established connections to businesses and corporations to increase corporate funding.
- Expand government funding for safety net and new opportunity areas.



*“They are committed to working with the most marginalized people in the community.”*

As we **implement strategies over the course of three years**, we have our sights set on not only providing basic needs, but really moving the needle in the following ways:

- Affordable housing as a solution to homelessness
- Living wage jobs as the means to financial stability
- Meaningful changes to public policy at the local and regional level that remove barriers to success for individuals and families

**Keep your sights set on LMM** to follow along as we implement our strategic plan.

You can help us in our endeavors by sharing our content, volunteering, making a meaningful gift, or simply cheering us on as **we uplift this plan as the game-changers we always aim to be.**



# STRATEGIC PLANNING TASK FORCE

## BOARD

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Executive & Program Committees

**Mike Emch**  
Advocacy Committee

**Grayson Sieg**  
Housing & Shelter/BNG & Finance Committees

**Kris Nunn**  
Youth Program/  
Program, Governance, & Executive Committees

**Pastor Angela Freeman-Riley**  
Governance Committee/  
Pastoral Representative

## STAFF

**Maria Foschia**, *Co-Chair*  
CEO/Executive Administration

**Michael Sering**  
Housing & Shelter

**Stephanie Brown**  
Human Resources/Core Administration

**Malika Kidd**  
Workforce Development

**Melanie Haas**  
Guardianship Services

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**Mr. Scott Wylie**

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**Ms. Yvonne Sims**

**Rev. Ryan Wallace**

**Rev. Charlie Woodward**

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