

**REALIZING
THE POWER
OF LIVES
TRANSFORMED**



Mission

Lutheran Social Service of Minnesota expresses the love of Christ for **all people** through service that inspires hope, changes lives and builds community.

Vision

All people have the opportunity to live and work in community with full and abundant lives.



FROM A STRONG FOUNDATION

For 160 years, LSS has been vigilant in its calling to express the love of Christ for **all people** through service that inspires hope, changes lives and builds community. Our humble beginnings providing care for orphaned siblings have grown into today's broad array of services that support children, youth, families, older adults, and individuals with identified needs. More than an organization, LSS is a movement; and the LSS movement is committed to meeting individuals and families where they are and providing what they need to change their own lives.

Our services span life's spectrum and every Minnesota county. Stories of hope and changed lives include families who paid off their debts and can now save for a home; teenage parents who moved into supportive housing, received help finding employment, and now have an opportunity to raise their children in a more stable environment; older adults who achieve greater independence, and a sense of connection, from nutritious home-delivered meals; individuals with identified needs receiving supportive services to work in community and live the lives of their own choosing – and more.

Looking ahead, we envision a brighter future for our neighbors – one where they achieve greater self-sufficiency and pursue bigger dreams. To realize this future, we need to adopt new, more effective approaches than those we've used in the past. Our comprehensive campaign is dedicated to making this vision a reality by implementing innovative strategies and solutions – to ***Empower What's Possible***.

Empowering what's possible requires us to build on our strengths, in partnership with you, to tackle challenges and opportunities in new ways. This campaign envisions an LSS that builds on past effectiveness and plans more strategically in concert with our communities and our donors to expand our outreach and impact. Importantly, we will share what we learn to improve how individuals and families achieve greater self-sufficiency in Minnesota and beyond.

We are encouraged by your trust and belief in us to make the transformative change you want to create throughout Minnesota. As stewards of the LSS mission in this important moment in time, the LSS movement is called to go beyond the expected, combining our imagination with determination. Today I ask you to join us on our journey to think big, do big, and empower what's possible for our neighbors, our communities and for ourselves. Thank you!



Patrick Thueson
President
Lutheran Social Service of Minnesota



LSS' service focus is in three key areas:

CHILDREN, YOUTH AND FAMILIES.

Ensuring children have stable homes and nurturing family environments; youth who have experienced homelessness have a safe place and the skills needed to move on to a productive adulthood; and families have the opportunity to reach their potential.

INDIVIDUALS WITH IDENTIFIED NEEDS.

Providing individuals living with identified needs the opportunity to choose the design and delivery of the support and services they receive.

OLDER ADULTS.

Giving older adults opportunities to remain active in community life and choose the services that support their independence, well-being, and relationships.

A STRONGER FUTURE FOR FAMILIES

While Minnesota ranks among the best states for children and families*, we know that now is not the time for us to slow down. We're still seeing too many children and families experiencing obstacles to receiving services and supports to live full and abundant lives.

And when Minnesotans face life's challenges, Lutheran Social Service of Minnesota is there.

Transformative change can happen in the everyday moments of our lives. Since our beginning, LSS has stepped into those ordinary moments and reached out to our neighbors in need of support to lead full and abundant lives. We've always endeavored to help our neighbors realize their biggest possibilities – made possible by your support and generosity.

As one of the largest human service organizations in Minnesota, LSS serves one in 63 Minnesotans every year through a comprehensive network of services. We offer these services to people across all ages and stages of life and in all 87 counties of the state.

LSS has worked diligently to expand our reach across all of Minnesota, and to grow, adapt, and innovate our service offerings to meet communities' ever-changing needs.

With your help, and backed by our tradition of innovation and continuous improvement, we believe we can do exponentially more for Minnesotans by strengthening our foundation, our knowledge, our facilities, and our service offerings.

We invite you to join the LSS movement in our five-year comprehensive campaign to empower what's possible through services to meet Minnesota's current and future needs.

*Source: Annie E. Casey Foundation 2022 Kids Count® Data Book

7 out of 10 youth experiencing homelessness have chronic mental or physical health conditions.

An estimated 13,300 Minnesota youth experience homelessness over the course of a year. One-third of them are in greater Minnesota.

60% of youth and 17% of adults experiencing depression were unable to receive behavioral health care last year.



CAMPAIGN OVERVIEW

2023-2027

SERVICE SUSTAINABILITY & GROWTH	Annual Support	\$60,000,000	\$75,000,000
	Planned Giving	\$15,000,000	
SERVICE DESIGN, INNOVATION & MEASUREMENT	Design Lab	\$2,500,000	\$6,000,000
	Data Intelligence	\$3,500,000	
SERVICE MODEL PILOTS	Behavioral Health and Well-Being		\$5,300,000
	Community Mentorship		
	Employment and Financial Stability		
SERVICE INFRASTRUCTURE & CAPACITY	Center for Changing Lives — University — <i>in progress</i>	\$7,500,000	\$13,700,000
	Camp Knutson — <i>complete</i>	\$1,400,000	
	Bethany — <i>complete</i>	\$3,300,000	
	LSS Early Learning Center — East Side — <i>complete</i>	\$1,500,000	
TOTAL			\$100,000,000



GOALS

Annual Support:

\$60M campaign total

Supports annual growth in services, including launching campaign initiatives

Planned Gifts:

\$15M campaign total

Supports long-term sustainability for key campaign initiatives and helps ensure that LSS can meet unexpected needs/weather economic challenges

EMPOWER SERVICE SUSTAINABILITY & GROWTH

Annual support and planned giving help us launch campaign initiatives and sustain them into the future. We invite you to make a stronger LSS part of your legacy as we continue to deliver **life-transforming services** for generations to come.

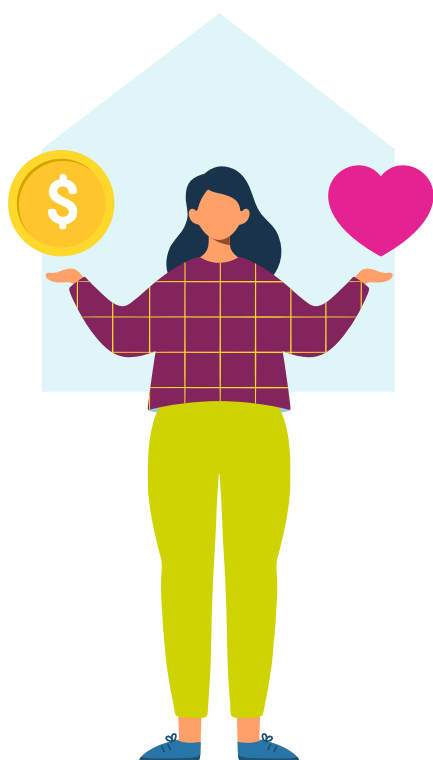
Annual Support Empowers Sustainability and Growth

Thanks to our supporting partners, LSS has grown and remained vigilant to the needs of Minnesotans for 160 years. In good times and bad, LSS has remained steadfast and resilient. Our successful Annual Campaign is a key factor in ensuring that we can sustain current services and grow strategically in new areas. We envision annual support that increases over the course of the campaign, allowing us to grow services more quickly where they are needed most – including the opportunities summarized on the following pages.

Planned Giving Empowers a Never-Ending Commitment

Our faith affirms that God's love is ever-present and never-ending. It's a truth that inspires a similar commitment from donors like you – to give now to meet the pressing needs of the day, and to make a never-ending impact through an endowment gift. A planned gift – often established via bequest or other giving structure – is enduring, producing annual income for the benefit of future generations of our neighbors, expressing your loving commitment to the people LSS serves.

We envision an LSS endowment that provides sustained funding for key initiatives that enhance our ability to evolve quickly and nimbly to meet needs. Your gift to the LSS endowment pays dividends well into the future – positively impacting Minnesota for generations to come.



EMPOWER SERVICE DESIGN, INNOVATION & MEASUREMENT

LSS excels in developing strategies to meet emerging community needs and seeking creative and genuine solutions. Our ability to rethink, reinvent, modernize, and advance the way we provide services has ensured that LSS is – and always will be – able to support our neighbors and empower what's possible for Minnesota families.

As the needs of Minnesotans change, we need to do more than just keep up. By building on our innovative approach to mission-driven work, we aim to achieve better outcomes. We see a future where LSS continuously improves our services through dedicated program design and careful measurement, ensuring we meet the evolving needs of our community.

With your support, we will:

Develop a “design lab” business function within LSS to:

- **Innovate and Optimize:** Develop, test, evaluate, and scale new service ideas and process improvements through a cost-efficient, rigorous process to optimize program capacity.
- **Foster Creativity and Engagement:** Spark creativity and engagement among LSS employees and the communities we serve by soliciting ideas through an Incubator program to better address the needs of our neighbors and to pilot new ideas.
- **Achieve Business Objectives:** Develop innovative solutions to meet business objectives, including revenue growth and operational efficiency, while improving outcomes and satisfaction for those we serve.

Deploy a centralized data intelligence team and technology platform to:

- **Inform Decision Making:** Use data to guide decisions at all levels with accessible, sustainable, and scalable practices.
- **Drive System Change:** Apply data analytics to create more effective and efficient services in the social service sector.
- **Enhance Service Coordination:** Develop holistic practices that better address the complex needs of those we serve by increasing coordination among our service lines.
- **Ensure Data Quality:** Implement standardized, organization-wide data governance policies and procedures to ensure high-quality, measurable data.

LSS' size and scale uniquely positions us to support functions like these. Your partnership creates these and other innovative, data-based, targeted responses to improve outcomes in the lives of individuals and families served.



GOALS

LSS Design Lab: \$2.5M

Includes personnel to lead innovation and design processes and funding to launch and test innovation/Incubator projects.

Data Intelligence: \$3.5M

Includes technology solutions and personnel to implement an infrastructure and analytics model.



WHAT SUCCESS LOOKS LIKE

With these investments, we will meet emerging needs in our communities, offer new services and reach new populations – while influencing the social service system in Minnesota by sharing what we learn.

EMPOWER SERVICE MODEL PILOTS

As the largest and most comprehensive social service provider in Minnesota, LSS has unmatched scale and capacity. We are at the forefront of identifying statewide trends and a leader in administering programs that address the most pressing needs of our community and deliver long-term, sustainable solutions.

In conjunction with LSS' newly established Design Lab, we are poised to formalize our identity as an industry leader in service innovation. One of the ways we will achieve this is by launching a series of strategic pilot programs in various regions across the state. The pilot programs were intentionally designed to build upon one another, incorporating multi-layered supports that address interconnected issues commonly faced by youth experiencing homelessness. Once fully developed, we envision that these approaches to service delivery will not only affect change in the lives of those we support, but will also influence systemic changes within the social service sector.

Philanthropic investments secured through the Empower What's Possible campaign will provide the funding needed to establish and evaluate these new service models. After evaluation, LSS will secure funding for continued operation, replicating and scaling each service to align with the needs of our community.

Empowering Behavioral Health and Well-Being

The majority of unhoused youth in Minnesota have at least one adverse childhood experience. LSS is in a unique position to respond to their needs by bringing together the staff from two different disciplines: youth services and behavioral health. This pilot initiative will:

- **Improve Accessibility:** Make behavioral health services more accessible to youth by creating entry points at youth service sites.
- **Incorporate Alternative Therapies:** Incorporate alternative therapeutic practices into our existing work with young people.
- **Share Expertise:** Foster a culture of experiential learning for staff in two lines of service to share their expertise and grow in their capacity to effectively respond to the needs of youth.



Empowering Community Mentorship

As a result of past experiences, youth can become self-isolated and wary of adults. Through this pilot project, LSS Youth Services, in partnership with community mentors, will support youth in rebuilding a community for themselves through mentor/mentee relationships based on trust and cultural competency. This pilot initiative will:

- **Build Trust-Based Relationships:** Equip mentors to build trust-based relationships with youth.
- **Enhance Understanding:** Train mentors with a focus on helping them to gain a deeper understanding of youth's lived experience.
- **Foster Community and Skill Building:** Facilitate regular community building activities to build genuine relationships while offering youth the chance to explore new skills.

Empowering Employment and Long-Term Financial Stability

Consistent employment that provides a livable wage is a critical component to helping youth experiencing homelessness find lasting stability and build wealth. With the right support, youth can gain the skills, tools and resources necessary to discern and pursue a fulfilling career that provides long-term financial stability. This pilot initiative will:

- **Provide Financial Education:** Provide financial education curriculum based on the lived experience of youth who have experienced homelessness.
- **Guide Career Exploration:** Facilitate career exploration opportunities grounded in community partnerships.
- **Develop Youth Leadership Skills:** Offer leadership development tailored to youth's needs and aspirations.

WHAT SUCCESS LOOKS LIKE

LSS will pilot these initiatives to prove their effectiveness in empowering youth with the skills they need to lead healthy, stable and self-sufficient lives following homelessness. Our results will influence new approaches and enhance best practices within the social service sector, helping to foster greater effectiveness and efficiency for programs in Minnesota and beyond.



GOALS

\$5.3M campaign total

Behavioral Health and Well-Being

Expands therapeutic support staff and alternative practices while increasing capacity of existing team members to address youth needs.

Community Mentorship

Trains and equips mentors to develop trusted relationships with youth through regular community building activities.

Employment and Financial Stability

Allows us to develop and deliver a financial education curriculum, facilitate career exploration opportunities and offer leadership development.



GOALS

- CFCL – University:**
\$7.5M – In Progress
Renovations will expand Early Learning Center playground and double classrooms from 2 to 4; increase our transitional housing capacity by 50%; open a youth resource center conveniently located on the light rail; and provide a home base for our street outreach service.
- LSS Early Learning Center – East Side:**
\$1.5M – Complete
Opened a second Early Learning Center offering expanded educational and support services to children ages 16 months - 5 years old and their families.
- Fischer Cabin at Camp Knutson:**
\$1.4M – Complete
Expanded lodging and multipurpose spaces in order to serve more campers.
- LSS Bethany:**
\$3.3M – Complete
Razed and rebuilt the emergency shelter, added footprint for family resource services and ability to serve more children and families.

EMPOWER SERVICE INFRASTRUCTURE & CAPACITY

In addition to service innovations, empowering what's possible means ensuring services are provided in up-to-date, modern, and accessible facilities in the communities that need them. During this comprehensive campaign, LSS is focused on improving and increasing facilities in which four critical community services are provided:

Center for Changing Lives – University: Offering safe and supportive space for youth and families is a hallmark of LSS – and we see an opportunity to expand services in Saint Paul's Frogtown Neighborhood. Currently the home of the LSS Early Learning Center – University and several complementary LSS lines of service, this facility will be a flagship location for the service design, innovation, and measurement initiative of the campaign. Renovations to this building will allow us to serve more Early Learning Center students and their families, as well as provide employment services, financial counseling and education, housing services and behavioral health services. In addition, renovations will provide expanded transitional housing and other resources for youth and young families experiencing homelessness. Once complete, the CFCL – University will offer a wide array of integrated support services in one location.

LSS Early Learning Center – East Side (complete): In Minnesota, certain communities are far more likely to experience situations that directly contribute to inadequate education, nutrition and housing. We are currently working with families to address these challenges through our Early Learning Centers in two Saint Paul neighborhoods: Frogtown-Rondo and, as of September 2024, the Greater East Side. LSS' Early Learning Centers help young children establish a strong foundation that includes healthy care givers as well as affordable, accessible and high-quality early childhood education.

Camp Knutson (complete): Camp Knutson is a camp uniquely designed to empower what's possible in a medically supported camping environment that is able to be accessed by children and youth with identified needs. At "Camp K," campers find connections with others who fully understand their lived experience. To ensure that Camp continues to be a nurturing and safe place for children and youth with medical conditions and other identified needs, we built Fischer Cabin to serve more campers with an enhanced experience.

LSS Bethany (complete): LSS has operated shelter services for children and youth in Duluth for more than 100 years. For the last five decades, emergency shelter services have been offered in what was originally a single-family home. In 2022, the shelter was rebuilt to better support children and youth in an updated facility that also has space for prevention and early intervention services to support families. These expanded services include parent support, education and coaching, behavioral health, family visitation, reunification support, and referral to community services.

WHAT SUCCESS LOOKS LIKE

Investing in service infrastructure and capacity is an investment in communities – allowing LSS to evolve to meet current and future needs and provide better supports, individualized care, and increased choice for full and abundant lives.

**IMAGINE THE POSSIBILITIES IF WE
FOCUS ON WHAT EACH PERSON NEEDS
TO CHANGE THEIR LIFE**





empower
what's possible



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