

THE LIFEBOAT PROJECT INC.

STRATEGIC PLAN

for the period

January 1, 2025 – December 31, 2027

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I. Executive Summary

THE NEXT STAGE: ADDRESSING POTENTIAL NEW HOUSING OPTIONS AND CREATING IDENTIFICATION TOOL

The goals and strategies set forth in this document provide an outline for how the Lifeboat Project (LBP) will address expected growth for the next three years. After 14 years of hard work, the organization is now poised to expand quicker than ever before. In May of 2018, LBP was gifted four properties – valued at \$1.6 million - that have been used as transitional and emergency housing. All have been renovated and appropriately furnished and are available for use and/or rent. In 2021, the LBP pivoted to work more closely with women and their children. This presents a new set of challenges to provide needed services at the facilities and to run the organization.

Since receiving its 501(c)(3) designation in 2013, the Lifeboat Project has provided wraparound services designed to help survivors of sexual and/or forced-labor trafficking heal and move beyond their trauma. In addition, the LBP provides educational opportunities for businesses and the community on the issue of human trafficking. The organization remains one of a few select non-profits in the state to offer housing to human trafficking survivors.

It is necessary to develop plans for financial growth, organizational capacity, increased exposure, and result measurements to keep the forward momentum.

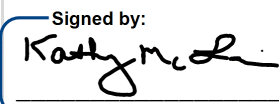


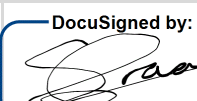

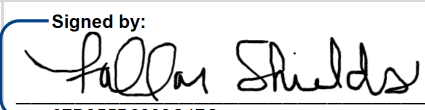
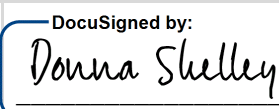
The Board anticipates that by adopting these recommendations, the Lifeboat Project will take a place among the highest profile and most respected nonprofits serving the Central Florida area.

The agency's vision and mission statements, as well as its core values reflect the renewed strength of the organization's commitment to the community.

II. Board Authorization of Strategic Plan

The Board of Directors of The Lifeboat Project Inc. has reviewed this plan and granted its approval for implementation. The Strategic Plan will become effective once all signatures are procured.

Date of final approval 1-15-2025

Kathy McLain Chair	Signed by:  _____ Signature <small>86D2253AE82943A...</small>	1-15-2025 Date Approved
Jill Cohen Founder and CEO	DocuSigned by:  _____ Signature <small>EA5008B0227140F...</small>	1-15-2025 Date Approved
Gary Cohen Treasurer	DocuSigned by:  _____ Signature <small>520C622196D84F0...</small>	1-15-2025 Date Approved
Shannon Fraser	DocuSigned by:  _____ Signature <small>F40C9D9D613445B...</small>	1-15-2025 Date Approved
Dr. Jennifer Keehbauch	DocuSigned by:  _____ Signature <small>F9BC35FF3D3C420...</small>	1-15-2025 Date Approved
Fallan Shields	Signed by:  _____ Signature <small>67D055B6393C47C...</small>	1-15-2025 Date Approved
Donna Shelley	DocuSigned by:  _____ Signature <small>F3BB6127ACD644C...</small>	1-15-2025 Date Approved
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Organizational Overview

History

The Lifeboat Project is an independent 501(c)(3) nonprofit headquartered in Apopka, Florida that provides housing, training, and wraparound services to help survivors of sexual and/or forced-labor human trafficking restore their lives to wholeness. The Lifeboat Project is one of the only human trafficking service providers in Central Florida focused on the *lifetime* needs of survivors after they have received transitional care. The organization also works to build awareness of this issue by educating students and local communities. The Lifeboat Project serves the Greater Orlando area.

Since 2011, Jill Bolander Cohen, The Lifeboat Project's Founder and Executive Director has led the organization in helping victims/survivors of human trafficking to overcome emotional and situational barriers to empowerment and self-reliance. The organization received its 501(c)(3) in 2013 and has since partnered closely with state and local law enforcement, substance abuse facilities, mental health care providers, and faith-based organizations to help further its mission.

In 2015, the Lifeboat Project launched ACT (Awareness Combats Trafficking), a mobile app that utilizes a game-play method of educating young children about the signs and red flags of trafficking. The app was presented at the United Nations' Commission on the Status of Women, Florida Attorney General's office, and the statewide Human Trafficking Task Force. Since then, it has been approved by the Florida Department of Education to be used in numerous counties.

The Lifeboat Project incorporates the housing-first model of homeless/housing engagement, which puts the emphasis on moving people into a permanent housing situation and then provides the necessary support services. Lifeboat collaborates with local food banks, homeless shelters, domestic violence shelters, children's services, legal services, and medical/mental health providers to address issues that are vital to their recovery. It's Lifeboat's challenge to meet all the needs of their survivors. This also includes helping them to connect to educational and vocational opportunities as well as financial education and legal support.

In May 2018, The Lifeboat Project was gifted four properties for use as low income and human trafficking client housing. All properties have now been updated with the help of several local organizations. This makes the LBP one of only a handful in the entire State of Florida able to provide owned housing facilities.

One property is designated as an emergency shelter for those in immediate crisis. The shelter will be staffed 24-hours a day when necessary. Survivors may stay in the emergency shelter for up to 7 days; after which, they will be moved to a transitional housing unit for a period of up to 90 days. During this time, the survivor will receive supportive services based on need and be assessed for the ability to move to independent or Lifeboat-owned temporary housing.

The other three properties serve as transitional and supportive housing for survivors working toward self-sufficiency. Like the rest of our survivors, these residents are provided wraparound services specific to their individual case plans and are directly involved in creating those plans with their case manager.

In 2021, The LBP began serving women with children. This has changed the dynamic in the houses and has created new requirements and services that need to be provided.

As the recipient of Visit Orlando's Magical Dining funds in 2023, in addition to the one-time donation of almost \$260,000, The Lifeboat Project's profile in the community has risen.

RESOURCES

Four properties for use as emergency and transitional supportive housing. Three properties are located in Seminole County, FL and the fourth in Orange County, FL. In some cases, rent can be charged to help offset costs of care. The Seminole County properties were purchased outright in the fall of 2024 giving The Lifeboat Project the flexibility to use or sell them as appropriate.

The Lifeboat Project office is known as Anchor Point Ecumenical Center and it is located on 4 acres of land at 829 Votaw Road, Apopka FL 32703. Anchor Point consists of office space, a kitchen/pantry, and meeting space. There is also a small chapel on the land. The meeting space, land and chapel are potential host locations for events, fundraisers, or conferences. However, the land might also be used as the site for tiny homes that could house clients. The Central Florida Presbytery has leased the Center and property to The Lifeboat Project for the sum of \$1.00 per year, with an in-kind value of \$25,0000.

Currently, staff consists of:

- Executive Director/Founder
- Executive Assistant
- Office Administrator (part time)
- Grants and Compliance Manager
- Maintenance Manager
- Two Case Managers
- Support Staff (part time)

IV. Mission, Vision, and Values

The vision of the Lifeboat Project is:

To engage communities in a collaborative effort to end human trafficking.

The mission of the Lifeboat Project is:

To educate communities on the issue of human trafficking and enrich the lives of survivors by providing outreach, residential, and long-term aftercare programs.

The core values of the Lifeboat Project are:

Compassion
Discretion
Inclusion
Client-centered

V. Goals and Strategies

The goals and strategies laid out below reflect the Boards' plans to increase revenue streams in support of capacity growth and client services.

GOAL #1

Increase revenue through multiple funding streams.

STRATEGY

The Lifeboat Project is currently funded through the donations of individuals and community groups, city and county grants and revenue generated through events (i.e. Poker Tournaments, Making Waves and The Lifeboat Gala). This generates about half the funds needed to properly run the organization. To ensure the longevity of the agency, it is vital to grow the current events, secure additional grants, and develop additional sources of income:

I. GRANT WRITING: A full-time grant writer hired to write proposals and perform compliance and reporting duties was hired at the end of 2023. In addition, a part-time consultant has been on contract since 2024 to secure state and local governmental grants.

Many opportunities exist for funding through local and national foundations that prioritize issues beyond trafficking. Grants addressing the issues of homelessness, women's and children's issues, technology [mobile apps], capacity building, operations, and general "social issues" can be pursued. Many local governmental grants are believed to be available in Kissimmee, Osceola, Orange, Seminole, Winter Springs, Casselberry and Apopka.

Federal grants through the Department of Justice, State Department, Office of Victims of Crime, Department of Health and Human Services, Homeless Services Network, Housing and Urban Development, and Homeland Security become available regularly. Because of the services it provides and utilization of the housing-first model, The Lifeboat Project is a very attractive candidate for this funding.

In order to apply for most grant funding, and to remain listed within the Central Florida Foundation, additional metrics need to be developed or updated:

- Annual revenue and expenses (previous year)
- Current year's budget including event projections
- 100% Boards of Directors financial participation and biographies
- Program budget/expenses (costs to care for client per month)

- Success measurements (outputs, outcomes, indicators)

II. DEVELOPMENT / EVENTS OFFICER: This role is being managed by two part-time contractors. One focusing on governmental grants and the other on all other relationships. These individuals will plan and execute most fundraising endeavors, leaving the CEO freer to focus on higher-profile duties. Ideally, they will be responsible for cultivating donor relationships, securing title and corporate sponsors, coordinating capital campaigns, overseeing acknowledgements, creating planned and sustained giving programs, and conceptualizing fundraisers.

III. CAPITAL CAMPAIGN: (long term) A capital campaign needs to be developed to fund a restructure of the housing facilities to bring the clients to one area for better supervision and provision of services. The idea of a tiny home village with a schoolhouse is being explored (the Oaks at Anchor Point). Arrangements for transportation and appropriate work opportunities must be arranged. The Board, along with the Executive Director and Development / Events consultants must decide when the time is right for this undertaking. [Board determination]

IV. SALE OF ONE OF THE PROPERTIES: Now that The Lifeboat Project owns the three Seminole properties, it has been determined that San Thomas property should be sold as soon as possible due to underutilization and to add to needed operational funding.

V. SUSTAINED GIVING: (immediate) Lifeboat will continue a sustained giving campaign to engage, retain and expand the current donor base. Marketing shall review and if necessary, update the web-based and paper pledge forms.

V. PLANNED GIVING: (long-term) Once a development officer is installed, a planned giving strategy should be put in place.

VI. RENT: (short-term/long-term) Rent collected as part of the housing program is a smaller yet steady source of income for the agency. Individuals residing in permanent housing will be required to pay rent to The Lifeboat Project. A sliding scale may be applied due to individual circumstances and will be based on current income/rent limits as determined by HUD.

VII. SPONSORSHIPS: (short-term) Title and corporate sponsorships shall be sought for fundraising events, as well as identifying individuals who would support matching donation programs.

X. YEAR-END CAMPAIGN: (short-term) Year-end giving campaigns should be conducted. Starting with Giving Tuesday and ending in mid-December, the LBP should implement a social media / direct mail campaign to take advantage of people conducting their end-of-the-year giving. Planning should be started no later than the first week in October. Ideally, a development officer or individual responsible for marketing should be involved in this campaign.

GOAL #2

Expand measurable outputs, outcomes and indicators for success and collect usable client data to illustrate the depth of the human trafficking issue and the impact The Lifeboat Project is making.

STRATEGY

While measurements have been collected, they have not been organized into quotable soundbites, which could be helpful in education, grant writing and publicity efforts. Specifically, staff and board members need to be able to quote the following:

- Client Data: Who Are Lifeboat's clients - Average client age, sex, when they were first exposed to trafficking and by whom, types of services needed, how much to care for them, average length of stay, etc.
- Public Awareness: Number of people reached through campaigns and workshops
- Survivor Support: Number of survivors receiving services and achieving independence
- Policy Impact: Legislative changes influenced and implemented
- Research Outputs: Reports published and cited in policy-making
- Local/State/Global Engagement: Partnerships formed and cross-border initiative launched

Case Managers, Grant Writer and Administrative Assistant should be collecting data from clients and tracking both engagements with the community and .government.

GOAL #3

Grow database from 1,100 to 3,000

STRATEGY

Input all contacts made through events and community functions to the database to increase support and awareness. Database needs to be purged often to prevent email communication from being blocked. Develop QR code to have available at events to receive newsletter

GOAL #4

Increase number of clients served.

STRATEGY

As The Lifeboat Project grows, the number of clients served should increase as well. Many funders will require The Lifeboat Project to serve a prescribed number of individuals. To ensure a steady but manageable increase, the organization will:

- Continue to work closely with State and Federal law enforcement agencies
- Increase agency exposure in all counties
- Increase number of case managers as needed

GOAL #5

Acquire office software with shared Cloud so that team members can sign in and find both shared and private networks.

STRATEGY

Enlist help from Advisory Board Member or computer consultant to advise on the proper system to purchase.

GOAL #6

Grow the Advisory Board from seven to 25 (adding approximately nine people for the next couple of years.)

STRATEGY

Add high profile individuals to the board with the ability to recruit donors and event participants, build community relationships and make financial contributions. As introductions are made, it is important that the LBP team become familiar with these contacts so after the board member leaves their position, the relationship and support remains. The goal would also be to draw from this pool of individuals to recruit executive board members.

GOAL #7

Develop Academic Institutional Partnerships to develop long-term studies

STRATEGY

Reach out to both University of Central Florida and Rollins College to discuss a partnership to create a long-term study on the issue of Human Trafficking and develop insights on the effectiveness of our interventions , awareness and to find out what is working in other marketplaces.

GOAL #8

Acquire the Anchor Point Property

STRATEGY

Approach Presbytery at the appropriate time to see if they will give the property to The Lifeboat Project. Barring that, what would be the cost if they were to sell? While this will increase expenses,(electricity, etc.), the organization wants to avoid having it sold out from under them.

GOAL #9

Pay off loans secured in 2018 and 2024.

STRATEGY

Accelerate payments to have this paid off ahead of schedule. Any fundraiser generating more than \$5,000 should have a percentage of the net profits set aside to achieve this goal.

GOAL #10

Build an endowment fund.

STRATEGY

Explore avenues for building an endowment fund as it has become apparent that those offering grants look favorably upon organizations that try to be fiscally responsible. Possibly money from Horizons Bank (assuming they continue to donate) could be used for this purpose.

ATTACHMENT I: SWOT ANALYSIS

<p>Strengths</p> <ul style="list-style-type: none"> Support of law enforcement Housing units Support of State Attorney’s office Partnerships with other NGOs Anchor Point/Central Florida Presbytery Member of CoC Partnership with ECS, EBI, UCF (Center for Public Non-profit Management), Seminole County Cohort Length of operation 	<p>Weaknesses</p> <ul style="list-style-type: none"> Budget constraints Low profile Support of Orange County Sheriffs Department and OPD. Lack of Corporate Sponsors Need numbers (talking points to share the HT story at LBP)
<p>Opportunities</p> <ul style="list-style-type: none"> Established Fundraising Events Governmental Funding Relationship with Rotary Network of potential donor base Increasing profile through lunch & learn events and speaking engagements Multiple sponsors with multiple state funding areas Expansion of advisory board & gov’t/law enforcement Grow volunteer base 	<p>Threats</p> <ul style="list-style-type: none"> HT organizations working against each other Growing beyond capacity Lack of funding Changes in Government Administration