



2025-2028 Strategic Plan



**Homeless
Coalition**
PALM BEACH COUNTY

Background and Current Initiatives

For over 35 years, the Homeless Coalition of Palm Beach County has been a beacon of hope and a driving force in our community, backed by a passionate board of directors and a dedicated staff.

Our **Mission** is simple yet profound: Building Coalitions and Inspiring Pathways to Help End Homelessness.

Our **Vision**? A future where homelessness is a thing of the past in Palm Beach County.

We are relentless in our pursuit of this goal through advocacy, comprehensive services, and strong community partnerships. We believe in a world where everyone has a safe and stable place to call home.

The **Purpose** of The Homeless Coalition of Palm Beach County is to strive to end homelessness through advocacy, comprehensive services, and community partnerships. Our goal is to ensure everyone has a safe and stable place to call home.

The Coalition is dedicated to ending homelessness through advocacy, comprehensive services, and community partnerships, ensuring that everyone has a safe and stable place to call home. We fund three service providers that offer Supportive and Rapid Re-Housing and support two Housing Specialists. Key programs include providing nutritious meals to shelter residents, managing a Resource Center, and organizing impactful events like Project Homeless Connect.

Additional Key Programs include:

- Creating Housing Opportunities and Rapid Re-Housing: Funding solutions for families and individuals transitioning out of homelessness.
- Parks to Work (P2W): An employment program for homeless men living in parks, offering them a path to self-sufficiency.
- Breaking Bread Breaking Barriers (4B): A meal provision program at Homeless Resource Centers that nourishes both body and spirit.
- Donation Center for the Homeless: Providing essential items to those in need.
- Volunteer Recruitment: Engaging the community to support our various initiatives.
- Warm Welcome Kits: Distributing essential supplies to those experiencing homelessness.
- Hunger and Homeless Awareness Week: Raising awareness through community engagement and municipal proclamations.
- Homeless Memorial Day: Honoring the lives of homeless individuals who have passed away.
- Serenity Garden: Creating a peaceful and secure space at the Philip D. Lewis Center.
- Mayor's Ball and Lewis Center Luncheon: Hosting impactful fundraising events to support housing initiatives.

The Board of Directors of the Homeless Coalition of Palm Beach County plays a vital role in driving our mission to end homelessness in our community. Comprised of dedicated leaders from diverse backgrounds, the board provides strategic guidance, oversight, and advocacy to ensure our programs effectively address the needs of those experiencing homelessness. Their commitment and expertise are essential to building strong community partnerships, securing resources, and promoting innovative solutions. The board's leadership is indispensable in creating pathways to stable housing and a brighter future for all residents of Palm Beach County.

We seek to partner with the committed leaders in our board and community to help guide and steward our strategic focus areas over the next three years, making a meaningful impact and advancing our efforts to finally end homelessness in Palm Beach County.

Strategic Initiatives

At the Homeless Coalition of Palm Beach County, our vision of ending homelessness drives everything we do. We know that true change requires more than just a mission—it requires bold action, deep community engagement, and a commitment to transforming lives. Through thoughtful polls and benchmarking the agreed-upon focus areas for the strategic initiatives and focused vision for each for the next 3 years. As we look ahead to the next three years, we are focused on six key strategic areas that will enable us to create lasting impact and inspire our community to join us in this critical work.

Focus Area: Strategic Relationships and Partnerships

- Cultivate strong community partnerships, collaborations, and community engagement aligned with the Homeless Coalition of Palm Beach County’s mission and vision. By driving organizational excellence in all areas of business and stakeholder operations to further the mission, sustainability, and overall success of the organization.

Focus Area: Governance and Board Development

- Homeless Coalition of Palm Beach County will implement board best practices, ensure effective succession planning, and implement ongoing strategic plan review and modifications when indicated.

Focus Area: Initiatives

- Develop and implement high-quality, responsive, and supportive initiatives for homeless persons experiencing homelessness or a threat of becoming homeless through the different areas of Social Determinant of Health to include: veterans, youth, disabled, seniors, and families.

Focus Area: Fundraising

- Develop and maintain a diverse and sustainable funding base supported by multiple sources, including recurring funding streams to ensure long-term financial stability.

Focus Area: Influence

- Engage the broader community around the issues of homelessness, while raising awareness through marketing and branding by educating and engaging on the many Homeless Coalition of Palm Beach County’s initiatives and impact in the community by taking positive action to advance our mission.

Focus Area: Housing and Economic Security

- Work to break down barriers and develop pathways to affordable and workforce housing through intentional collaborations, partnerships, and advocacy.



Vision and Detailed Strategic Initiatives

In our mission to end homelessness in Palm Beach County, it was crucial to begin with a clear and honest understanding of where we stand today. Conducting a SWOT analysis—examining our Strengths, Weaknesses, Opportunities, and Threats—provided us with a comprehensive view of both our internal capabilities and the external landscape. This exercise was more than just a routine evaluation; it was a critical step to identify what we do well, where we face challenges, and where opportunities and threats lie in our journey ahead.

By thoughtfully identifying and understanding our strengths, we recognize the areas where we can leverage our capabilities to drive even greater impact. Acknowledging our weaknesses allows us to address gaps and refine our strategies, ensuring we are not only reactive but also proactive in overcoming obstacles. Meanwhile, uncovering opportunities opens doors to new possibilities, partnerships, and innovative approaches that can enhance our mission. Lastly, identifying threats ensures we are prepared and resilient in the face of challenges, safeguarding our efforts and resources.

This SWOT analysis was vital in shaping a robust and strategic plan that fully considers these insights. It empowers us to move forward with confidence, knowing that we are maximizing our strengths, addressing our weaknesses, capitalizing on our opportunities, and mitigating our threats. As a result, we are better positioned to make meaningful strides toward our ultimate goal: ending homelessness in Palm Beach County.

Our **SWOT Analysis** was completed on all the initiatives, yielding the following results.

Strengths

1. Increased Engagement and Marketing

- The Coalition has successfully increased its followers and engagement across various platforms, indicating a growing interest and support base.
- The launch of a new website and updated marketing materials have revitalized the organization's brand and image, making it more appealing and accessible to the public.

Weaknesses

1. Perception and Recognition

- The organization is often seen as a pass-through entity, primarily recognized for hosting the mayor's ball rather than for its substantial role in providing services and funding to community partners.
- There is a need for the Coalition to establish itself as a leader and not just a supporter, improving its standing and influence in the community.

2. Visibility and Branding

- The Coalition's visibility is largely tied to specific events, leading to a narrow perception of its activities and impact.
- Strategic efforts are required to enhance visibility in ways that accurately reflect the organization's broader mission and contributions.

Opportunities

1. Strategic Partnerships and Relationships

- The Coalition has the opportunity to strengthen existing partnerships and form new alliances with diverse groups, enhancing its reach and impact.
- By leveraging the board's networks, the organization can drive more collaborative efforts and expand its influence within the community.

2. Program Development and Communication

- Developing preventive programs can address homelessness before it becomes critical, allowing for more proactive and effective interventions.
- Strengthening communication and expectations with providers and partners will ensure better alignment and more successful outcomes.

3. Revamp and Restructuring of the Program

- What funding should we continue doing, stop doing, and start doing?
- Need to have the Initiative Partners present to the board how they are using the funds given and how the funds are moving the needle.
- How is the board structured what representation is on the board and what advisory board positions should Homeless Coalition be a part of?

Threats

1. Funding and Sustainability

- Ensuring consistent funding remains a challenge, with the potential risk of losing financial support from key partners.
- The competitive environment for funding in Palm Beach County poses a threat to securing the necessary resources for ongoing and new initiatives.

2. Internal Challenges

- Issues with board attendance and involvement need to be addressed to ensure effective governance and decision-making.
- Structural changes and rebranding are necessary to align the organization's image with its true mission and capabilities, requiring careful planning and execution.

This analysis was then used to carefully craft the following 3-year plan outlined with the core vision and objective of each focus area. Accompanied by targeted goals and tactics to be project-managed and executed on within the next 3 years. To measure success and our ability to report and track progress, Key Performance Indicators have been recommended for each strategic area goals and objectives.

Strategic Relationships and Partnerships

No one organization can do this alone. That’s why we are committed to cultivating strong partnerships and collaborations with local businesses, nonprofits, faith-based groups, and civic organizations. By aligning our efforts with others who share our passion and vision, we can leverage resources, expand our reach, and drive meaningful, community-wide impact. We will work tirelessly to foster a network of support that breaks down silos and builds bridges, uniting everyone under a common goal: a Palm Beach County where everyone has a place to call home.

Strategic Focus

- **Strategic Direction:** Cultivate strong community partnerships and collaborations.
- **Vision:** To build a network of allies and collaborators that enhances the Coalition’s ability to serve and support the homeless community effectively.
- **Objective:** Drive organizational excellence and ensure sustainability through strategic relationships.

Goals and Tactics

Goal 1: Identify and Partner with Key Stakeholders

Objective: Build strategic relationships with key community stakeholders to strengthen resources, broaden impact, and enhance collaborative efforts.

Tactics:

- **Map out key stakeholders in the community and establish contact**
 - Develop a comprehensive list of potential partners, including government agencies, nonprofits, businesses, healthcare providers, and faith-based organizations.
 - Create a contact outreach strategy, including introductory meetings, follow-up communications, and ongoing engagement plans.
- **Schedule regular meetings with partners to discuss joint initiatives**
 - Establish a recurring meeting schedule with partners (e.g., quarterly or bi-monthly).
 - Develop meeting agendas that focus on collaborative opportunities, joint initiatives, and shared challenges.
- **Develop joint grant proposals with partner organizations**
 - Identify funding opportunities that align with mutual goals.
 - Form grant writing teams consisting of representatives from partner organizations.
 - Establish timelines and responsibilities for collaborative grant writing and submission.

Goal 2: Develop Collaborative Programs

Objective: Enhance the effectiveness of services through collaborative programs that leverage the strengths of multiple organizations.

Tactics:

- **Create inter-agency task forces for specific projects**
 - Form task forces focused on key issues such as housing, employment, mental health, and addiction services.
 - Assign specific roles and responsibilities to each task force member to ensure accountability and progress.

- **Organize joint training sessions and workshops with partners:**
 - Develop a calendar of training sessions and workshops aimed at capacity building, knowledge sharing, and skill development.
 - Collaborate with partners to co-host and facilitate training programs.
- **Share resources and best practices through a centralized communication platform:**
 - Establish a secure, centralized communication platform (e.g., a dedicated Slack channel or project management tool) for sharing resources, best practices, and updates.
 - Ensure all partners have access to and regularly use the platform.

Metrics and Key Performance Indicators (KPIs)

- **Number and quality of partnerships formed:**
 - Track the number of new partnerships established and maintained.
 - Measure the level of engagement and collaboration with each partner (e.g., frequency of meetings, number of joint initiatives).
- **Joint initiatives and programs developed:**
 - Count the number of joint initiatives and programs launched in partnership with other organizations.
 - Evaluate the impact of these initiatives through participant feedback, outcomes achieved, and the reach of services provided.

Governance and Board Development

Our board is the heartbeat of our organization—committed, passionate, and strategic. We are dedicated to implementing best practices, fostering strong leadership, and ensuring effective succession planning to sustain and grow our impact for years to come. By continuously reviewing and refining our strategic plan, we will remain agile, focused, and ready to tackle the challenges ahead. We believe that with strong governance and visionary leadership, we can turn our aspirations into reality.

Strategic Focus - Strengthening Our Leadership for Lasting Impact

- Implement board best practices and ensure effective governance.
- Vision: To cultivate a knowledgeable, committed, and effective board that provides strong leadership and oversight.
- Objective: Strengthen the board through best practices and strategic planning.

Goals and Tactics

Goal 1: Conduct Regular Board Training

Objective: Ensure the board of directors is well-equipped with the knowledge, skills, and resources necessary to effectively govern and advance the mission of the Coalition.

Tactics:

- **Schedule quarterly training sessions on topics such as financial oversight and strategic planning:**
 - Develop an annual training calendar covering essential topics like financial management, legal responsibilities, strategic planning, and governance.
 - Allocate time during each quarterly board meeting for a training session.
- **Invite external experts to lead training workshops:**
 - Identify and invite subject matter experts in relevant fields to conduct specialized training workshops for the board.
 - Encourage board members to suggest topics and experts for future training.
- **Develop a board handbook with guidelines and best practices:**
 - Compile a comprehensive board handbook that includes governance guidelines, role descriptions, expectations, and best practices.
 - Distribute the handbook to all current and new board members and update it annually.
- **Board members are ambassadors and active with the brand:**
 - Encourage board members to actively represent the Coalition at community events, fundraising activities, and public engagements.
 - Provide board members with talking points and promotional materials to help them effectively advocate for the Coalition's mission.

Goal 2: Develop a Succession Plan

Objective: Ensure the long-term sustainability and leadership continuity of the board by creating a structured succession plan.

Tactics:

- **Identify potential board members and create a mentorship program:**
 - Develop a pipeline of potential board candidates by identifying community leaders, professionals, and advocates aligned with the Coalition’s mission.
 - Pair current board members with potential candidates for mentorship and leadership development.
- **Establish term limits and rotation policies for board positions:**
 - Implement term limits for board positions to ensure fresh perspectives and prevent burnout.
 - Develop a rotation schedule for key leadership roles to promote shared responsibility and diverse leadership experiences.
- **Regularly review and update the succession plan:**
 - Conduct an annual review of the succession plan to assess its effectiveness and make necessary adjustments.
 - Solicit feedback from board members on the succession planning process and make improvements as needed.

Goal 3: Strengthen Accountability and Partnerships

- **Objective:** Enhance accountability and foster deeper relationships with funded organizations and corporate partners.

Tactics:

- **Quarterly meetings with funded organizations – have them show why they need funding, beneficiaries, metrics showing improvement:**
 - Schedule quarterly review meetings with each funded organization to assess the impact of funding and program effectiveness.
 - Require funded organizations to present their metrics, beneficiary stories, and justifications for continued or increased funding.
- **Build up corporate partnerships – leverage board networks:**
 - Encourage board members to utilize their professional networks to build relationships with potential corporate partners.
 - Develop a strategy for engaging corporations in collaborative projects, sponsorships, and other forms of support.
- **Request advisory board positions on partner organizations to ensure HC has a say:**

- Advocate for Homeless Coalition board members to hold advisory positions on the boards of key partner organizations.
- Establish formal agreements with partner organizations to ensure the Coalition has a voice in decision-making processes that affect shared initiatives.

Metrics and Key Performance Indicators (KPIs)

- **Board member attendance and participation rates:**
 - Track attendance at board meetings and training sessions.
 - Measure active participation through engagement in discussions, committee work, and external representation of the Coalition.
- **Number of training sessions conducted and attendance:**
 - Record the number of training sessions held annually and track board member attendance.
 - Evaluate the effectiveness of training through post-session surveys and assessments.
- **Succession plan implementation progress:**
 - Monitor the development and implementation of the succession plan, including the identification and mentorship of potential board members.
 - Track the rotation of board positions and the adherence to established term limits.

Initiatives

We know that homelessness is not one-size-fits-all, and neither are our solutions. That's why we are developing and implementing high-quality, responsive initiatives tailored to meet the unique needs of those experiencing homelessness or at risk of becoming homeless. From veterans who served our country to vulnerable youth, disabled individuals, seniors, and families, we will provide compassionate care and essential resources that restore dignity and create pathways to self-sufficiency. We will address the critical Social Determinants that affect every person's ability to thrive, ensuring that everyone in our community has a fighting chance to rebuild their lives.

Strategic Focus - Delivering Compassionate, Life-Changing Support

- Implement high-quality, responsive, and supportive initiatives.
- To provide comprehensive and effective support that addresses the diverse needs of homeless individuals and families.
- Address homelessness through targeted programs focusing on veterans, youth, disabled, seniors, and families.

Goals and Tactics

Goal 1: Launch New Initiatives

Objective: Develop and implement new programs to address unmet needs and prevent homelessness among vulnerable populations.

Tactics:

- **Conduct needs assessments to identify gaps in services:**
 - Collaborate with community partners, service providers, and stakeholders to perform comprehensive needs assessments.
 - Utilize surveys, focus groups, and data analysis to identify underserved populations and service gaps.
- **Pilot new programs targeting underserved populations:**
 - Design pilot programs to address the specific needs of identified underserved groups (e.g., youth, seniors, veterans).
 - Establish clear objectives, timelines, and evaluation criteria for each pilot program.
- **Collect and analyze data to refine and scale successful initiatives:**
 - Track key performance metrics for pilot programs, including participant outcomes, program costs, and resource utilization.
 - Use data analysis to identify successful elements and areas for improvement, then refine and expand programs as needed.
- **Create preventative homeless initiatives to intervene before individuals become homeless:**
 - Develop outreach programs focused on early intervention, such as eviction prevention, job placement support, and financial education.

- Partner with local agencies and community organizations to implement preventative strategies.

Goal 2: Evaluate and Enhance Existing Programs

Objective: Continuously improve the effectiveness and efficiency of existing programs to maximize impact and reach.

Tactics:

- **Implement regular program reviews and audits:**
 - Conduct annual or bi-annual program evaluations to assess effectiveness, alignment with mission, and resource allocation.
 - Perform financial audits and compliance checks to ensure accountability and transparency.
- **Gather feedback from program participants and stakeholders:**
 - Use surveys, interviews, and focus groups to collect qualitative and quantitative feedback from participants and partners.
 - Regularly engage with stakeholders to understand their needs, experiences, and suggestions for improvement.
- **Adjust program delivery based on feedback and outcomes:**
 - Develop an action plan to address areas of improvement identified through feedback and audits.
 - Implement changes in real-time and evaluate the impact of adjustments on program success.

Metrics and Key Performance Indicators (KPIs)

- **Number of new initiatives launched:**
 - Track the number of new programs or initiatives introduced annually.
 - Measure the growth in services offered to underserved populations.
- **Improvement in service delivery as measured by participant feedback:**
 - Monitor participant satisfaction scores and qualitative feedback.
 - Assess changes in service delivery quality based on participant and stakeholder responses.
- **Outcomes achieved by program participants (e.g., stable housing, employment):**
 - Track key outcomes such as the number of participants achieving stable housing, gaining employment, or improving financial stability.
 - Evaluate the effectiveness of programs in meeting the needs of participants and achieving desired outcomes

Fundraising

Every day, our programs change lives—but we can't do it without the support of our community. We are committed to developing a diverse and sustainable funding base, supported by multiple sources, including generous donors, recurring contributions, grants, and innovative fundraising events. Your support ensures that our essential services and programs continue to grow, providing hope and opportunity to those who need it most. With your help, we can make sure no one is left behind.

Strategic Focus - Fueling Our Mission with Sustainable Resources

- Develop a diverse and sustainable funding base.
- To secure the financial stability necessary to sustain and expand the Coalition's programs and services.
- Ensure long-term financial stability through varied funding sources.

Goals and Tactics

Goal 1: Establish Recurring Funding Streams

Objective: Ensure financial sustainability by diversifying and establishing consistent funding sources.

Tactics:

- **Develop a monthly giving program for individual donors:**
 - Create a compelling monthly giving campaign highlighting the impact of sustained contributions.
 - Implement an easy-to-use online platform for recurring donations and provide regular updates to donors.
- **Identify and apply for relevant grants regularly:**
 - Develop a grants calendar with deadlines and requirements for potential funding opportunities.
 - Assign responsibilities for grant writing, including hiring a grant writer or engaging an intern for research and application processes.
- **Build relationships with corporate sponsors for ongoing support:**
 - Target companies aligned with the Coalition's mission for sponsorship opportunities.
 - Create a tiered sponsorship package to attract different levels of corporate support.
- **Encourage board members to raise funds:**
 - Set fundraising targets for each board member and provide training and resources to help them meet these goals.
 - Recognize and celebrate board members' fundraising efforts to motivate continued participation.
- **Tap into estate planning and legacy money:**
 - Develop an outreach program targeting individuals interested in including the Coalition in their estate planning.

- Engage with estate planning attorneys and financial planners to promote legacy giving options.
- **Conduct year-round fundraisers:**
 - Plan a series of smaller, ongoing fundraising events throughout the year to maintain donor engagement.
- **Engage more financial planners:**
 - Build relationships with financial planners to educate their clients about charitable giving opportunities with the Coalition.

Goal 2: Host Annual Fundraising Events

Objective: Raise significant funds and increase community engagement through high-profile fundraising events.

Tactics:

- **Plan and execute a calendar of fundraising events, including the Mayor’s Ball and smaller community events:**
 - Develop a comprehensive events calendar, ensuring a mix of large-scale and community-focused events.
 - Assign event committees and project managers to oversee the planning and execution of each event.
- **Revamp the Lewis Luncheon as a unique fundraising event:**
 - Rebrand and innovate the Lewis Luncheon to attract a broader audience (e.g., transform it into a Cocktail Hour, Masquerade Ball, or Breakfast/Brunch).
 - Create engaging themes and interactive elements to enhance the attendee experience.
- **Leverage media partnerships to promote events:**
 - Partner with local media outlets for event promotion and publicity, including press releases, interviews, and social media campaigns.
- **Create unique experiences for donors, such as VIP receptions and exclusive tours:**
 - Offer special experiences and perks to high-level donors to build loyalty and encourage larger contributions.
- **Implement new business fundraising/networking events:**
 - Host networking events that bring together local businesses and potential donors to raise funds and build partnerships.
- **Launch capital campaigns focused on building affordable housing:**
 - Develop targeted campaigns to raise funds for specific initiatives, such as affordable housing projects.

- Create a campaign committee to oversee strategy, donor engagement, and fundraising efforts.
- **Host a separate auction event in addition to the Mayor's Ball:**
 - Plan a stand-alone auction event to diversify fundraising efforts and attract new donors.
- **Host a "Home for the Holidays" fundraiser:**
 - Organize seasonal events around Halloween, Thanksgiving, and Christmas to engage donors and increase contributions during the holiday season.

Metrics and Key Performance Indicators (KPIs)

- **Total funds raised annually:**
 - Track all funds raised through individual donations, grants, sponsorships, and events.
 - Set annual fundraising targets and measure progress against these goals.
- **Number of recurring donors and sponsors:**
 - Monitor the growth in recurring donors and corporate sponsors over time.
 - Assess donor retention rates and implement strategies to improve engagement.
- **Success rate of grant applications:**
 - Track the number of grant applications submitted and the percentage of successful applications.
 - Identify trends in successful applications to refine and improve future grant writing efforts.

Influence and Marketing

We believe that change starts with awareness. Our goal is to engage the entire community—neighbors, businesses, leaders, and volunteers—around the pressing issues of homelessness. We will launch impactful campaigns that raise awareness, change perceptions, and inspire collective action. By sharing powerful stories of resilience and hope, we will connect with the hearts and minds of our community, compelling them to stand with us and take positive steps to advance our mission. Together, we can become a unified force for change.

Strategic Focus - Amplifying Our Voice and Mobilizing Action

- **Strategic Direction:** Engage the broader community around homelessness issues.
- **Vision:** To foster a well-informed and compassionate community that actively participates in the mission to end homelessness.
- **Objective:** Raise awareness through marketing and branding, educate and engage the community on the Coalition’s initiatives and impact.

Goals and Tactics

Goal 1: Develop a Comprehensive Marketing Strategy

Objective: Increase awareness and visibility of the Coalition’s mission, programs, and impact through strategic marketing and communication efforts.

Tactics:

- **Create a content calendar for regular updates on social media and the website:**
 - Develop a monthly content calendar outlining social media posts, blogs, newsletters, and website updates.
 - Ensure content is diverse, including success stories, program updates, donor highlights, and advocacy messages.
- **Produce video testimonials from individuals who have benefited from the Coalition’s programs:**
 - Identify and interview program participants willing to share their stories.
 - Create high-quality video content for use on social media, the website, and at fundraising events.
- **Launch a community outreach campaign with informational workshops and seminars:**
 - Organize workshops and seminars to educate the public about homelessness, the Coalition’s initiatives, and ways to get involved.
 - Partner with local organizations and venues to maximize attendance and impact.
- **Create X/Tweet Sheets:**
 - Develop concise, ready-to-share social media templates (e.g., X/Tweet sheets) for board members, staff, and supporters to amplify messages.
- **Expand political relationships:**
 - Identify and cultivate relationships with local, state, and federal political leaders to gain support for initiatives.
 - Engage in advocacy efforts to influence policy changes that benefit the homeless community.

Goal 2: Implement Community Education Programs

Objective: Educate the community on homelessness issues, the Coalition's impact, and how to contribute to the cause.

Tactics:

- **Partner with local schools and universities for educational presentations:**
 - Develop partnerships with educational institutions to deliver presentations and workshops on homelessness, poverty, and community support.
 - Create age-appropriate curricula and materials to engage students and faculty.
- **Develop informational brochures and distribute them at community events:**
 - Design brochures that provide an overview of the Coalition's mission, programs, and volunteer opportunities.
 - Ensure distribution at key community events, local businesses, and partner locations.
- **Host public forums and Q&A sessions with experts and beneficiaries:**
 - Organize forums featuring experts on homelessness, Coalition representatives, and individuals who have benefited from the programs.
 - Encourage open dialogue, community engagement, and feedback.
- **Create an ambassador program:**
 - Recruit community members and influencers to serve as ambassadors who advocate for the Coalition's mission and initiatives.
 - Provide ambassadors with training, materials, and recognition for their efforts.

Goal 3: Enhance Talent Pool

Objective: Expand the Coalition's capacity to implement its marketing and outreach strategies by bringing on dedicated talent.

Tactics:

- **Hire a social media intern:**
 - Recruit an intern to manage social media accounts, create content, and engage with followers.
- **Hire a marketing intern:**
 - Recruit an intern to assist with marketing campaigns, community outreach, and content creation.

Goal 4: Enhance Brand Recognition

Objective: Strengthen the Coalition's brand identity and increase its recognition across Palm Beach County.

Tactics:

- **Create an advertising budget:**
 - Develop a budget for digital, print, and broadcast advertising to promote the Coalition's initiatives and events.
- **Re-establish brand identity – Define who we are:**
 - Conduct a brand audit to assess current perceptions and define core values, messaging, and visual identity.
 - Implement a rebranding strategy, including updated logos, taglines, and key messages.
- **Engage a celebrity or public figure in PBC to help push the agenda:**
 - Identify and approach local celebrities or public figures passionate about the cause to act as spokespeople or ambassadors.

- **Strengthen Chamber relationships:**
 - Actively participate in Chamber of Commerce events and committees to build stronger relationships with local businesses and community leaders.

Metrics and Key Performance Indicators (KPIs)

- **Number of social media followers and engagement rates:**
 - Track the growth in followers across all social media platforms.
 - Monitor engagement rates (likes, shares, comments) to measure content effectiveness.
- **Attendance and feedback from community events and workshops:**
 - Record attendance numbers at all events and workshops.
 - Collect feedback through surveys or evaluations to assess the quality and impact of events.
- **Increase in public awareness as measured by surveys:**
 - Conduct regular public surveys to measure awareness levels of the Coalition's mission and programs.
 - Analyze changes in survey results over time to gauge the effectiveness of marketing efforts.

Housing and Economic Security

A safe and stable home is the foundation of a healthy life. Yet, for too many in our community, this basic need remains out of reach. We are determined to break down the barriers that keep people from accessing affordable and workforce housing. Through targeted collaborations, advocacy, and innovative partnerships, we will open doors to new opportunities and help create a future where every person, regardless of their circumstances, can find the security and hope that comes with having a place to call home. Our mission is not just to house people—but to empower them to thrive.

Strategic Focus - Creating Pathways to Hope and Stability

- Strategic Direction: Develop pathways to affordable and workforce housing.
- Vision: To ensure that everyone has access to safe, affordable housing and the economic stability needed to maintain it.
- Objective: Break down barriers to housing through partnerships and advocacy.

Goals and Tactics

Goal 1: Advocate for Policy Changes

Objective: Influence local and state policies to improve support for homelessness prevention and affordable housing initiatives.

Tactics:

- **Develop a policy advocacy agenda in collaboration with partners:**
 - Collaborate with community partners, including nonprofits, housing authorities, and advocacy groups, to create a shared policy agenda.
 - Focus on key issues such as affordable housing, eviction prevention, and funding for homelessness services.
- **Engage in lobbying efforts at local and state levels:**
 - Identify key policymakers and legislators to target for advocacy efforts.
 - Coordinate meetings, presentations, and public testimonies to influence policy decisions.
- **Mobilize community support through petitions and public campaigns:**
 - Launch petitions and public awareness campaigns to build community support for key policy initiatives.
 - Utilize social media, local media, and community events to engage the public and gather signatures.

Goal 2: Partner with Developers and Housing Authorities

Objective: Expand affordable housing options and support rapid rehousing initiatives by collaborating with developers, housing authorities, and community leaders.

Tactics:

- **Facilitate meetings between developers, housing authorities, and community leaders:**
 - Organize regular meetings and roundtables to foster collaboration between developers, housing authorities, and local leaders.
 - Identify common goals and potential projects that align with the Coalition’s mission.
- **Identify potential sites for new housing projects:**
 - Work with local governments, developers, and community organizations to identify viable sites for affordable housing developments.
 - Conduct feasibility studies to assess the potential of these sites.

- **Secure funding and incentives for affordable housing developments:**
 - Pursue funding opportunities from government programs, private investors, and philanthropic organizations.
 - Advocate for tax incentives, grants, and other financial mechanisms to support affordable housing initiatives.
- **Implement rapid rehousing programs:**
 - Develop and expand rapid rehousing programs to quickly move individuals and families from homelessness to stable housing.
 - Partner with service providers to offer wraparound services, such as case management and employment support.
- **Expand affordable housing options:**
 - Work with local housing authorities to increase the availability of affordable housing units.
 - Advocate for policies and programs that incentivize developers to build affordable housing.

Goal 3: Explore Miami-Dade Trust Model Restructure

Objective: Assess the feasibility of restructuring under a model similar to the Miami-Dade Trust to increase funding and effectiveness.

Tactics:

- **Review the potential for restructuring the current model:**
 - Analyze the Miami-Dade Trust model, identifying key components that contribute to its success and the funding it receives (\$30 million versus Palm Beach's \$150K).
 - Conduct a cost-benefit analysis to determine the advantages of restructuring under a similar model.
- **Convene meetings with key stakeholders:**
 - Hold discussions with the Homeless Leadership Coalition (HLC), Housing and Homelessness Alliance (HHA), Homeless Advisory Board (HAB), and Continuum of Care (CoC) to explore restructuring options.
 - Build consensus and determine the next steps based on stakeholder feedback.

Goal 4: Conduct Benchmarking Study

Objective: Identify best practices and benchmarks from similar organizations to enhance the Coalition's effectiveness.

Tactics:

- **Undertake a benchmarking study:**
 - Research and compare the Coalition's programs, policies, and performance against those of similar organizations nationally.
 - Identify successful strategies and practices that can be adapted or implemented by the Coalition.

Metrics and Key Performance Indicators (KPIs)

- **Number of affordable housing units developed:**
 - Track the number of new affordable housing units created in collaboration with developers and housing authorities.
 - Measure progress toward targets for expanding affordable housing options.
- **Success of advocacy efforts (e.g., policies changed or implemented):**
 - Monitor the number of policy changes achieved or influenced through advocacy efforts.

- Assess the impact of these changes on funding, housing availability, and homelessness prevention.
- **Number of individuals and families securing stable housing:**
 - Track the number of individuals and families who successfully transition from homelessness to stable housing through Coalition programs.
 - Measure retention rates and long-term housing stability outcomes.

Summary and Next Steps

As we stand at this pivotal moment, we have a powerful, well-crafted 3 year strategic plan that reflects our collective vision and unwavering commitment to end homelessness in Palm Beach County. Now is the time to turn this vision into reality. This plan is not just a document; it's a call to action—a rallying cry for each of us to step forward with determination, passion, and purpose. Our next steps are clear, we must do the following:

Align and Communicate

Begin by clearly communicating our strategic focus areas to all stakeholders, partners, and community members. Share our vision with passion, and emphasize the transformative impact we aim to achieve together. Ensure every team member and partner understands their role in this journey and feels inspired to contribute.

Activate Strategic Partnerships

Leverage the relationships and networks of our board members and staff to build stronger partnerships with key community groups, businesses, and organizations. Actively seek new alliances that align with our mission and can help us expand our reach, resources, and influence.

Enhance Visibility and Brand Positioning

Develop and execute a comprehensive visibility and branding strategy that showcases our full spectrum of work, beyond just events. Utilize storytelling to highlight real-life impact, successes, and testimonials from those we've helped, demonstrating the breadth of our contributions and solidifying our position as a leader in the fight against homelessness.

Diversify and Sustain Funding

Launch a targeted fundraising campaign aimed at diversifying our funding sources. This includes cultivating recurring donors, seeking new grant opportunities, and creating innovative fundraising events. Position the Coalition as an indispensable partner in addressing homelessness, ensuring our financial sustainability for years to come.

Strengthen Internal Governance

Reassess and restructure the board to ensure it reflects diverse voices and expertise. Implement best practices for board engagement, succession planning, and accountability. Ensure that every board member is actively involved and aligned with our mission, enhancing our collective governance and decision-making capacity.

Implement and Monitor Programs

Roll out our enhanced program initiatives with a focus on prevention and proactive interventions. Regularly evaluate the effectiveness of these programs, using data-driven insights to make adjustments and improvements. Ensure that every initiative directly aligns with our mission and drives measurable impact.

Evaluate and Adjust

Set up a regular review process to assess progress against our strategic goals. Be ready to adapt and pivot as needed, maintaining flexibility in our approach while staying true to our vision. Celebrate successes along the way, and use them as fuel to push forward with even greater determination.

Together, we have the power to make a difference. Together, we can end homelessness in Palm Beach County. The time for action is now—let's move forward boldly, strategically, and with unwavering commitment to our cause.