



McKemie PLACE

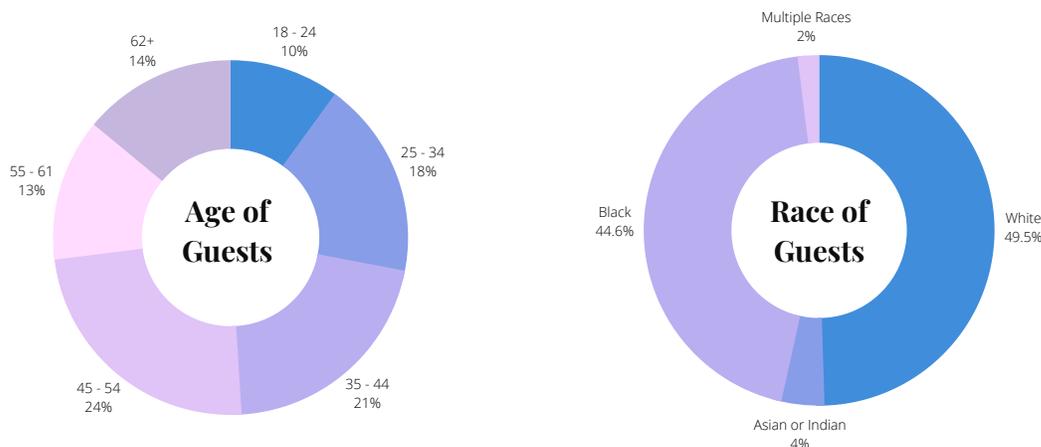
STRATEGIC PLAN 2022-2025

Our Mission

The mission of McKemie Place is to provide a safe haven, spiritual encouragement, and access to resources that meet the needs and promote the well-being of unaccompanied homeless women in distress.

Who We Serve

According to the Point-in-Time count, a survey of individuals experiencing homelessness conducted each year by the Homeless Coalition of the Alabama Gulf Coast Continuum of Care, 63% of the people experiencing homelessness in Mobile and Baldwin counties in 2020 were unaccompanied women. 2021:



Our Program and Services

McKemie Place accomplishes its mission by:

- providing emergency shelter to unaccompanied homeless women;
- offering in-house faith based studies and opportunities to attend churches;
- connecting guests with physical, mental, and emotional health providers;
- providing homeless women all essentials for daily living while in our care;
- ensuring our guests can access resources needed to restore self sufficiency.

Our Goals: 2022 - 2025

1. Secure the facility to make it the permanent location for McKemie Place.
2. Strengthen the economic sustainability of McKemie Place.
3. Develop and deepen relationships to increase capacity for collective action.
4. Expand marketing efforts to improve the sustainability of McKemie Place.
5. Improve the quality of transition from McKemie Place to independent living.



Background and Context

The biggest challenge McKemie Place has faced over the life of our non-profit was not having our own facility. Now that we have acquired a place of our own, we are able to focus more on the future goals and plans for our organization. The Internal Committee of the Board of Directors for McKemie Place developed our strategic plan with the understanding that changes to plans may be necessary as we learn to navigate this new operating environment.

McKemie Place has a rich history of helping homeless women overcome barriers and obstacles that keep them from being self sufficient even with having to share facilities and frequent changes in locations. Throughout this plan, you will see references to 2021 data which is the only full year of operation with having our own facility. McKemie Place is now uniquely positioned with opportunities of growth and expansion like never before in our history.

Several elements of this strategic plan address immediate conditions, while the overall plan is designed to ensure McKemie Place is prepared for the future.

McKemie Place's organizational competencies are:

- **Diverse welcoming culture** McKemie Place is committed to creating a respectful, courteous environment free of discrimination and unlawful harassment of any kind. We intentionally diversify our staff and members of our Board of Directors to ensure all cultures have a voice in our organization.
- **Vigorous community support** Volunteers provide over 20,000 meals annually for our guests and 60% of our annual budget is funded by the support of our community from businesses, events, churches, fundraisers, and individuals.
- **Well budgeted costs** In-kind donations of meals and supplies used in the shelter help us keep our overhead costs significantly less than other shelters. McKemie Place also utilizes volunteers to assist with administrative tasks and facility maintenance and repairs.
- **Ability to provide transportation for our guests** With grant funds received from the J.L. Bedsole Foundation, The Crampton Trust, and members of the community, McKemie Place purchased a 2019 Ford Transit passenger van to have reliable transportation for our guests .
- **Strong succession plan** In 2020, a plan was created to ensure the sustainability of McKemie Place in the event that one of our key personnel resigns or is unable to continue to fill their position.



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Our Goals: 2022 - 2025

GOAL 1: Secure the facility to make it the permanent location for McKemie Place.

McKemie Place entered a Lease Purchase Agreement with Southland Capital on April 1, 2019 and amended the agreement on January 15, 2020. The Commercial Lease Agreement gives McKemie Place the option to purchase the property at 618 Azalea Road in Mobile for \$612,000.00 during the lease term of 36 months.

Strategies:

- Solicit financing options from local banks to determine the difference in monthly lease payments and gain an understanding of funds needed for the down payment to secure a loan for the total amount.
 - Run a vigorous Capital Campaign which includes events and fundraisers in addition to the two annual events utilized to fund general operating expenses.
 - Apply for grant funding specifically for the purchase of the building to make it the permanent home for McKemie Place.
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GOAL 2: Strengthen the economic sustainability of McKemie Place.

A 2018 Sustainability Report identified one of the main weaknesses of McKemie Place is the lack of earned income. In 2021, McKemie Place created a social enterprise called "Chasing Dreams" in which guests are taught by volunteers how to sew and create products from hand embroidered pillowcases. This project gives our guests the opportunity to learn transferable skills increasing their employability while increasing their self confidence. Donations made for the products produce a source of income for McKemie Place.

Strategies:

- Expand our current project, "Chasing Dreams" to make it more productive.
- Create new projects and service initiatives that will generate additional sources of income for McKemie Place while benefitting the guests we serve.
- Establish a structured educational opportunity to increase employability of our temporary residents.
- Explore implementation of a Mentoring program for guests so that they can heal, learn, and grow while at McKemie Place.



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GOAL 3: Develop and deepen relationships to increase capacity for collective action.

McKemie Place is a member of the South Alabama Coalition for Non-Profits and our Executive Director actively participates in monthly meetings and serves on the Membership and Marketing Committee for the Coalition. McKemie Place is a partner agency of the United Way of Southwest Alabama and our Executive Director serves on their Executive Council. Both of these organizations provide McKemie Place the opportunity to be a part of a larger network of organizations doing good and making a difference in our community.

Strategies:

- Strengthen relationships with the SACNP and the UWSWA through increased participation by staff members and board members of McKemie Place.
 - Develop new relationships with other women's shelters nation wide to learn best practices and opportunities for improvement.
 - Participate in local, state, and national initiatives that raise awareness about the plight of homeless women and the challenges of operating an emergency shelter in order to have positive long term impacts on homelessness.
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GOAL 4: Expand marketing efforts to improve the sustainability of McKemie Place.

Lewis Communications has been a fantastic partner to McKemie Place. They have donated thousands of dollars worth of their own services as well as solicited in-kind donations from local publications and media outlets. McKemie Place also gains recognition through being a partner agency of the United Way of Southwest Alabama.

Strategies:

- Strengthen our relationship with Lewis Communications and utilize their expertise to create and design effective marketing tools.
- Increase participation of staff and board members in United Way events.
- Promote the services provided by McKemie Place in local printed publications, on podcasts, on social media, radio, and network television.



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GOAL 5: Improve the quality of transition from McKemie Place to independent living.

Because McKemie Place provides a welcoming environment, often times our guests become comfortable and settled. When they are able to get housing on their own, they are scared to transition from the shelter to independent living. It is not uncommon for guests to call and ask to return to the shelter after moving out even if it's just for a night because they are lonely.

Strategies:

- Establish and strengthen partnerships with agencies that provide transitional housing for unaccompanied women.
- Create structured transitional programming to ensure that guests do not lose their connection to the support network they've developed at McKemie Place.
- Prepare clients for long-term success with additional life skills classes being offered on a reoccurring basis at McKemie Place.
- Explore the possibility of expanding our services to include transitional housing.

About McKemie Place's Strategic Planning Process

The Internal Committee of the Board of Directors for McKemie Place begin reviewing the strategic plan for McKemie Place in 2021 and found that our prior plan lacked the concise guidance needed to guide our organization into the future. After research and discussion, a more focused plan has emerged from the process as to the direction McKemie Place intends to grow and expand it's reach.

Internal Committee Members & Other Contributors

Rudd Schultze- Committee Chair
Veronica Davis
Angelia Lee
Sam Jeffcoat
Garrett Rice

Katie Bonner- Board President
Tara Armbruster- Executive Director