



LOST-N-FOUND YOUTH

2018-2021 Strategic Plan

Mission

Lost-n-Found Youth is an Atlanta, Georgia based nonprofit (501c3) that exists to end homelessness for Lesbian, Gay, Bisexual, Transgender, Queer (LGBTQ+) and all sexual minority youth.

LNFY envisions a world where LGBTQ+ youth live a happy and fulfilled life.

Whom we Serve and Desired Outcomes:

LNFY serves homeless and at risk LGBT youth ages 18-26*.

Desired outcomes for these youth to achieve life stabilization include:

- knowledge of available resources
- permanent housing
- employment
- living independently
- feelings of self-worth, community support and safety
- information and resources made available to parents
- moving toward educational goals

LNFY strives to meet these outcomes through the Hotline, the Drop-In Center, transitional house, street outreach, and partnerships with other providers in the area.

* Through our Hotline, we provide information and referrals to youth below the age of 18 and above the age of 26, as appropriate. At our Youth Center we also provide certain services to youth below the age of 18 in accordance with applicable law and regulations.

ENVIRONMENTAL REVIEW & IMPLICATIONS FOR LNFY



LNFY measures success by evaluating data from the Hotline and clients' successful achievement of individual case management plan goal.

On any given night, there are approximately 3,374 young people sleeping on the streets of Atlanta. While LGBTQ+ people represent about five percent of the general population of teens and young adults, they make up 28 percent of Atlanta's homeless individuals in the same age range, leaving over 950 LGBTQ+ youth on the streets of Atlanta every night.

How they ended up on the street includes some expected reasons, such as unemployment or aging out of foster care, but LGBTQ youth are much more likely to have been victims of family rejection and/or abuse after coming out. More than 50 percent of LNFY's clients left their home by force or necessity before they were able to support themselves financially.

Additionally, the link between homelessness and HIV is well established. The Urban Institute says that "survival sex," trading sex for food or shelter, is extremely common among homeless LGBTQ youth because they lack any other options for meeting basic needs. With the CDC reporting that new infections among gay males 13-to-24 has increased 22 percent, the potential for a new HIV epidemic is in the making.

"Statistically, we have less than 48 hours to connect newly homeless youth with services before they turn to harmful survival activities that can lead to a vicious circle of drugs, prostitution, theft, abuse, and exploitation." ~Rick Westbrook, LNFY Founder/Executive Director

LNFY has developed inclusive policies, evidence based practices, and targeted resources for homeless and at-risk LGBTQ youth ages 13-25.

In 2016, LNFY had 3,569 client visits with an average of 24 new clients each month. Almost 40% of the youth who come to LNFY have been rejected by their families after learning about their sexuality. LNFY has served over 300 individual clients representing 4,525 visits since the beginning of 2017 alone.

All LNFY clients have access to: case management support, daily meals, laundry service, mental health evaluations/counseling, HIV/STI testing, referrals to health and dental services, assistance for lost or stolen birth certificates, driver's licenses or state issued ID cards, referrals to GED training/testing and educational resources, and employment assistance, including resume writing and interview skills training. LNFY seeks to meet ALL needs of LGBTQ youth who are at risk or currently experiencing homelessness. There is an ever-growing problem and the needs increase with it. In order to meet these needs and wrap-around services, LNFY seeks to provide triple its bed capacity, as well as expanding drop-in center hours and life-saving services.

The current political climate at the federal and state levels has exacerbated the problems that cause youth to seek services at LNFY. Parents appear to feel emboldened to evict their LGBTQ+ children from their homes when these children disclose their sexuality or gender identity (Come Out). The reason cited in about 40% of these displacements is the conservative religious values of parents.

We see the continued introduction of legislation at the state level that discriminates against LGBTQ+ citizens in ways that range from access to public restroom facilities to employment, job and housing protections.

There is little support for the civil rights of LGBTQ+ citizens at the federal level, as evidenced by recent actions taken by the administration to reverse, ignore, or replace executive orders and policies that advanced protections for LGBT people

While such a political climate causes anxiety in LGBTQ+ adults, it is far more damaging to teens and youth who are exploring their authentic selves in a world where they often find no support from traditional resources.

In summary, this climate can only serve to create a greater need for the services LNFY provides.

LNFY's revenue mix is 49% earned income from the thrift store, 36% contributions from individuals, and 14% in grants from foundations and corporations. Items donated

to the thrift store are sold with the proceeds constituting nearly 50% of LNFY's total revenue. Supporters also purchase items from LNFY's online Wish List such as food, clothing, and hygiene supplies that are distributed to youth. LNFY has not received direct government funding but does partner with the Atlanta Continuum of Care, which is funded by the U.S. Department of Housing and Urban Development.

As LNFY seeks to expand the reach of its services through the addition of more transitional housing sites, expanded drop in center hours, educational engagement with the community, and government and funding sources in order to meet an ever-growing need, additional managerial and line staff to manage these expanded services and locations is inevitable. This expansion will require planning in several areas to maximize efficiency throughout the organization. IT and Communication infrastructure will need to be developed strengthened to ensure timely

communication and documentation of operational and programmatic needs. As LNFY grows, so does its need for operational oversight and processes.

Other areas for growth include:

- Onboarding, training, indoctrination
- Budget awareness, fiscal discipline and budget driven decisions
- Planning (Program, Fiscal, IT, HR, etc.)
- Compliance as LNFY shoots past government mandated thresholds for FTE's (38/50 next threshold)
- Cost Per Unit of Service algorithm for various services (understand the cost of providing services)
- Policy and Procedure development and training for all managers, employees, and volunteers
- Grants management infrastructure
- Record keeping

GOALS & STRATEGIES 2018 – 2022



1. Increase Transitional Housing Capacity
 - a. Add 6 transitional housing beds per year. (Currently 6)
 - b. Provide up to 20 emergency beds through opening the drop-in center during inclement weather
 - c. Through collaboration with partner organizations, provide 4 rapid re-housing apartments (2 clients/apartment) through the HUD Rapid Rehousing program (pays rent for up to a year).
2. Increase the operational hours of the Drop-in Center
 - a. Increase Drop-In Center incrementally to a 24-hour operation by 2020.
3. Continue to develop ongoing relationships with job sources (hotels, airlines, etc.) that could help provide job training for youth.
4. Ensure a stable and dependable source of ongoing funds
 - a. Create a development plan with the goal of increasing revenue by 20% per year for the duration of the five-year plan.
 - b. Map out fundraising goals and calendar for the year
 - c. Clarify the overall strategy for events and ensure that we have a realistic balance of small and major events
 - d. Hold a private donor-only event to honor our major donors
 - e. Set a requirement for who/when people can use the LNFY name for events
 - f. Implement a donor management process and improve utilization of the donor database (donor intelligence), including capturing information on people who come to our events.
 - g. Create a plan and strategy for donor/community outreach.

5. Thrift Stores
 - a. Evaluate the success of current thrift stores and decide whether to expand the thrift store model to provide steady and reliable earned income.
 - b. Target year round advertising linked to the community calendar to take advantage of community events, such as beginning of school year when college students are looking for furnishings and accessories for dorms or apartments.
6. Continue to develop a board that reflects the needs of the agency and the diversity of the community
 - a. Build the board to provide the appropriate level of oversight and assistance required for a working board.
 - i. Add 3 additional people to the Board in 2018. (Skills needed include Human Resources and PR)
 - b. Annually monitor who is rotating off of the Board and the skills, professional knowledge, and expertise needed and recruit based on this analysis.
7. Human Resources - Attract and retain qualified staff
 - a. Develop a compensation package that allows us to attract and retain qualified employees.
 - b. Analyze and prioritize the idealized organizational chart to determine when to add additional staff positions and develop milestone dollar metrics to support these positions. Positions could include Development/Communications, Human Resources, and/or Volunteer Coordinator.
 - c. Implement a HR forecast and plan for growth to maintain appropriate staffing levels as we grow and to meet risk management/compliance requirements for space planning and new staff.
 - d. Improve volunteer engagement
 - e. Develop controls to ensure that staff at each of our four (4) locations are adequately supervised
 - f. Develop and implement a staff communication strategy/process to ensure that the staff at each of our four (4) locations are informed and understand how their work links to the mission of the organization.
 - g. Provide staff and leadership development to enhance service to clients and enhance career opportunities within the organization.
 - i. Provide ongoing cultural competency/diversity sensitivity training to the staff, volunteers, and board
 - ii. Support the ongoing development of staff competencies through on-boarding and training
8. Improve information systems and technology
 - a. Analyze electronic data systems across four locations to identify opportunities to improve efficiency/communications.
 - b. Prioritize and implement improvements to IT infrastructure.
9. Implement ongoing planning and accountability systems
 - a. Review progress on the strategic plan quarterly and update the board (Strategic Planning Committee)
 - b. Conduct a structured review of the plan annually prior to the annual meeting and present proposed adjustments to the full board (Strategic Planning Committee)
 - c. Ensure that the Annual Report is created each year
 - d. Develop and implement a program evaluation system to measure how well we are meeting our desired outcomes for the youth we serve.
 - e. Ensure that the Board understands the financial and programmatic data that it receives and is able to provide the appropriate level of oversight.
 - i. Improve the information provided to the Board at meetings and link to the strategic plan goals and objectives
 - ii. Enhance financial reports to include budget to actual comparisons.

KEY ACTION OBJECTIVES & DELIVERABLES OF STRATEGIC PLAN

Year	Key Action Objectives	Strategies	Quarter				Owner	
			1	2	3	4		
2018	Increase Transitional Housing Capacity to <ul style="list-style-type: none"> 12 transitional beds 8 emergency beds 4 rapid re-housing apartments 	<ol style="list-style-type: none"> Find rental properties for transitional beds Partnerships Create plan for expansion 			●	●		
	<p>While in 2018 we did not expand the number of beds, we stabilized and opened the transition-alhouse to be operational twenty-four hours a day. We also partnered with Chris180 to provide rapid rehousing apartments for twelve youth, and opted to sell the mobile bunkhouse, recognizing that emergency shelter for weather could be accomplished at the Drop-in Center.</p>							
	Increase Operational Hours of Lambert Drop In Center	<ol style="list-style-type: none"> Develop Phased Transition plan to build toward 24 hour operations 		●				Operations Programs Development Client Services
	<p>In 2018, we extended the hours of the Youth Center by thirty hours per week, which extended the operational hours to twelve hours per day, allowing the Youth Center to serve three meals each day.</p>							
Find new and improve on-going relationships with job sources that could help provide job training for youth.	<ol style="list-style-type: none"> Document existing connections Create outreach plan Identify targets Set goal for new partners 	●	●	●			Programs Client Services	
<p>This goal was realized by the implementation of a job training program at the Thrift Store.</p>								
Ensure stable and dependable sources of funding	<ol style="list-style-type: none"> Map out 5 year plan with 20% growth/year Create 2018 fundraising/events calendar Develop donor outreach plan and management guidelines Evaluate 5 year Plan 	●	●	●	●		Board Programs Operations Development	
<p>This goal was largely met through the activation of the board Development Committee and started to have impact the final quarter of the year, though, there are still management guidelines to implement.</p>								

Year

Key Action Objectives

Strategies

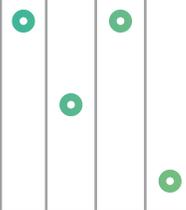
Quarter

Owner

1 2 3 4

Thrift Stores

1. Monitor and analyze current operations
2. Analyze current systems for efficiency improvements
3. Develop employee training

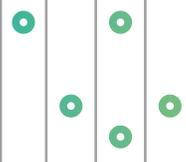


Operations Store Managers

After running behind in the first half of 2018, staff developments in October started making significant changes. Customer service and diversity and inclusion trainings were implemented for all employees.

Board Development

1. Full board January focus on identified skill sets
2. Twice a year board development

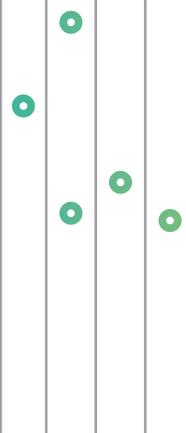


Board Chair Nominating Committee

The Board of Directors continues to grow. In 2018, we implemented two training session, and drastically reorganized the management team. Desired skill sets for future board members have been identified with a goal of having those roles filled by January 2019.

Human Resources

1. Develop a compensation/ benefits package to attract staff
2. Create a staff expansion plan based on organizational chart and goals
3. Provide ongoing training for staff
4. Evaluate Policies and Procedures manual ongoing basis



Operations Programs HR Committee

Salaries have begun to raise across the organization. Staffing plans and job descriptions have been developed. Staff has received training. We have brought bookkeeping in-house. Policies and procedures have been expanded to include the board. Insurance quotes and benefit packages are being researched.

2018

Year	Key Action Objectives	Strategies	Quarter				Owner
			1	2	3	4	
2019	Increase Transitional Housing Capacity to <ul style="list-style-type: none"> 18 transitional beds 16 emergency beds (mobile) 8 rapid re-housing apartments 	1. Rental properties for transitional beds			●	●	Programs Operations Development Committee
		2. Partnerships-review and adjust and expand		●			
	3. Review and adjust plan for expansion	●				Programs, Client services	
	4. Identify and expand funding sources		●	●	●		
	5. Develop and implement plan to provide continued services and support through case management to off-site clients. (Rapid Rehousing)	●					
Increase Operational Hours of Lambert Drop In Center	1. Evaluate Phased Transition plan to build toward 24 hour operations	●				Operations Programs Development Client Services	
2. Develop scope of work for new center	●						
3. Begin search for new location			●				
4. Define and develop plan for Capital Campaign	●	●					
Find new and improve ongoing relationships with job sources (hotels, airlines, etc.) that could help provide job training for youth.	1. Document existing connections	●		●		Programs, Development, Client Services	
2. Evaluate and refine outreach and implementation plan	●						
3. Identify new targets			●				
4. Set new goal for new partners			●	●			
5. Establish feedback system from partners to improve system	●						
Ensure stable and dependable sources of funding	1. Evaluate and Refine 5 year plan to achieve 20% growth/year		●			Board, Programs, Operations, Development	
2. Create fundraising/events calendar	●						
3. Evaluate donor outreach plan and management guidelines				●			
4. Revise 5 year Plan				●			
Thrift Stores	1. Monitor and analyze current operations	●		●		Operations, Store Managers	
2. Analyze current systems for efficiency improvements			●				
3. Evaluate and adjust employee training				●			

Year	Key Action Objectives	Strategies	Quarter				Owner
			1	2	3	4	
2019	Board Development	<ol style="list-style-type: none"> 1. Full board by January, evaluate and fill vacancies 2. Twice a year board development 	●		●		Board Chair Nominating Committee
	Human Resources	<ol style="list-style-type: none"> 1. Review compensation/benefits package 2. Evaluate and adjust staff expansion plan based on organizational chart and goals 3. Provide ongoing training for staff 4. Evaluate Policies and Procedures manual on an ongoing basis 	●			Operations Programs HR Committee	
	Information Systems and Technology	<ol style="list-style-type: none"> 1. Analyze electronic data systems across all locations to identify opportunities to improve operations. 2. Review plan to implement improvements to IT infrastructure, including upgrades and maintenance 	●			Operations, Managers	
	Implement ongoing planning and accountability systems	<ol style="list-style-type: none"> 1. Review and adjust the strategic plan quarterly 2. Conduct a structured review of the plan annually 3. Ensure that the Annual Report is created and published 4. Review the performance based evaluation system to measure how our programs match our desired outcomes for the youth. 5. Continue board training around financial and programmatic data 	●	●	●	●	Operations, Programs

Year

Key Action Objectives

Strategies

Quarter

Owner

1 2 3 4

2020

Increase Transitional Housing Capacity to

- 24 transitional beds
- 20 emergency beds (mobile)
- 12 rapid re-housing

1. Rental properties for transitional beds
2. Partnerships review and adjust
3. Review and adjust plan for expansion
4. Identify Expand funding sources

			●	●
	●			
●		●	●	
	●			

Programs, Operations, Development Committee

Increase Operational Hours of Lambert Drop In Center

1. 24 Hour Operation of Facility
2. Develop refurbishment plan for facility

	●			
		●		

Operations, Programs, Development, Client Services

Find new and improve ongoing relationships with job sources (hotels, airlines, etc.) that could help provide job training for youth.

1. Review and evaluate existing connections based on feedback system
2. Evaluate and refine outreach and implementation plan
3. Identify new targets
4. Set new goal for new partners

●			●	
	●			
	●			
				●

Programs, Client Services

Ensure stable and dependable sources of funding

1. Evaluate and Refine 5 year plan to achieve 20% growth/year
2. Create 2019 fundraising/events calendar
3. Evaluate donor outreach plan and management guidelines
4. Revise 5 year Plan

	●			
●				
		●		
				●

Board, Operations, Programs, Development

Thrift Stores

1. Monitor and analyze current operations
2. Analyze current systems for efficiency improvements
3. Evaluate and adjust employee training
4. Evaluate operations and plan for expansion

●			●	
		●		
			●	
●				

Store Managers

Board Development

1. Full board by January, evaluate and fill vacancies
2. Twice a year board development

●			●	
		●		
			●	

Board Chair, Nominating Committee

2020

Year	Key Action Objectives	Strategies	Quarter				Owner
			1	2	3	4	
2020	Human Resources	<ol style="list-style-type: none"> 1. Review compensation/benefits package 2. Evaluate and adjust staff expansion plan based on organizational chart and goals 3. Provide ongoing training for staff 4. Evaluate Policies and Procedures manual ongoing basis 	●		●		Operations, Programs, HR Committee
	Information Systems and Technology	<ol style="list-style-type: none"> 1. Review electronic data systems across all locations to identify opportunities to improve operations 2. Continue to implement planned improvements to IT infrastructure, including upgrades and maintenance 	●			Operations, Managers	
	Implement ongoing planning and accountability systems	<ol style="list-style-type: none"> 1. Review and adjust the strategic plan quarterly 2. Conduct a structured review of the plan annually 3. Ensure that the Annual Report is created and published 4. Review the performance based evaluation system to measure how our programs match our desired outcomes for the youth. 	●	●	●	●	Operations, Programs
	Increase Transitional Housing Capacity to	<ol style="list-style-type: none"> 1. Rental properties for transitional beds 2. Partnerships review and adjust 3. Review and adjust plan for expansion 4. Identify Expand funding sources <ul style="list-style-type: none"> • 30 transitional beds • 24 emergency beds (mobile) • 16 rapid re-housing apartments 		●		●	Operations, Programs, Development Committee
	Lambert Drop In Center	<ol style="list-style-type: none"> 1. Evaluate possible satellite locations dependent on need 2. Scheduled refurbishment 		●		●	Operations, Programs, Development, Client Services

Year

Key Action Objectives

Strategies

Quarter

Owner

1 2 3 4

2021

Find new and improve ongoing relationships with job sources (hotels, airlines, etc.) to provide job training for youth.

1. Review and evaluate existing connections based on feedback system
2. Evaluate and refine outreach and implementation plan
3. Identify new targets
4. Set new goal for new partners

1 2 3 4

Programs,
Client Services

Ensure stable and dependable sources of funding

1. Evaluate and Refine 5 year plan to achieve 20% growth/year
2. Create 2021 fundraising/events calendar
3. Evaluate donor outreach plan and management guidelines
4. Revise 5 year Plan

1 2 3 4

Board,
Development,
Operations,
Programs

Thrift Stores

1. Monitor and analyze current operations
2. Analyze current systems for efficiency improvements
3. Evaluate and adjust employee training

1 2 3 4

Store Managers

Board Development

1. Full board January evaluate and fill vacancies
2. Twice a year board development

1 2 3 4

Board Chair,
Nominating
Committee

Human Resources

1. Review compensation/benefits package
2. Evaluate and adjust staff expansion plan based on organizational chart and goals
3. Provide ongoing training for staff
4. Evaluate Policies and Procedures manual ongoing basis

1 2 3 4

Operations,
Programs,
HR Committee

	Information Systems and Technology	<ol style="list-style-type: none"> 1. Review electronic data systems across all locations to identify opportunities to improve operations 2. Continue to implement planned improvements to IT infrastructure, including upgrades and maintenance 					Operations, Managers
	Implement ongoing planning and accountability systems	<ol style="list-style-type: none"> 1. Review electronic data systems across All locations to identify opportunities to improve operations 2. Continue to implement planned improvements to IT infrastructure, including upgrades and maintenance 3. Ensure that the Annual Report is created and published 4. Review the performance based evaluation system to measure how our programs match our desired outcomes for youth. 5. Continue board training around financial and programmatic data. 					Operations, Managers, Strategic Plan- ning