



**RAINBOW
VILLAGE**



**Building Homes.
Building Hope.**

*A Capital Campaign to increase capacity
for **Rainbow Village***

Message from the Campaign Co-Chairs

It is an honor to lead the effort to increase capacity for Rainbow Village, and through pursuing new ways to broaden our reach, deepen our impact, and act as a powerful catalyst for change, Rainbow Village will be positioned to help more families that experience homelessness, that want to help themselves towards stability and success. In this effort, we genuinely believe the *Building Homes. Building Hope.* campaign will change lives and have impact far beyond what we can see or imagine today.

When Rainbow Village was founded in 1991, we had only a glimpse into how meaningful our work would become for the populations we serve. Today, the opportunity to expand and increase capacity for the number of families we can serve is before us, and we are proudly investing to make it a reality.

We are reaching out to community leaders like you to join us in supporting Rainbow Village's mission to build homes and bring hope to the families who need it most. Together, we can expand our reach and create positive, lasting change in our county and beyond. As campaign co-chairs, we believe this investment will be crucial in implementing a two-generation approach to breaking barriers, ending poverty, and addressing the needs of both parents and children simultaneously to ensure their joint success.

We encourage you to read through this Case for Investment in its entirety. It provides a snapshot of our journey, the details that make this campaign incredibly meaningful to us, and a description of the impact our outreach efforts have already begun to have.

Thank you in advance for sharing the responsibility to support and uplift families experiencing homelessness.

With gratitude and warm regards,



Susie Collat



Janis Martinez

DID YOU KNOW?



Rainbow Village offers a comprehensive range of programs to help families that are experiencing homelessness. The focus on individual development for both the parent(s) and the children is of utmost importance.



Georgia ranks 15th worst in the U.S. for availability of affordable housing, with only 57 affordable housing units for every 100 households in need.



Only 32% of third graders living in poverty in Gwinnett County scored as distinguished or proficient learners, predicting a drop in future graduation rates.



Gwinnett County is the second most populous county in the state of Georgia, and is expected to become the most populous by 2025.



Rainbow Village programs provide **help, hope, housing, and healing**. Safe, affordable housing is available, with access to success coaches who help participants identify and pursue their goals. Additionally, financial counseling and mentorship are available to support their journey toward stability and success.



Rainbow Village served 50 families in 2023, and 100% of those families increased their emergency savings.



According to the National Coalition for the Homeless, poverty and affordable housing are the principal causes of homelessness.



Child poverty puts children at significant risk of homelessness, low education attainment, entering the foster care system, incarceration, and a lifetime of poverty.



Today's pathway out of poverty is a journey that fewer than one in four people can ever expect to complete.





Our History

Rainbow Village, originally called Rainbow House, was founded in 1991 when a member of Christ Episcopal Church in Norcross, Georgia, donated \$25,000 in honor of his mother to serve the homeless. In 1995, Rainbow House was incorporated as a 501c3 organization to become Rainbow Village. In 1998, philanthropist and developer Scott Hudgens donated funding that allowed Rainbow Village to purchase two quadruplexes to house families experiencing homelessness. Between 2002 and 2006, the Joel P. Hudson Family Service Center offered comprehensive after-school and life skills for families in a rental home in Duluth. Mental health services were added in 2006.

An \$8.8M capital campaign launched in 2008 allowed for the completion of an all-inclusive transitional housing campus that serves 30 families annually with programs designed to meet the specialized needs of each family member. Our campus includes 30 apartment homes, a Community Center, Rainbow Village Academy, a playground, and administrative offices. Since 1991, we have served more than 1,500 individuals. Rainbow Village has succeeded through the support of an active 21-member Board of Directors and 160 faithful volunteers.

Our Mission

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

Our Plan

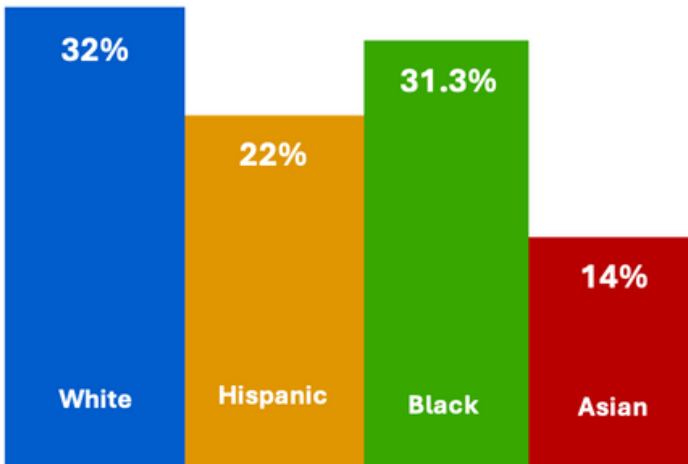
Rainbow Village leadership recently approved a new three-year Strategic Plan. Four strategic priority areas describe how well we do what we do, how many families we want to serve, and how many resources we need. These priority areas will guide and inform decisions over the next three years:

- 1** Improve the quality of all programs to create better outcomes and improved quality of life for 100% of families served.
- 2** Increase number of families served by 150% by 2025.
- 3** Scale organizational capacity for sustainable growth.
- 4** Optimize visibility of mission and programs to achieve greater brand awareness and fundraising potential.

The Problem

Gwinnett County is a growing metropolitan county located in the 12-county region of Metro Atlanta, Georgia. The United States Census estimates that 975,353 people lived in Gwinnett County as of July 1, 2022. This is a 21.1 % increase over 2010. (United States Census Bureau, 2022).

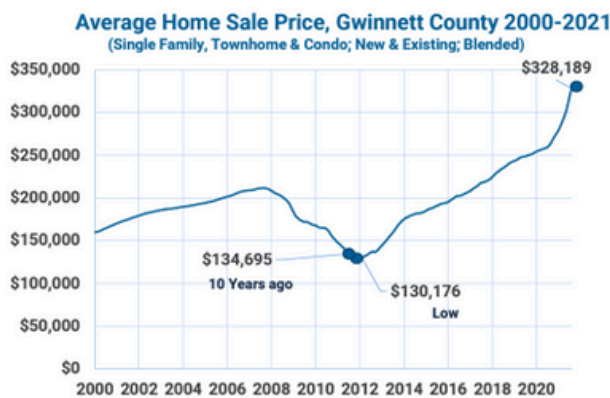
Gwinnett is the most diverse county in the state of Georgia. Interventions to help move families from poverty into the middle class will need to take racial and social inequities into account to ensure that all residents will have access to and benefit from the programs.



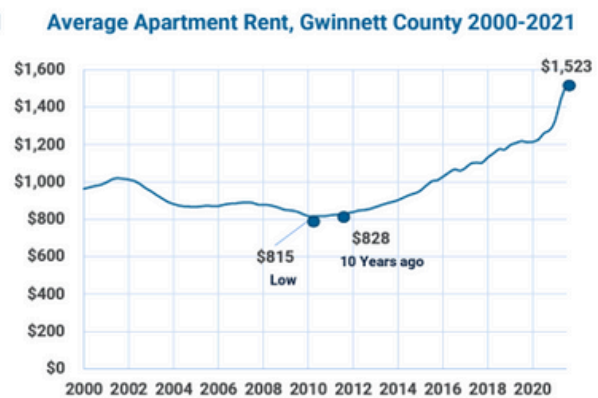
“I became homeless after having my son. Rainbow Village provided a home for us. The 17 months I was part of the Rainbow Village community was a blessing. I received education, paid off my debt, and learned great saving habits.”

Former Rainbow Village Resident

Over the past ten years, the average home price and apartment rent rates have increased dramatically, yet more than one-third of the population earns less than \$50,000 annually. They could reasonably pay \$200,000 for a house, but no new housing units are being built at this cost.



Source: Zillow Research Home Value Index



Source: CoStar, Inc.



Increased housing costs are destroying lives and contributing heavily to the persistence and pervasiveness of poverty. Nationwide, 25% of those living in poverty are children, 14% are elderly, 13% are disabled, and 9% are engaged in caring for a loved one full-time. In Georgia, one in five people is impoverished, including one in four children. "Poverty and lack of affordable housing are the principal causes of homelessness," according to the National Coalition for the Homeless, and the fastest-growing segment of the homeless population is families with children.



Our Programs

Getting out of poverty has always been tough, but it's become even tougher in the past generation. Costs are rising, from housing to healthcare to childcare. At the same time, we're seeing shrinking low-end wages and rising education requirements for family-sustaining jobs.

HELP: Family Stabilization

The ASPIRE Residential Program is a rigorous endeavor requiring a desire and attitude to make long-lasting life changes. Residents agree to a covenant that outlines their commitment to growth and healing as members of the Rainbow Village community. Residents adhere to community guidelines, pay below-market rent, work to increase their income, decrease their debt, and increase their savings while in the program.

HOPE: Family Goal Visualization

ASPIRE participants work with Success Coaches to identify goals for themselves and their families using a research-backed economic mobility coaching model that supports families in acquiring the resources, skills, and sustained behavior changes necessary to attain and maintain economic stability.

HOUSING: Family Goal Visualization

When a family participates in the ASPIRE Program at Rainbow Village, they live in a 2- or 3-bedroom apartment on the Rainbow Village campus. Each family has a fully furnished apartment with gently used furniture, new beds, and new household goods (e.g., linen, kitchen items, etc.). Each apartment also includes a washer and dryer, internet service, and a security system.

HEALING: Family Aftercare and Education

The THRIVE Program provides aftercare for ASPIRE Program alumni. The primary outcomes for the THRIVE Program are safe and sustainable housing, strong, resilient families making progress towards their goals, and supportive neighboring relationships.

Our Endeavor

Poverty impacts how we analyze problems and set goals, and, therefore, how well we can navigate the many challenges of getting ahead. Fortunately, we are working to design new ways to help people achieve upward economic mobility. We want to transform human services delivery. We are moving away from strategies for which the highest goal is stability and perhaps modest gains and instead designing interventions that create pathways to the middle class and beyond.

According to The Annie E. Casey Foundation Kids Count Data Book of 2020, a two-generation approach to ending poverty is necessary, which addresses the needs of parents and children simultaneously so that both can succeed together.

The Rainbow Village Academy serves children and youth between the ages of 5 and 18. The ACADEMY is available during all out-of-school times (e.g., after school, Spring break, digital learning days, etc.). In the past, the Academy has focused primarily on assisting them with academic support because of their below-grade performance and adverse childhood experiences.

The need for support is great, and our methods of providing it mirror a typical classroom setting. However, we have recently restructured the program to match the focus areas for learning with age-appropriate pillars similar to the five pillars in our adult programming. As we work to break the cycle of homelessness, we feel it is important to engage both the parents and the children so that they learn critical life skills together.



**Family
Stability**



Well-Being



**Financial
Management**



**Education
& Training**



**Employment
& Career**

“Exploration Stations,” which promote learning through role play and hands-on experiential learning, are an integral component to helping our children succeed. Exploration stations will encourage children’s imagination, help develop their social skills, and prepare them for life in ways that traditional education does not.

Four Exploration Stations will be created (1) the Expression Station, which will focus on literacy; (2) the Finance Station, which will focus on math, banking, and investing; (3) the Business Station, which will focus on career exploration and teamwork; (4) Art Station which would focus on well-being and STEAM activities. Each station intends to establish educational and life-long personal skills to create a healthy, productive, and self-sufficient adult.



Our Impact

The ASPIRE program can serve 30 families at a time. The demand for Rainbow Village services far exceeds the supply. Rainbow Village is not a shelter. The organization offers a longer-term option for families to heal and prepare for life after Rainbow Village. The intensity of the program allows families to focus on their greatest needs before moving to market rate housing.

In 2023, Rainbow Village significantly impacted the families served.

- Rainbow Village served 50 families.
- The 50 families represented 160 individuals, 70 adults and 90 children.
- Twenty-three families successfully moved away from the Village and into permanent housing.
- Three families became homeowners.
- 100% of the 50 families increased their emergency savings, representing a combined savings of \$225,755 for all families.
- The average amount saved by each household was \$4,515.00. Two families saved as much as \$10,000, and two saved \$20,000 each.
- 72% of the families we served in 2023 increased their credit score by 25 or more points.



Our Future



3421 Duluth Highway

Building Homes. Building Hope.

Rainbow Village's three-year \$15 million *Building Homes. Building Hope.* capital campaign will build on the organization's successes, bring philanthropic, nonprofit, and private sector partners together to support high-impact strategic goals, and underscore our dedication to serving families experiencing homelessness.

The *Building Homes. Building Hope.* project will position Rainbow Village to more than double the number of families we serve and create twice as much impact in the future. We currently have 30 apartments to house our families. The new building will add 36 units to our housing portfolio, potentially serving 66 or more new families each year.

Rainbow Village has demonstrated a successful track record of lifting the entire family and partnering for long-term success. The *Building Homes. Building Hope.* capital campaign will provide the resources needed to break the cycle of poverty. Contributions to the *Building Homes. Building Hope.* campaign are an investment in entire families for years to come.

Campaign Budget

Rainbow Village has purchased the property located at 3421 Duluth Highway.

\$450,000

Two buildings will house 36 apartments. The architect and contractor are working together to ensure cost efficiencies through value engineering are being taken advantage of at every opportunity, ensuring that the building is of high quality and sustainable.

\$11,550,000

Capacity Building: Infrastructure, technology, and staff development to enhance Rainbow Village's ability to deliver its mission effectively, strengthening its operational foundation, ensuring long-term sustainability and increased impact.

\$3,000,000

TOTAL Three-Year Budget

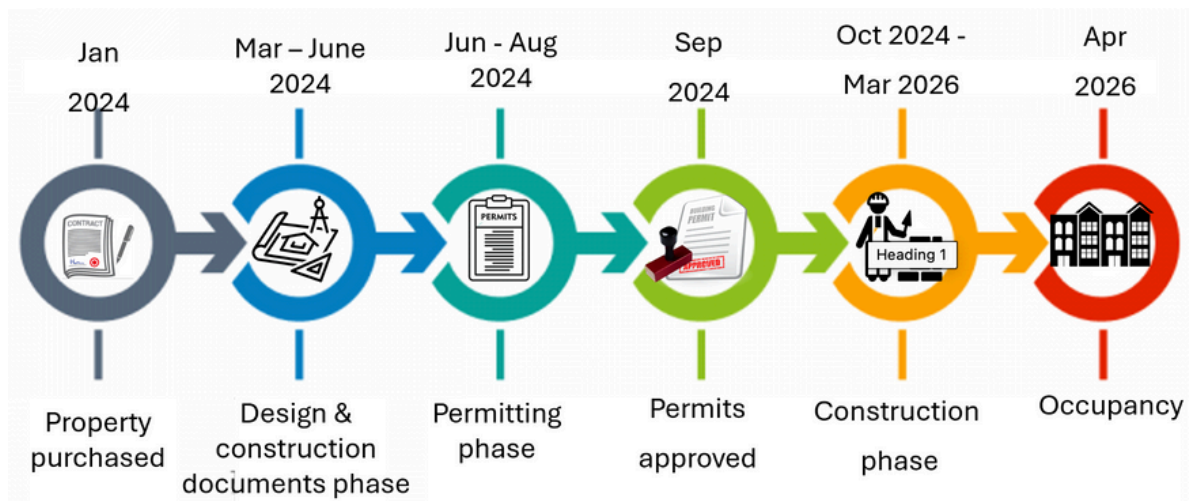
\$15,000,000

Costs to operate the programs Per Building					
	Current Expense & Notes		Estimated Monthly Cost Per Building	Estimated Annual Cost Per Building	
Security Cameras	\$ 2,618.15	1 Year Camera License	\$ 218.18	\$ 2,618.15	
	\$ 1,000.00	1 Security Camera	\$ 83.33	\$ 1,000.00	
Internet	\$ 1,725.01	Per Month	0	\$ -	
	\$ 57.50	Per Family	\$ 345.00	\$ 4,140.02	*Assuming 6 Families per Building
Electricity	\$ 1,000.00	Per Month per building	\$ 1,000.00	\$ 12,000.00	
Water & Sewer	\$ 500.00	Per Month per building	\$ 500.00	\$ 6,000.00	
Gas	\$ 150.00	Per Month per building	\$ 150.00	\$ 1,800.00	
Trash	\$ 375.00	Per Month per building	\$ 375.00	\$ 4,500.00	
Repairs & Painting	\$ 175.00	Full cleaning per unit	\$ 525.00	\$ 6,300.00	*Assuming 3 tenants move out per month
	\$ 475.00	Full paint per unit	\$ 1,425.00	\$ 17,100.00	*Assuming 3 tenants move out per month
Certified Lock Rekey	\$ 150.00	Per Re-Key	\$ 450.00	\$ 5,400.00	*Assuming 3 tenants move out per month
Mattresses	\$ 800.00	Per bed	\$ 1,600.00	\$ 19,200.00	*Assuming 2 beds replaced per month
Landscaping/Planting/Mulch	\$ 2,500.00	Annual	\$ 208.33	\$ 2,500.00	*Will there be landscaping cost?
Property Insurance	\$ 10,000.00	Annual	\$ 833.33	\$ 10,000.00	*Will confirm with Peter Moon
Property Maintenance/Repair			\$ 1,500.00	\$ 18,000.00	*Have to ask Rudhill
Total Estimated Property Related Cost			\$ 9,213.18	\$ 110,558.17	
Two Success Coaches	\$ 124,958.00	Annual \$58k/year + payroll tax	\$ 10,413.17	\$ 124,958.00	
One Academy Staff	\$ 44,782.40	Annual \$20/hr + payroll tax	\$ 3,731.87	\$ 44,782.40	
Employee Benefits	\$ 10,800.00	\$300/month insurance for 3 employees	\$ 900.00	\$ 10,800.00	
Total Estimated Personnel Cost			\$ 15,045.03	\$ 180,540.40	

Rainbow Village and the proposed project location are within walking distance of downtown Duluth. It is a 2-minute drive or a 6-minute walk from restaurants, a hotel, boutique stores, and other businesses that would provide employment opportunities and retail options for families. The project location is close to medical & health care, automotive repair, gas stations, and grocery stores.

Duluth has a strong and diverse local economy, including major industries such as medical & health care, information technology, industrial (distribution, warehousing, manufacturing), automotive repair and maintenance, and more. The variety in the types of employment provides families with opportunities to gain employment and improve and increase their economic standing by moving to higher-paying jobs. The intent is to help our families increase their economic mobility.

Project Timeline



Our Commitment

An investment in the *Building Homes. Building Hope.* capital campaign will provide Rainbow Village with the resources necessary to have tremendous impact and effect real change in the lives of families served. Along with the investors' commitment to the organization, Rainbow Village's campaign leadership recognizes its responsibility to provide regular updates on the project's progress and performance. To deliver effective investor relations, campaign leadership will:

- Measure progress and regularly report results to partners, investors, and key stakeholders.
- Solicit and respond to investor feedback.
- Provide meaningful opportunities for investor involvement.
- Provide an annual scorecard that shows the progress made toward achieving the outcomes outlined in the plan.

Building Homes. Building Hope.

Campaign Leadership

Melanie Conner, CEO
Susie Collat, Campaign Co-Chair
Janis Martinez, Campaign Co-Chair

Honorary Cabinet

Alan Dahl
Jay Dennard
Mary Floyd
Tony Floyd
Dick LoPresti
Sandra and Clyde Strickland



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