

# FRIENDSHIP PLACE



## 2021-2025 STRATEGIC PLAN

On behalf of the staff and Board of Friendship Place, we are delighted to share our 2021 - 2025 Strategic Plan with you.

Friendship Place has significantly increased its reach and impact as a result of our last strategic plan, released five years ago. We serve over 3,400 participants in the D.C. metro region each year and prevent and end homelessness for over 1,400 annually through our effective and comprehensive programs, including street outreach, drop-in center, free medical and psychiatric clinic, shelters and transitional housing, permanent supportive housing, job placement, and specialized programs for veterans and youth.

We know that our work is needed now more than ever. Although much progress has been made over the past five years to improve services and increase housing opportunities for people experiencing homelessness in D.C., the current need far exceeds available resources and homelessness is expected to grow – by some estimates as much as 45 percent nationwide – due to the health and economic impacts of the COVID-19 pandemic. We must expand our programs and step up our efforts to work with our community partners to end homelessness in our region. We will also increase our advocacy efforts to expand LGBTQ inclusion and end racial inequities that create barriers to stability and empowerment for our participants.

To meet this moment, we will build on our strong foundations: a person-centered approach to our services, a commitment to best practices and innovation, and a collaborative approach to ending homelessness. We invite you to join us in our work. Together, we can make it possible for everyone in the D.C. metro region to have a place to call home.

Warmly,

  
Jean-Michel Giraud  
President and CEO

  
Mitchell Fulton  
Board Chair



# WHO **WE** ARE

Friendship Place is the premier housing service provider for people experiencing homelessness in the D.C. metro region. Our innovative, customized, person-focused programs empower participants to rebuild their lives, find homes, get jobs, and reconnect with friends, family and the community, permanently.

## MISSION

To empower people experiencing or at risk of homelessness to obtain stable housing and rebuild their lives.

## VISION

A D.C. region and a nation in which every person has a place to call home.

## IMPACT

Today, Friendship Place serves more than 3,400 people a year throughout the D.C. metro region. Our successful, person-centered and award-winning programs have a lasting impact on the lives of people experiencing homelessness, and our models are studied by government and nonprofit entities nationwide who wish to replicate our success.



## OUR CORE VALUES

1. Excellence and innovation
2. Finding ways to say "yes"
3. Caring at the core
4. Agents of change
5. Support, empowerment, and development
6. Inclusion, diversity, equity, and collaboration
7. Integrity and accountability



Our strategic plan's goals and objectives align with our mission and core values, build on our organizational strengths, and will increase our impact on ending homelessness in the D.C. metro region. These goals include outward-facing efforts, such as expanding our programs, increasing our advocacy, and building on our strong community partnerships. They also include supporting goals to enhance our internal capacity and increase our resources so we can continue to achieve our mission.

## 2021 – 2025 STRATEGIC PLAN GOALS

- 1** Strengthen and expand our services and housing programs to help end homelessness in the D.C. metro region.

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- 2** Invest in advocacy to create positive changes in participants' lives, including but not limited to efforts to influence policymaking, increase government funding for services, support anti-racism and LGBTQ+ work, and to build public will for ending homelessness in metropolitan D.C.

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- 3** Steward and strengthen our relationships with our government partners to ensure effective service delivery, improve the services experience, and support our system's collective efforts to end homelessness.

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- 4** Strengthen our internal capacity to deliver effective, person-centered services through smart investments in staff and infrastructure.

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- 5** Steward and grow our private resources to support and enhance our services and fill funding gaps.

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- 6** Build public awareness of our programs and raise our profile as a flagship provider of high-quality, values-based services and solutions for people experiencing homelessness in the D.C. metro region.

**1** Strengthen and expand our services and housing programs to help end homelessness in the D.C. metro region.

- Explore how Friendship Place can most effectively participate in creating more deeply affordable housing with services for underserved populations, including the aging, LGBTQ+, returning citizens, and single adults.
- Strengthen our clinical capabilities by expanding our expertise in mental health, substance abuse, child welfare, and domestic violence services.
- Become a Medicaid contract services provider.
- Enhance our ability to help participants obtain and maintain employment by strengthening Aim Hire programming, integrating employment services across our permanent supportive housing programs, exploring employment services focused on underserved populations (e.g., returning citizens, LGBTQ+ youth), and championing the Employment First model.

- Explore opportunities to improve access to our programs and services through new physical locations in communities where our participants live, including Wards 7 and 8, Prince George's County, Arlington, and Alexandria.
- Maintain CARF accreditation for our Veterans First program and explore accreditations and certifications that can improve outcomes in other Friendship Place programs.



**2** Invest in advocacy to create positive changes in participants' lives, including but not limited to efforts to influence policymaking, increase government funding for services, support anti-racism and LGBTQ+ work, and to build public will for ending homelessness in metropolitan D.C.

- Create an advocacy agenda for the organization that is informed by Board, staff, and participant feedback.

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- Continue our participation in collaborative city and regional advocacy efforts.

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- Expand and leverage our strong community relationships, including those with our historic partners and supporters, to provide education and help build public will to end homelessness in the D.C. metro region.

**3** Steward and strengthen our relationships with our government partners to ensure effective service delivery, improve the services experience, and support our system's collective efforts to end homelessness

- Engage with D.C. government agencies to improve city systems and services that impact our participants' lives.

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- Partner with city, regional, and national government agencies to provide technical assistance to providers on best practices in homeless services and employment services.

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- Continue our work with the Department of Veterans Affairs to support successful outcomes for veterans experiencing homelessness.

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- Explore opportunities with local government partners to participate in regional homelessness solutions, such as bringing best practices and services into adjoining counties.





#### **4** Strengthen our internal capacity to deliver effective, person-centered services through smart investments in staff and infrastructure

- Create a positive experience for job seekers and employees by strengthening talent acquisition, onboarding, employee development, and work environment.

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  - Create an employer brand that supports Friendship Place as a “destination employer” in order to attract top talent.

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  - Prepare our internal systems and successfully transition our PSH contracts to the Medicaid funding model in October 2022.

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  - Continue to strengthen our financial systems and financial reporting capabilities as we grow.

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  - Conduct a security assessment of our technology systems and make changes to reduce organizational risk.

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- Strengthen our program compliance and evaluation practices throughout the organization by updating our logic models, refining our use of data and reporting to improve processes and outcomes, exploring additional accreditations and certifications for our programs, and supporting staff efforts to achieve professional licensure and professional development certifications.

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  - Regularly review our recruitment targets and practices to ensure that we maintain a diverse staff, leadership team, and Board of Directors.

## 5 Steward and grow our private resources to support and enhance our services and fill funding gaps

- Increase funds raised from private sources by 30% over the next five years to \$3.25M annually.

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- Review our financial reserves annually to ensure that they continue to be adequate to support the organization's work and adjust targets as needed.

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- Successfully complete our five-year, 30th anniversary HOPE Campaign.

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- Grow our development team's capacity to increase financial support from individuals and corporations in the D.C. metro region.

## 6 Build public awareness of our programs and raise our profile as a flagship provider of high-quality, values-based services and solutions for people experiencing homelessness in the D.C. metro region

- Build our communications capacity so staff and volunteers can be effective ambassadors for our mission and programs.

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- Share our programmatic expertise widely by participating in regional and national conferences, developing a strong presence on virtual platforms and webinars, and hosting conversations with other leaders in the field.

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- Showcase our person-centered, accessible, and community-integrated approach to services by seeking out opportunities to open storefront locations that will make our organization more visible in the communities where we work.

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- Explore the feasibility of increasing public awareness and community engagement through meaningful volunteer opportunities that align with our solutions-oriented services approach.



# APPENDIX: THE STRATEGIC PLANNING PROCESS

Friendship Place created a Strategic Planning Committee consisting of Board members, staff, and participants. Consulting support was provided by Tracy Cecil of Cecil Consulting Group.

To inform the 2021-2025 Strategic Plan, we conducted an environmental scan and gathered stakeholder feedback from staff, Board members, current and former participants, and external stakeholders in the fall of 2020.

- Three surveys were conducted for staff, Board members, and current program participants, with 119 respondents in total.

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- 22 interviews were conducted with staff, Board members, funders, donors, and city agency representatives.

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- Ten focus groups were conducted on the following topics: anti-racism, congregations, employment services, families, former participants, individuals, LGBTQ+, new Board members, veterans, and youth.

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- Strategic Planning Committee members met regularly to discuss stakeholder feedback and to develop the plan goals and objectives.



## STRATEGIC PLANNING COMMITTEE MEMBERS

Waldon Adams  
Alan Banks  
Jon Bolduc  
Jamie Butler  
Emily Carpenter  
Chris Cartledge  
Helen Charles  
Marilyn Dickenson  
David Dirks  
Alissa Fortney-Tombaugh  
Mitchell Fulton

Jean-Michel Giraud  
Jean-Louis Ikambana  
Tiffini Jackson  
Nikki Jenkins  
Andrea McDade  
Richard Mckey  
Ann Michel  
Catherine Mitchell  
Jacob Murphy  
Yimka Odebode  
Sean Read

Nan Roman  
Christopher Rutledge  
Harold Sims  
Keri Thomas  
Eugene Tillman  
David Vicenty  
Jonathan Whitted  
Josh Winston  
Michele Williams  
Cornelia Williams-Valdiri

*Special thanks to all of the Board of Directors members, staff, and participants who helped to inform this plan.*

# FRIENDSHIPPLACE.ORG

 @friendshipplaceDC

 @friendshipplace

 @friendshipplace

4713 Wisconsin Ave NW  
Washington, DC 20016

202.364.1419  
[info@friendshipplace.org](mailto:info@friendshipplace.org)