

VISION

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

MISSION

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

STRATEGIC PRIORITY AREAS

We have four strategic priority areas, describing how well we do what we do, how many families we want to serve, and how many resources we need to do it. These priority areas will guide and inform decisions over the next 3 years.

HOW WELL

1

Improve the quality of all programs to create better outcomes & improved quality of life for 100% of families served.

HOW MANY

2

Increase the number of families served by 150% by 2025.

HOW MUCH

3

Scale organizational capacity for sustainable growth.

4

Optimize visibility of our mission and programs in order to achieve greater brand awareness and fundraising potential.

STRATEGIC PRIORITY AREA

HOW WELL

1

Improve the quality of all programs to create better outcomes & improved quality of life for 100% of families served.

As we seek to grow and scale the organization, it will be necessary to implement methods to improve efficiency, reduce costs, and generally become more efficient and effective delivering our programs.

Objectives

- **Implement methods to improve and effectively measure outcomes for all programs**
 - Assure quality information is available and used to support strategic conversations and decision-making
 - Implement and/or enhance the use of data management systems to support growth and enhance capacity
 - Demonstrate the effectiveness of our model through data and storytelling.
- **Increase engagement and support across all programs**
 - Establish milestones for each program to ensure alignment of communication between staff and residents/clients about program success/completion.
 - Provide better services, better connections and a better quality of life because we understand that families need support and community to break the cycle of poverty.
 - Identify method(s) to establish social support systems for THRIVE alumni prior to transition from ASPIRE program.
 - Determine level of engagement, staffing, etc. of Rainbow Village Academy based on resident needs.

What Success Looks Like

- Charity Tracker CRM, including 'improvement over time' reporting will be fully implemented by 12/31/2023
- Mentoring program model will be identified and implemented by 12/31/2024.
- Document and communicate updated program milestones with all program participants by 12/31/2023
- Updates from alumni are obtained 1-, 3-, 6-, 12-, 24- and 36-months after transition

We will need to identify opportunities to expand our footprint and capacity in a manner that allows us to properly manage the growth and operations of each program.

- **Provide optimal assistance necessary for the optimum time in the all programs.**
 - Provide necessary support while also fostering a level of independence for a smoother transition of residents and other clients.
 - Show respect to families by transitioning as soon as they have the resources, knowledge, and tools to continue their lives.
- **Explore projects that will allow us to increase our ability to serve more families experiencing homelessness throughout Gwinnett County and surrounding areas.**
 - Expand opportunities to build more apartment housing near current campus as well as other building options.
 - Expand embedded Success Coach model with other partners for homelessness prevention
 - Build or expand partnerships to combine resources and maximize impact in order to serve more families.

What Success Looks Like

- Average length of stay for families based on their readiness to leave each program will be reduced. Exact percentage to be determined after one year of data collection.
- New building project site next door to current Duluth campus is secured by 12/31/2023.
- 3 new partners added to reach 75 families or more served annually (includes families served on current Duluth campus) by 12/31/2025.

In order to achieve the growth goals within the Strategic Plan will require capacity building for both the organizational infrastructure and financial resources.

Objectives

- **Design the organizational structure for the future state of Rainbow Village**
 - Develop a technology infrastructure plan to maximize organizational effectiveness and scalability
 - Add new staff as required with a leaning towards hiring in advance of the need
 - Continue to enhance Board development and engagement so they can fully embrace their roles as brand ambassadors for Rainbow Village
 - Create a succession plan for key roles within the organization
- **Increase Financial Resources**
 - Create & execute Capital Campaign
 - Evaluate sources of government funding, develop criteria for evaluating sources, such as alignment with our program, sustainability, constraints, etc. and base our grant-writing focus on our analysis of those criteria.
 - Increase Operational Funding to match organizational growth

What Success Looks Like

- Design for new organizational structure created by 03/30/24
- Technology infrastructure plan created by 3/31/24
- Hire a Chief Development Officer (CDO) to build the development strategy and team to support long term growth objectives 12/31/23
- New staff added to scale programs as needed - ongoing
- Board survey shows increased engagement
- Succession plan for key roles created by 12/31/24
- Capital campaign designed and underway by 03/30/24
- Annual operating expenses continued to be covered - ongoing

HOW MUCH

4

Optimize visibility of our mission and programs in order to achieve greater brand awareness and fundraising potential.

As we expand the reach and impact of Rainbow Village it will require us to educate new communities about our work.

Objectives

- **Evaluate the current marketing plan**
 - Enhance the marketing dashboard to better monitor levels of engagement
 - Inventory and evaluate current marketing techniques and tools to maximize community awareness and engagement
- **Develop RV Brand expansion plan to support growth objectives**
 - Create segmented marketing plans based on the communities targeted for growth
 - Utilize various social media tools and platforms to reach new markets
- **Build new relationships and partnerships as required**
 - Create targeted relationship lists for new markets
 - Develop local “Brand Champions”
 - Host local “get to know Rainbow Village” events in new markets

What Success Looks Like

- Evaluate current marketing plan by 12/31/23
- Develop new marketing plan to support growth strategy by 03/30/24
- Create action plan for building local relationships and partnerships in the communities targeted for growth by 06/30/24