

LAUREL ADVOCACY AND REFERRAL SERVICES INC (LARS)

Revised Strategic Plan FY 2021 to FY 2023

The plan document contains a summary of LARS' planned goals and strategies and then sections on LARS' financial position, business model, fundraising, programming, advocacy, government funding, relations with congregations, and board governance. These sections cover, for each aspect of LARS:

- The current situation: key data and relevant information about the environment in which LARS works; and key points about its organizational capacity.
- LARS' goals and strategies.

Mission and Vision

LARS' Vision is a community that treats all people with dignity and helps everyone meet their basic needs.

LARS' Mission is to enable homeless and low-income people in Laurel who are in crisis to achieve stability and long-term self-sufficiency.

Summary of LARS Goals and Strategies for FY 2021 to FY 2023

1. LARS will aim to increase the number of people it serves through its Emergency Service and Self-Sufficiency Programs. By the end of the period of the plan, it will be serving only clients from PG County who live in Laurel, from where more than 80% of its clients come from now. The increase will come from opening for more hours and/or on additional days.
2. LARS will enhance the experience of its clients.
3. LARS will seek to increase the availability and quality of provision of services that enable low income and homeless people in Laurel and PG County to get and keep a job and to secure affordable housing, to which LARS will be able to refer its clients.
4. LARS will achieve these three goals in the following ways:
 - a. Strengthening its program capacity by adding one case manager position; reorganizing its work so that staff no longer have too many competing and unconnected roles as part of their job; and streamlining the processes of the Emergency Services Program.
 - b. Engaging in systematic advocacy work with current and potential nonprofit and local government partners to increase the availability and quality of employment-related services and affordable housing.
 - c. Seeking additional funding for Emergency Services and Self-Sufficiency Programs from PG County.
 - d. Increasing fundraising from private sources which will be partly accomplished by investing in an additional fundraiser.
 - e. Building the capabilities of the Leadership of LARS, including the Board, to drive the changes outlined here.
5. LARS will participate fully in the development of the planned Laurel multi-service center and position itself to be the lead agency for the center, in case that opportunity arises.

The body of the plan, which follows, describes the goals and strategies for each aspect of LARS' work. Several of these goals and strategies have deadlines, which may shift within the three-year period, depending on internal and external circumstances. There is, however, one critical path, for the management of and investment in, additional staff capacity. The three steps are: filling and stabilizing

the current staff establishment, the appointment of an additional fundraiser and the appointment of an additional case manager. LARS intends to concentrate on these in this order, with the first a priority for the last quarter of FY20, the second targeted for the end of FY 2021, and the third for the end of FY 2023, by when the additional income to fund the extra case manager position should be available.

LARS Financial Position

Current Situation

- Over the last four years, LARS has moved from being a break-even/deficit organization to one with a small surplus.

	FY 2016	FY 2017	FY 2018	FY 2019
Revenues	1137486	1174943	1328875	1362094
Expenses	1187248	1200750	1274176	1340163
Net Income	-49762	-25807	54699	21931
Total Equity	1065012	1039204	1093905	1115835

- In the same period, it has maintained a reasonably strong balance sheet, which has been underpinned by the investment in around 2010 and 2011 in the Laurel Avenue building, which LARS now owns outright.

Overall Goal

By the end of FY 2023, LARS will have reserves that provide cover for unpredictable reductions in revenue or increases in expenses and/or for bootstrapping investment in expansion.

Specific Goals and Strategies

By the end of FY 2023, achieve a “structural” annual surplus of 5% of annual revenue, by:

- Budgeting for surpluses, beginning with a number lower than 5%, then building up to that level in year three of the plan.
- Raising the government funding and private income to ensure these levels of surplus.

LARS’ Business Model

Current Situation

LARS’ business model remains essentially as it was at the time that the FY16-20 strategic plan was developed: HUD funds cover most of the costs of the permanent supported housing provided. In 2014/5, there were also HUD funds for transitional housing. (Please see page 12, Table 5 of the original plan.) The Emergency Services and the new self-sufficiency program are paid for by a combination of funds from PG County and the State, private donations and grants through various channels, money from fundraising events, and gifts-in-kind, especially food and volunteers’ time. It is a diversified and entrepreneurial model.

Overall Goal

- LARS' strategy of maintaining and increasing its direct involvement in emergency and self-sufficiency services based around case management means that it will make sense to maintain the same model. The main goal, therefore, will be to secure more resources from the same or similar sources and to reduce the volatility of the revenue mix. (Please see sections on LARS Fundraising and Government Funding, below).

LARS Fundraising

Current Situation

- LARS generates just over 40% of its resources from private contributions, through a diverse number of channels, including food donations, workplace giving, special events, private foundation grants, Do More 24, and Giving Tuesday, as well as from ordinary donations from individuals, including board members, and from congregations (please see separate final section, below.) Just 1% of private income comes from businesses and civic groups.
- It has achieved significant increases in amounts raised from individuals and foundations. There are relatively few major donors (who give more than \$1000 annually) – between 10 to 15, though some are very generous. A small number are regular, usually monthly, givers. LARS' increased activity and therefore somewhat enhanced profile of the last three years may have contributed to a recent unexpected donation of \$50,000.
- LARS has one successful fundraising event and is planning to create a second, in the form of a breakfast fundraiser.
- LARS has a sound fundraising database that enables detailed analysis of results and trends but is not yet able to catch all possible relevant donor data, for reasons of capacity. For example, some known major donors do not show up in the report generated from the program.
- LARS works to a detailed fundraising plan, which includes stewardship activities but does not yet have a "case statement", which would spell out LARS' specific needs for funds and the reasons for those needs.
- Fundraising capacity is limited to a Development and Communications Manager, who maintains the current level of activity across all types of fundraising but who also posts LARS social media messages and manages other aspects of marketing. A modest amount of major donor in person fundraising is undertaken by the ED, who also supports and oversees the fundraising program.

Overall Goal

- Increase ongoing private funding sufficiently to help pay for the additional programmatic capacity needed to enable LARS to serve more clients.

Specific Goals and Strategies

1. Develop an agreed upon "case statement" for LARS, which will spell out LARS' purposes, values and goals, and its specific needs for money from any source, provide the data and rationale that underpin the case for these specific needs. This case statement will be used as the basis for appeals to donors, for grants and RFPs and in any other messaging designed to attract or maintain resources. It will contain value-driven, individualized stories about the challenges that LARS clients

face and how they address these with LARS' help, as well as any other information required to raise funds from any source.

2. By the end of FY 2021, increase capacity by one FTE. This fundraising-only position's main responsibilities will be to develop fundraising from individuals and businesses.
3. Increase individual giving (through all the following channels- appeal letters, newsletters, Giving Tuesday, personal solicitation) by 25% (an additional \$80K more FY 2023 than in FY20).
 - Use the full functionality of Donor Perfect.
 - Increase the number of regular donors (who give recurring monthly or quarterly donations,) by 50% over the period of the plan.
 - Develop a specific new donor acquisition plan, through which LARS uses all its points of contact with members of the public to create new donor acquisition lists.
 - Maintain the current base of major donors (60 donors @ \$500+ to LARS annually.)
 - Acquire and cultivate 20 new major donors during the three-year period.
4. Increase private foundation grants to an annual total of \$90,000 in FY 2023.
 - Continue to run a full grants program.
5. Increase support from businesses as partners in programming where appropriate, as a source of volunteers, as a source of funds for programming and as sponsors of events.
 - Target local, community-based businesses based on research into their interests and potential to be long-term supporters.
 - Target the three largest employers in the area – Nestle, Coastal and Booz Allen.
6. Increase annual fundraising event income in FY 2023  \$50,000 above the FY 2020 level and integrate activity with individual donor development plans:
 - Build on the success and reputation of Turkey Trot.
 - Develop a second event as high value event with strong (and wealthy) volunteer leadership with long-term major donors as ultimate goal.

LARS Programming

Current Situation

- There is substantial unmet need for LARS' type of support and services:
 - More than 2000 people in the City of Laurel were reported as living below the federal poverty line in 2016; the equivalent number in Prince George's County was around 25,000. In FY 2019, LARS helped 887 households – 2147 individuals.
 - Data collected by LARS shows that: around 70% of people who request financial assistance do not receive it, mainly because of funder-imposed eligibility criteria or because the amount a client owes is larger than LARS can pay in full; a small but significant proportion of those helped, (at least 12%, for example, in the case of those who have received financial assistance,) are still not able to resolve their crisis; and between 10% and 15% of clients receiving financial assistance need subsequent financial assistance from LARS.
 - First-time clients continually seek LARS' help, 44% of people who visited LARS in FY 2019 were new to the agency.

- LARS has a clearly defined theory of change, which it developed when developing its operational plan in 2016: someone can achieve self-sufficiency when s/he can secure and maintain: housing, employment, financial stability, physical and emotional and well-being and an education. (For a fuller description of this, please see the Appendix.)
- This theory of change thoroughly informs all that LARS does and through its case management, a critical strength, LARS empowers people to take charge of all these aspects of their lives. But LARS is not able directly to provide two especially important services that are generally lacking or inaccessible in the area, except on a small scale – affordable housing and support to people to secure and maintain employment.
 - LARS has two programs through which it aims to address all these issues, in various ways, for a small number of clients: its permanent supportive housing program enables 22 chronically homeless and disabled families and individuals to live in leased apartments and access services/referrals relating to work, education, well-being and financial stability; and its self-sufficiency program seeks to help individuals to address all these issues through one-on-one mentoring.
 - LARS also directly provides food, rental and utility bill assistance to a large proportion of its clients, free eye exams and glasses and clothing and furniture, and provides access to a service through which clients can apply for public benefits. This direct support relates to physical well-being, financial stability, and housing.
 - Otherwise, LARS’ case managers seek to help clients address all these issues through information, referrals and connections with other providers.
 - LARS has four services that relate less directly to the theory of change (but which may help LARS maintain contact with clients or potential clients for other services:) the school supplies, holiday, mail and Christmas in July programs.
 - LARS also provides unfunded case management support to two church shelters.

In all its work with clients, LARS values each person equally and utilizes a client-centered, strengths-based service approach.

- Overall, LARS seems to be supporting people who are in most need of help (though more research may be needed to verify this,) even if it is only able to reach a proportion of them.
 - LARS supports a significant percentage of the homeless population of Prince George’s County (probably around 150 of the County’s 447 “point-in-time” number in 2019.)
 - 80% of its clients have an income of less than \$24,000, lower than the federal poverty line; nearly a quarter of this 80% have no recorded income at all.
- One of the most critical emergency service programs, financial assistance for rent, mortgage or utility payments, is used most by single African American women. Based on current reports, this subgroup is more likely than other subgroups of individuals to require financial assistance and other services.
- LARS mainly helps people from Prince George’s County: 82% of its clients reside there, though this is a small proportion of the number of people in the County who need support.
- When considering funding priorities, PG County’s Continuum of Care (COC) ranks agencies more favorably if their COC program(s) (Permanent Supportive Housing, Rapid Re-Housing, etc.) span the entire County, not just in a specific locale.
- Laurel also takes in parts of Howard, Anne Arundel and Montgomery Counties.
- The intervention explicitly designed to support clients to become sustainably self-sufficient remains small in scale. The program currently assists six people.
- The approach in the Laurel area to supporting the kinds of people who are LARS clients remains somewhat fragmented and non-strategic.

- The other agencies in the area include other safety net providers, including some congregations, Elizabeth House and the Laurel Winter Shelter, with whom LARS has a close relationship; Howard County’s Multi-Service Center; and a range of organizations, which specialize in specific areas of need and disadvantage: behavioral health, substance abuse, financial stability, crisis intervention and work with parents on supporting their children’s education; finally, there is New Day, which provides similar types of support to that of LARS but with an explicitly religious focus. (For a list of these other agencies, please see the Appendix.)
- In one critical area of provision, affordable housing, there does not appear to be a dominant nonprofit in the Laurel area that develops this critical kind of resource, with whom other agencies could partner; and in another, employment support, a service that had a presence in the Laurel area has been scaled down in recent years. The support that is available from the regional workforce development center is not for individuals seeking entry-level jobs, which are typically the jobs LARS clients are searching for.
- There are forums in which LARS participates, including the City of Laurel’s Homelessness Task Force on its proposed new service center, in which various agencies discuss some issues. These do not, however, seem to have led to any coordinated plans to serve clients in a holistic, long-term way.
- The Mayor of Laurel has launched an initiative to create a multi-service center in Laurel. LARS’ leadership is involved in the discussions and planning of this center, which has the potential to help address the fragmented nature of service provision.
- Overall, clients greatly value the support they receive from LARS. However, a staff analysis identified opportunities to enhance LARS’ intake process.
 - On the positive side clients find a safe space, people whom they can trust implicitly, who are caring and listen, do not attribute blame and who advocate on their behalf; eligibility criteria are relatively low; and they are presented with alternative perspectives on their situation and are offered tools and other means to build self-worth and strengths, as well as concrete help.
 - On the downside, although forms and bureaucracy have been made somewhat user-friendly, LARS’ admissions process, which is largely determined by funders’ requirements, is complex and can be lengthy: for a new client for rental assistance, for example, the process can require as many as seven discrete steps and two weeks before the money is transferred to the landlord; having to come to the LARS building to receive services can be a challenge, especially for those who have children and/or difficulty in accessing transportation; sharing private information in front of others, including one’s own children, can be difficult; LARS at present lacks a case manager who is fluent in Spanish, which means the process takes longer and is a barrier in its own right; the building’s configuration can mean that clients are exposed to the stresses of the opening rush and to behavior related to mental illness on the part of other clients.
- LARS Program staff has continued to experience high turnover: of the five program-related staff (excluding the ED,) who participated in the operations planning undertaken in 2016, none remain at LARS and in 2019, there was 50% turnover. The changes seem to take place for a variety of unrelated reasons.
- Although the data are possibly not reliable, there has been a significant fall in the number of volunteers in 2019 and there are vacancies for volunteer roles.
- There is a growing level of interest on the part of clients in sharing their views on the nature of the services from which they benefit.
- LARS now has a robust and sophisticated client database, but not the staff capacity to make full use of the data it collects.

Overall Goal

Increase the number of clients served and LARS' depth of impact.

Specific Goals and Strategies

1. By the end of FY 2022, to have transitioned to serving only people from PG County who live in Laurel, which will allow LARS to serve more PG County residents in need and support them more intensively.
2. Increase the number of people served on average each year through:
 - Opening longer hours (either through opening on additional days or for more hours in the current schedule.)
 - Further streamlining of the processes for handling clients (for example through scheduling appointments.)
3. Enhance the quality of the experience of clients in using LARS' services and support: make the intake and assessment processes easier to use and provide for more privacy and dignity.
 - Continue embracing individuals to afford them dignity and value.
 - Regularly consult clients on how provision can be improved.
 - Advocating for individual clients with referral partners.
 - Use workflow charting and professional advice.
4. In order to achieve goals 2 and 3:
 - Focus on further enhancing its case management by creating a new case manager position.
 - Review how workloads are distributed among program staff to minimize the number of disparate responsibilities in each job position to improve efficiency. (This review should include consideration of database analysis work.)
5. By the end of FY 2022, test the feasibility of achieving a strategic approach to the holistic provision of services to LARS' populations through a collective approach with other agencies in Laurel.
6. Position LARS to become the lead agency for the Laurel multi-service center by: developing and lobbying for a center service model that LARS believes will best serve Laurel clients; and continuing to engage with the City and Mayor of Laurel and his staff and other agencies in the development of the multi-service center.
7. Stabilize staff turnover.
 - Benchmark staff compensation and benefits against those of comparable organizations regularly.
 - Undertake regular, structured 'temperature checks' of staff's state of mind and discussion of staff members' long-term goals, interests and concerns.
 - Ensure that stay and exit interviews are routine.
 - Regular reviews of how LARS can adjust work content to match the interests and aspirations of each member of staff, where and when that is practicable.
 - Enhance working relationships within the staff team.

8. Increase the value of volunteers to LARS:
- Establish a baseline of the number of volunteers working for LARS, the total number of hours worked and the tasks each volunteer undertakes; identify where volunteers come from (e.g. which congregations.)
 - Analyze the work of LARS to identify roles in which volunteers do and could: help maintain and/or increase the number of clients served and/or enhance their experience and likelihood of success; help secure more resources; and help maintain and enhance LARS presence in the community.
 - Identify the aptitudes and skills required for each main type of volunteer role (for example, working closely with clients in Emergency Services.)
 - Develop and execute a plan to support, recruit and develop volunteers to fulfil the defined roles.

LARS Advocacy

Current Situation

LARS has limited capacity for intensive advocacy and its work in this area has been undertaken mainly by the Executive Director and, for a limited period of time, by a former Board member who was an elected member of the PG County Council. LARS Board members do not generally engage in this kind of work (please see below under “The LARS Board.”) In general, the focus has been on protecting or increasing revenues as the threat or opportunity arises.

Goals

- Given the lack of adequate provision in the areas of affordable housing and employment support that can be critical to the achievement of stability and self-sufficiency, LARS’ main focus will be on persuading current and potential partners and funders to increase and enhance provision in the Laurel area of these services.
- LARS will also undertake any advocacy necessary to support its goal to become the lead agency for the Laurel multi-service center.

LARS’ Government Funding

Current Situation

- As already noted, federal money pays for the cost-intensive interventions made by LARS, in the form of supported housing for a relatively small number of people - \$500K, out of total FY 2019 revenues of \$1.362M.
- PG County is the next largest statutory funder by a large margin, which partly explains why such a high proportion of LARS’ Emergency Services clients come from there. This revenue has never felt totally secure, though the County has recently given LARS an additional grant.
- Maryland is the other single significant government funder, though the money is restricted to purchases of food only. LARS’ relationship with the state is stable.

- Historically, LARS has also had a funding relationship with Howard County, although they have initiated a complete review of their grant program and funding from this source for LARS is expected to end.
- The City of Laurel has provided \$5,000 in FY19 and FY17 respectively and funding in the amount of \$10,000 in FY20.
- Although LARS has an established position in the budgets of all these government funding sources, these budgets are inevitably always said to be under pressure.

Overall Goal

Maintain the current levels of Federal and State funding and increase funding from PG County to support the transition to serving only people from PG in Laurel.

Specific Goals and Strategies

- Over the three years of the plan, develop and execute a strategy to forge additional links with key players in the jurisdictions on which LARS currently depends the most - PG County, the State and HUD.
- In order to achieve this goal, form a task force comprising volunteers, who are interested in supporting LARS by creating and maintaining these kinds of links and relationships, and selected Board members, some of whom may have been recruited with this task in mind (please see section on the LARS Board, below.)

Congregations

Current Situation

- LARS has experienced a reduction of 30 to 40% in unrestricted donations from congregations since 2016, and the reduction in volunteer numbers and hours may be related to that.
- This reduction may also be related to the sharp reduction in the number of board members who are congregation representatives, a conscious change in the approach to recruiting the LARS Board.
- There is a general sense that it is important to have a strong relationship with Laurel's congregations but no specific plan for how to proceed.

Goal

- LARS will build specific mechanisms through which relationships will be maintained and enhanced to ensure that we can provide as many opportunities as possible to Laurel congregations for volunteering and supporting LARS financially.

The LARS Board

Current Situation

- The LARS Board comprises nine members. One has been on the Board for more than ten years, five for between four and nine years, including the President, and three for less than a year. At the time of the agreement of the original strategic plan, in June 2015, the Board had 15 members.

- The other major change has been the sharp reduction in the number of members who are representatives of their congregation from approximately twelve to three. This reflects in part a focus in the plan on recruiting to the Board for particular skill sets and types of experience.
- The Board meets bi-monthly.
- The officers are the President, a Vice President (currently vacant,) a Secretary and a Treasurer.
- The Board has three standing committees: Finance, Fundraising and Board Development, all of which meet regularly and report to the full Board.
- There is a strong sense that the Board is more strategic than it used to be: a large majority feels that the Board reviews mission and vision appropriately and engages in strategic planning. Paradoxically people seem less sure that the Board uses its available meeting time to address strategic, long-term issues and it does not seem to use the strategic plan to regularly monitor the work of LARS.
- Board members also agree on LARS' multiple accountabilities: to the clients ultimately but also to funders and donors, the congregations, and to the organization itself.
- Although members believe the Board effectively oversees the organization, which most also feel is very well run, it is not clear that the Board spends enough time and attention to detail on the finances of LARS or has an agreed view on LARS' long-term financial goals.
- Although in the survey respondents agreed that the Board understands the resources required to run LARS effectively, there were different opinions about whether it planned the development of resources and everyone agrees that the majority of the Board is not really engaged in raising funds in the way it could be.
- There are concerns that the Board is not representative enough and that there are no policies or plans for Board leadership succession.
- While the survey results suggested that Board members thought that their talents were generally put to good use, the interviews suggested that this is only somewhat the case and there was no strong sense of clarity about what talents and experience are required by the Board and the organization.
- Most Board members interact with external stakeholders relatively rarely. The most common experience was of meeting donors at the one or two major donor events that have been held during the last two to three years.
- There are very mixed experiences of board service, ranging from pleasure at the success LARS has and the sheer volume and range of its activities it manages to produce with such limited resources, and enjoyment of working with Board colleagues, to frustration at lost opportunities and a reluctance to take up new ideas.
- As in many nonprofits of LARS' size and type, there is general agreement that the Board as a group is not a coherent team and there is little or no social interaction between members. However, for most people, Board meetings are collegial and positive, especially for those who have been on the Board for some time.

Overall Goal

Continue to develop an engaged Board that supports the achievement of the LARS strategic plan.

Specific Goals and Strategies

1. Using the revised strategic plan as a basis, develop a three-year board development strategy. This plan's priorities will be:

- Board Recruitment, including defining the required qualifications for candidates and deciding the ideal number of Board members; identifying Board Candidates; and choosing the most effective ways of reaching out to potential Board members.
 - The Board President delegating responsibilities including: the Board Development Chair position; the development of board agenda and meeting materials; ensuring that board members are equally signing up for outreach, volunteering, and fundraising events to lighten the load.
 - Board Officers: Identifying (internally) a new Secretary and Vice President.
 - Leadership Succession, including developing an action plan, training and recruiting externally for new board members with goal of stepping into leadership position.
 - Board Orientation: developing a written board orientation plan and assigning roles to staff and board, and solidifying the orientation timeline.
2. Enable the Board to play its part in achieving LARS' plan. In particular:
- Board members assist directly in raising \$50,000 from major donors in FY 2023.
 - Identify within the overall fundraising plan and its goals and strategies the specific different ways in which Board members can raise funds, directly or indirectly.
 - Identify which Board members are willing and able to undertake the identified tasks.
 - Integrate these activities into the execution of the overall fundraising plan.
 - Board members make specific contributions to the goals and strategies for LARS advocacy and raising its profile in the community.
 - Identify within LARS programming and marketing goals and strategies the specific different ways in which Board members can, directly or indirectly, represent and advocate for LARS in order to help it achieve other goals.
 - Identify which Board members are willing and able to undertake the identified tasks.
 - Integrate these activities into the execution of the overall plan.
3. Board members report a sense of a high levels of engagement and fulfilment through the period of the plan for FY 2021 to FY 2023.
- A rolling program of six-monthly 1:1 check-in conversation between the Board President or another Board Officer and each Board member is instituted, in which members would indicate whether they feel appropriately engaged and utilized and how any concerns will be addressed.
 - At least once a year, the Board discusses at its meetings how best to use and engage its talents.
4. Conduct an annual evaluation of the Board's performance, compare this with that of other nonprofits and make changes accordingly.

RPB 03/06/20

APPENDIX:

LARS' Theory of Change

- LARS has a clearly defined theory of change, which it developed when developing its operational plan in 2016: someone can achieve self-sufficiency when s/he can secure and maintain: housing, work, financial stability, physical and emotional and well-being and an education.
 - She is most likely to secure and maintain housing if: there is a sufficient supply of safe, affordable housing; she can self-advocate; she knows how the system works; she has good credit and no criminal record; and has the life skills to keep a home.
 - He will be able to get and keep a job if: there are sufficient job opportunities; he has the skills and behaviors that match these jobs; the work pays a living wage; there is affordable child care; and if he can get to the place(s) of work.
 - She will likely be financially stable if: she is financially literate; exercises self-control; she has access to public benefits.
 - Emotional and Physical Well-Being will be achieved if the person: can access healthy and affordable food; lives in a safe neighborhood; has healthy relationships and support from family, friends and community support; and has access to adequate health care and mental health services.
 - She is most likely to secure an adequate education if: educational opportunities are accessible and affordable; she is sufficiently self-motivated and controlled; and she has the learning skills that enable her to take advantage of the opportunities on offer.

Agencies in the Laurel area engaging in work related to LARS' clients

Organization	Mission
Elizabeth House	Helping to feed the homeless and working poor in the Laurel, Maryland area.
Multi-Service Center	To enrich the lives of residents in our community. We do this by offering ready access to human services and supports for becoming self-sufficient.
QCI Behavioral Health	Provide the most focused, caring, careful, dedicated, humane, encouraging, least restrictive, and consistent mental health care to individuals, families, children, adolescents, teenagers, and adults with persistent and chronic mental illness.
Laurel Helping Hands	To strengthen families and help youth thrive by equipping parents with the skills necessary to meet the developmental needs of children up to 18 years- so that youth can maximize their potential at home, in school and in the community.
Price Oden Act II Counseling Services, INC	To Provide Substance Abuse Rehab Services
Making Change	Empower individuals and families to achieve financial stability.
Grassroots Day Resource Center	Grassroots provides supportive and professional 24-hour crisis intervention, suicide prevention, shelter, and outreach services to individuals and families experiencing a personal, situational, mental health, or shelter crisis.
Laurel Winter Shelter	Provide a safe and warm place/bed for single men and women to sleep during winter season
New Day Maryland Inc,.	Helps homeless and vulnerable people transform their lives through personalized services and Christ-centered relationships.
Patrons for Peace	Working to help these individuals attain and maintain their maximum level of independence.
Side by Side	Engage, equip and encourage parents to partner with schools to promote their children's success in the classroom.

