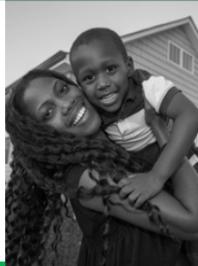


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There's No Place Like Home

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# RAINBOW



# VILLAGE

**Strategic Plan**

**2020 - 2022**

# EXECUTIVE SUMMARY

We have now shifted our focus from building and expanding, to operating with increased effectiveness and efficiency. It is time to further refine our “secret sauce” and endeavor to spread the good news that reclaiming hope is not only possible for homeless families with children in our community, it is a reality. From November 2020 through December 2022 we have set the following strategic priorities and goals:

Our goals and objectives describe the desired destination and outline how we will measure success.

**STRATEGIC FOCUS**

- 1 Evaluate & Assess Programs**  
Facilitate the transformation of up to 30 families in the ASPIRE Residential program and the Rainbow Village Academy through quality support services and a community of care while enriching support for families in the THRIVE Alumni program.
- 2 Secure & Grow Sustainable Funding**  
Secure our future and raise sufficient resources to cover the annual operating budget and encourage the board to achieve a fundraising goal of at least 15% of the Annual 2020, 2021 & 2022 budgets.
- 3 Enhance the Dynamics & Processes of the Board of Directors**  
Identify opportunities for board to become more actively involved in community awareness and resource development via committee structure, including non-board members with subject matter expertise on committees.
- 4 Improve the overall culture of the organization**  
Develop a stable, highly qualified and motivated workforce that actively delivers the organization’s mission.
- 5 Refresh the Rainbow Village Brand**  
Increase brand awareness through a consistently applied marketing plan & implement a successful 30<sup>th</sup> year celebration
- 6 Explore & Evaluate Growth Opportunities**  
Create a course of action that will position the organization to respond to growth opportunities as they arise.

## Introduction



Homelessness is a thief. It steals one's self-respect and undermines dignity and sense of self-worth. It leaves one vulnerable, especially when it was prompted by violence or domestic abuse.

Homelessness is traumatic, and the impact for children and youth can be devastating, leading to long-term health, educational, and behavioral challenges which heighten the risk for future violence, truancy, criminal activity, lack of adequate resources and mental health issues. It is vital that we maintain a community of trauma-informed care to provide the most effective measures to address the impact of childhood homelessness. Providing a safe place where dignity, self-respect, and hope are restored requires a community of care. It takes a village, and it is the work of Rainbow Village. We strive not to work *for* our families, but rather *with* our families to shed the mantle of homelessness, truly listen to their personalized needs, and guide them to wholeness.

Since our founding in 1991, we have accomplished far more than we could have ever imagined, yet much remains to be done. We could not have achieved all that we have without God's hand on the plan and future of Rainbow Village and the faithfulness and commitment of so many friends and investors.



## The Purpose of Our Strategic Plan

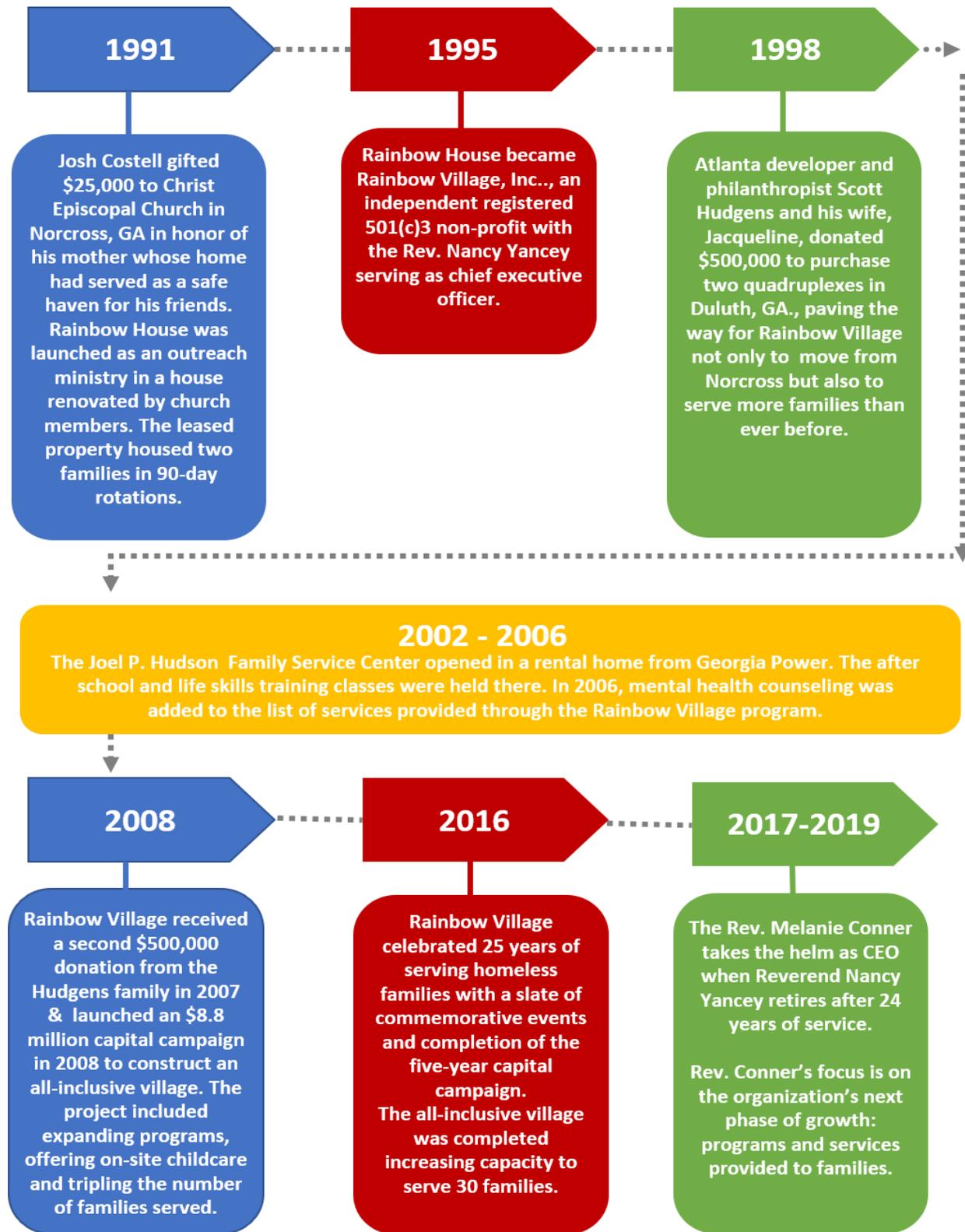
The purpose of this strategic plan is to articulate the short-term direction and priorities for Rainbow Village, Inc. The objectives and strategies described have been approved by our board of directors and serve as a guide for a period of 18 months.

Since our last strategic plan was created in 2016, Rainbow Village has experienced several significant changes. Two of the most significant changes are the transition to a new CEO after the former CEO served for more than 24 years and a pandemic that created an economic crisis for which the results have not yet become completely evident.

In the face of the shift in the economic landscape, we made the conscious decision to create a short-term strategic plan based on the current climate in the metro Atlanta area that provides flexibility for changes

Our strategic plan includes goals and objectives to build upon our firm foundation and anchor our readiness to serve future generations. In the next year and a half, we will strengthen our organizational capabilities, maintain adequate resources to sustain housing and services for 30 families, and expand our alumni program. We will align our faith with time-tested business practices to increase the effectiveness and sustainability of our services for the families we serve because there really is no place like home.

# Highlights of Our History



# Rainbow Village Identity & Purpose

## VISION

We strive to be change-makers who are moving the needle towards ending homelessness through educational, support driven, compassionate programming that embraces unique paths and sustainable progress.

## MISSION

To transform the lives of families experiencing homelessness by providing help, hope, healing and housing in order to instill initiative, self-development and accountability that will foster meaningful growth in the lives of all who encounter Rainbow Village.

## VALUES

- ❖ Love God & Neighbor
- ❖ Respect the dignity of every human being
- ❖ Support every member of our community
- ❖ Engage with humility and compassion
- ❖ Good stewardship

## Why Our Work is Imperative

As the face of homelessness has changed over the past three decades, families now make up 40 percent of the country's homeless population; however, experts state that this number does not fully capture the implications of the recent economic downturn since there is often a lag between financial trouble and homelessness. The typical makeup of a homeless family is a single mother, usually in her twenties, and she has with her two or three young children. Most mothers head their households alone and have limited education and few job skills or work experience.

According to the National Alliance to End *Homelessness* in their *State of Homelessness: 2020 Edition*, overall homelessness has decreased by 12 percent since 2007, the year nation-wide data collection began. However, the current COVID-19 crisis has the potential to diminish or completely wipe out these modest gains. Many Americans live in poverty, amounting to 38.1 million people or 11.8 percent of the U.S. population. Due to the lack of permanent housing and adequate access to resources, families must adjust to difficult circumstances that are chaotic and unsafe and cultivate mistrust. This is why the work we do at Rainbow Village is imperative.

Combatting generational homelessness is not a one-person effort. It takes intentional partnership, active collaboration, and a posture of relentless commitment to design and provide stable communities and supportive services that instill initiative, self-development, and accountability. Building healthy pathways to the future for parents and their children takes a village of networked and trauma-informed staff, volunteers, and service providers. Together, we can provide the tools necessary for parents and their children to cast aside the veil of invisibility that has kept them hidden, encouraging them to bravely embrace the belief that hope is possible.

# THE PLAN

The onset of the novel coronavirus has caused all plans to change in most areas for every for-profit and non-profit business and Rainbow Village is no exception. Therefore, we have developed this strategic plan as a road map and there is still a lot to be determined relative to implementation. Over the next 18 months, Rainbow Village will draw a wide range of investors, volunteers, and staff into the conversation in an effort to determine ‘where we go from here’.

## 1a

### GOAL - Evaluate and Assess Adult Programs

Facilitate the transformation of up to 30 families in the ASPIRE Residential program through quality support services and a community of care while enriching support aimed at long term sustainable success for families in the THRIVE Alumni program.

#### OBJECTIVES

- Perform periodic evaluation of all programs to assess quality and relevance and to ensure programs outcomes are achieved and changed as/if required.
- Create a robust alumni program that supports ongoing stability
- Develop & implement resident/alumni committees to obtain input on program quality and gather data via satisfaction surveys from all residents/alumni.
- Develop clear ways to measure, evaluate, and communicate the impact of our work both internally and externally.
- Create and/or update programs operations policies that ensure consistency in the delivery of services.

#### WHAT SUCCESS LOOKS LIKE

##### **ASPIRE RESIDENTIAL PROGRAM**

- 85% of residents make progress toward goals to (1) increase their income; (2) reduce their debt; (3) increase their savings; and (4) receive training to sustain independent living.

##### **THRIVE ALUMNI PROGRAM**

- 75% of alumni make progress toward goals to (1) earn a living wage to support their family; (2) obtain permanent housing; (3) reduce debt to a manageable level.

##### **ADMINISTRATIVE IMPROVEMENTS**

- All staff and volunteers are trained on updated program operations policies.

# 1b

## GOAL - Evaluate and Assess Children and Youth Programs

Engage children and youth in ways to help them improve their school-related attitudes, behavior and performance and in social and personal skills.

### OBJECTIVES

- Improve academic and enrichment activities and lessons
- Identify methods for developing better documentation of successes, challenges, and student gains.
- Consider ways to implement digital learning options for all children to ensure they are prepared for any digital learning days established by Gwinnett County Public Schools.
- Improve the use of technology to enhance academic achievement.
- Ensure all pre-school age children are enrolled in a quality daycare program.

### WHAT SUCCESS LOOKS LIKE

- Children and youth who participate in the Rainbow Village Academy have better school- and health-related outcomes, social and personal skills, and awareness of and attitudes about their communities.
- Children and youth feel like they belong and are supported by program staff and have opportunities to have fun while learning.
- Increased communication between after school staff and Gwinnett County Public School staff to ensure the needs of students are met.
- The Academy will influence academic performance in several ways:
  - Better attitudes toward school and higher educational aspirations
  - Deeper engagement in learning
  - Better performance as measured by test scores and grades
- Community partners identified to assist in the provision of daycare services.

# 2

## GOAL - Secure & Grow Sustainable Funding

Secure our future and raise sufficient resources to cover the annual operating budget, necessary reserves and the establishment of a long-term sustainability fund.

### OBJECTIVES

- Evaluate and test innovative development and financial strategies to leverage organizational capacity.
- Manage annual budget plans to secure and maintain a minimum of 3 months cash reserves.
- Maximize investor long-term involvement through outreach and by assuring opportunities for major gifts program, planned giving, and endowment funds.
- Identify and implement new strategies for fundraising and ensure all strategies include a virtual component.
- Plan for adequate capital replacement and consider potential annual costs & need for reserves.

### WHAT SUCCESS LOOKS LIKE

- Operating expenses are covered.
- Reserves continue to grow.
- Long-term sustainability fund established.
- Virtual fundraisers are implemented, and key learnings are captured for the development of future events.
- Start a capital reserves fund by 2022. Place \$25,000 per year into the fund to assist with capital repairs.

# 3

## GOAL - Enhance the Dynamics & Processes of the Board of Directors

Identify opportunities for board to become more actively involved in community awareness and resource development via committee structure, including non-board members with subject matter expertise on committees.

### OBJECTIVES

- Encourage and equip the board to achieve a fundraising goal of at least 15% of the annual 2020, 2021 & 2022 budgets.
- Improve the onboarding process for new board members to include setting expectations for board membership.
- Develop and implement an annual board self-evaluation.
- Review, revise, and renew board committee descriptions and participation.
- Investigate options to invest in a board portal to enhance board engagement and assist the board in organizing and monitoring their committee work.

### WHAT SUCCESS LOOKS LIKE

- Board raises 15% or more of annual budget.
- Board members are introduced to Rainbow Village in a way that helps them feel informed and prepared to serve as brand ambassadors for the organization.
- Annual board self-evaluation is completed and reviewed to identify areas of success and areas for improvement.
- All board committee positions are filled, and committees are active.
- Board documents are stored in a secure place for accessibility and future reference.

# 4

## GOAL - Improve the overall culture of the organization

Develop a stable, highly qualified and motivated workforce that actively delivers the organization's mission.

### OBJECTIVES

- Create a Human Resources Plan that includes tactical and strategic elements, which go beyond personnel policies and procedures, to (1) monitor key areas such as workplace morale, employee development, and succession planning, (2) improve work-life balance for all employees and (3) decreasing departmental silos.
- Review the current Rainbow Village staff/positions and readjust our workforce based on our strategic goals.
- Create initiatives, programs, and opportunities that improve the quality of work employees are doing and the satisfaction they get through their work as measured by satisfaction surveys.
- Formalize onboarding processes and ensure all hiring managers are trained.

### WHAT SUCCESS LOOKS LIKE

- Updated operations policies that outline employee duties, expectations, and procedures.
- Satisfaction surveys reflect overall satisfaction rating of 85%.
- Staff performance and achievement are recognized, and every staff member knows how their individual work advances the mission of Rainbow Village.
- Employees are recognized, retained and rewarded.

# 5

## GOAL - Refresh the Rainbow Village Brand

Increase brand awareness through a consistently applied marketing plan & implement a successful 30<sup>th</sup> year celebration.

### OBJECTIVES

- Identify and engage a marketing services company to help (1) define Rainbow Village audiences; (2) refine the Rainbow Village brand; and (3) pinpoint opportunities to grow our marketing platform.
- Implement a brand refresh that includes updating the Rainbow Village visual identity as well as the overall tone of the organization's voice and messaging.
- Consider strategies to ensure the Rainbow Village brand has a current, relevant, and mature look and feel in preparation for the 30<sup>th</sup> year celebration in 2021.

### WHAT SUCCESS LOOKS LIKE

- Marketing services company would be identified and engaged to support brand refresh to include updated logo, key messaging, brand standards guide, PowerPoint presentation/deck; and an updated website.
- A 30<sup>th</sup> Year Celebration Committee would be formed in 2020 to plan the celebration activities.
- 30<sup>th</sup> year celebration activities would take place in 2021 with updated marketing strategies implemented.
- Share the updated marketing materials and messaging with staff, board, volunteers, program participants, and community partners as appropriate.

# 6

## Explore & Evaluate Growth Opportunities

Create a course of action that will position the organization to respond to growth opportunities as they arise.

### OBJECTIVES

- Consider the creation of a social enterprise initiative that will generate income for Rainbow Village and employ people experiencing homelessness.
- Explore strategies to increase transitional housing inventory to expand the number of families served.
- Identify opportunities to provide affordable housing for families exiting Rainbow Village.

### WHAT SUCCESS LOOKS LIKE

- At least one possible social enterprise initiative is identified and plans for implementation begin by 2023.
- A subcommittee is formed to identify specific strategies for expansion (e.g., funding set aside for land/property purchase)
- Develop a clear definition of “affordable housing” as it relates to Rainbow Village alumni.
- Work with community partners, including realtors, Gwinnett County officials, and individual rental property owners, to create an inventory of affordable housing properties.

Creating a strategic plan in the middle of a pandemic has proven to be challenging. There are so many unknowns for the organization, for the community, for the country and for the world. For that reason, we have intentionally created a plan that is fluid in nature and will allow us to pivot as needed over the next 24 months.

In addition to the goals and objectives outlined in the plan, we will implement a “Listening Campaign” to help shape our strategic priorities moving forward. We will work with program participants, investors, volunteers, staff, community partners and community leaders who will help us shed light on our organizational strengths, challenges and aspirations and will ultimately help us craft the tactics and activities that will serve as the lens through which we view our work over the coming years.

## **THE STEERING COMMITTEE**



**Committee Chair:**

Jan Trantham, EVP, Operations Administration, Primerica

**Committee Members:**

Marshall Barton, Vice President, Boehringer Ingelheim Animal Health

Wayne Ellison, Owner, Ellison Insurance Agency

Kelly Kelkenberg, Duluth City Council

Jacqueline Neilson, MBA, CPC, Certified Professional Coach

Justice French, Development Director

Melanie Conner, CEO

Rachel Berhannan, CFO

Michelle Alcorn, Community Engagement Director

Cheryl Carter, Program Team Lead

Holly Moore, CRM Data Manager