



ROSE HAVEN

Strategic Plan: 2014-2019

Mission

Rose Haven serves women and children experiencing the trauma of abuse, loss of home and other disruptive life challenges. Rose Haven's mission is to maintain a safe, respectful community while providing our guests with support and services to assist them in regaining stability in their lives.

Goal

Our goal is to provide a safe community environment experience and resources that enable women and children in need to become more: self-empowered, responsible, healthy, imbued with hope, aware of their dignity, and informed about and supported in making choices for a quality life.

Philosophy

Every single person, no matter what s/he has or does not have, regardless of what s/he has experienced deserves respect, dignity, and access to what is needed to thrive. Our Motto is: Every person is of more value than a whole world. (St Mary Euphrasia)

History and Services

Rose Haven has been successfully helping women and children for more than 15 years. Initially started as a program of Catholic Charities in 1998, Rose Haven became an independent non-profit in 2007. Its current location in Northwest Portland was established at that time and Rose Haven has continued to provide direct service to a growing number of homeless and abused women and children. Every year, the numbers served have increased. According to the 2013 Point in Time One Day Homeless Count in Portland, the number of homeless women increased by 22% between 2011 and 2013. Rose Haven has experienced this increase; last year, the number of women and children served increased by 23 percent.

Guests come to Rose Haven with a variety of needs and are immediately triaged. Services include:

Immediate Needs: Healthy food served daily; "shopping" for clothing, hygiene products, diapers, blankets and other essentials in our onsite shop; school supplies; bus tickets; Internet and phone access; mailing and voicemail accounts; and other daily necessities.

Advocacy: Advocates meet one-on-one with guests on their first visit and afterwards by appointment to provide housing, legal, and medical referrals. In addition, advocates provide ongoing emotional support and limited financial allocations for ID replacements, rental assistance, medical needs, etc.

Education and Socialization: Writing, resume support, health education programs, knitting, bingo, creative art, beading, and access to volunteer medical students are provided on a regular basis.

Community: The hospitality offered at Rose Haven is considered to be the most important service offered. Guests are provided a safe haven from the street, a sense of community, a place to build relationships, and are treated with dignity and respect. Hospitality hours effective November 1 are 8:30 a.m. to 3:00 p.m., Monday through Friday. Guests may make an appointment with an advocate outside those hours.

Strategic Planning Process

In July, 2013, Rose Haven began collecting information to develop a five-year strategic plan. As part of the process, the following activities were completed:

1. Surveys: 1) 125 volunteers, donors, partners and other stakeholders completed an online survey between July and September. 2) 58 guests of Rose Haven completed a survey during a two-week period in September.
2. Focus Groups: Three focus groups were convened in August and September. 1) guests—6 participants; 2) volunteers and donors -11 participants; and 3) community partners-21 participants.
3. Personal Interviews: 13 telephone interviews with board members, volunteers, and community partners were completed in August and September.
4. SWOT Analysis: In July, the Board reviewed and updated a Strengths, Weaknesses, Opportunities, and Threats analysis that was originally completed in 2012.

Detailed reports for each of these activities are available for review. Following is a summary of findings from these activities.

Rose Haven Strengths

Mission, Hospitality, Providing a Safe Haven: Rose Haven's greatest strength mentioned by nearly everyone who participated in a survey, interview or focus group is its ability to provide a safe, warm place for women and children to go and to offer hospitality that makes each person who walks through the door feel valued, important, and cared for. The day center itself is seen as a strength because it offers women who may have been abused, frightened, or marginalized a trusting and safe place to go. One guest focus group participant commented "Everybody treats me like I'm someone special. No one is treated like a number. Each person is valued." RH serves anyone with dignity, compassion, and in a non-judgmental way, inviting each individual to be part of a community. Words such as "bright and cheerful" "warm and kind" "more personal than other agencies" "place of hope, respite and calm" were used to describe Rose Haven. One community partner interviewed said "This population needs to know they are loved and they need the human touch and RH does that well. Women know they're safe, cared for, respected, and there is no shame." Details include:

- 83% of those who took the online survey are involved with Rose Haven because they support the mission. 65% of responders also mentioned they are concerned with women's issues.
- 90% of donors indicated they provide monetary support to RH because they support the mission.
- One community partner, who places students at RH, indicated that the relationship-centered model practiced at RH offers students great learning opportunities.
- Services provided, the staff, and volunteers were seen as strengths. RH is viewed as a well-run organization that uses resources wisely.
- The long-term support provided at RH was seen as a strength. One guest who participated in a focus group stated, "RH is not a one-stop place. They walk with you through life."
- The fact that the services are geared toward women and there are not a lot of services for women in Portland and the diversity of guests served were seen as strengths.
- One community partner noted: "Rose Haven is continually viewed as a model-there is continuity in seeing people, checking everyone in and providing street level services for women. Guests seem genuinely happy to be there. There is a sense of joy."

Most Important Services: Programs and services offered at Rose Haven are helpful to women trying to regain stability in their lives. From the perspective of the guests, the most helpful services are:

- Clothing Store—33 out of 58 guest survey respondents said this was the most helpful service. It was mentioned frequently by other survey and focus group participants as well. One community partner interviewed said RH has one of the best clothing closets in the community.
- Food, including coffee – 26 out of 58 guest survey respondents said this was most helpful.
- Feminine products and hygiene kits also meet a major need with one guest focus group participant mentioning that there is "no way to get those on the street."
- A number of guests said they appreciated the socialization, "chance to talk", and opportunity to receive services that "make you feel good." Several of those who took the survey expressed appreciation to RH and said they liked "everything" about it.
- The advocacy and one-on-one assistance that is provided at RH is extremely helpful according to guests and stakeholders.
- All guest focus group participants felt that having an address, voicemail, computers, and phone to use were vital to women in transition, without a stable address.
- One donor commented that the most helpful service is RH's mission of trying to help women. By helping the women, the neighborhood is improved and the whole community benefits.

Issues to Address in Strategic Plan

Survey respondents, focus group and interview participants were all asked to identify the key issues that Rose Haven should address in this strategic plan. Facility and location, funding and board development were the top three mentioned by participants in this process.

1. Facility and Location
2. Funding—Development of a Sustaining Income
3. Board Leadership
4. Increased Awareness of Rose Haven
5. Hours of Operation/Expanded Services
6. Community Partnerships

Facility and Location

Key facts with regard to facility include:

- Inadequate space-- current programming is limited because of space constraints and safety;
- Current building needs improvements or need a new building; issues related to over-crowding were frequently mentioned. One guest commented “we need a HUGE house!!”
- Unmet program needs related to inadequate space include:
 - o Showers/washers & dryers/lockers/improved bathrooms
 - o Defined space for children’s programming, including space for children to play
 - o Place to rest/many individuals mentioned the need for overnight emergency shelter or “nap rooms” and quiet areas where women could rest.

Many felt that one thing to keep in mind in considering space and location is that RH currently offers a small, nurturing environment. There is a uniqueness in being small that should not be lost. One guest asked “would it still feel like community if it were larger?” The importance of expanding yet maintaining the small, nurturing, sense of family and community is crucial.

Rose Haven’s location was a key area of discussion with many differing opinions. The general consensus seems to be that Rose Haven’s location is “excellent” with many advantages to being located in Northwest Portland. Though there are those who would prefer a location closer to the core, downtown area, the majority feel that the northwest location is safer, removed from the high risk, rougher and more dangerous areas, providing an advantage for women who have been abused, who are drug addicted and/or involved in prostitution. The current location is also seen as being helpful to those who are newly homeless and may be frightened of life on the streets.

The majority of guests who participated in a focus group or took the survey saw the location as favorable. 46 out of 58 survey responders said Rose Haven was easy for them to get to; some liked the privacy and safety of the location; some mentioned that they like the northwest location. Food programs, parks, churches, and services in Northwest are good and there is more green space; as one guest commented “Green is lost downtown” and is needed for rejuvenation. Guest comments include: “I love this area;” “I will get to it regardless,” “Rose Haven should be apart—it’s asking something of people who come here and that’s a good thing.”

Other issues related to location include: 1) Need for transportation—provision of bus passes, a shuttle service or some other mode of transporting guests to Rose Haven was seen as a major need. Even though northwest is the desired location for many guests and other stakeholders, there is a group of homeless women who will not be able to get Rose Haven and take advantage of services because of its location. Transportation would help solve that problem.

2) Auxiliary Locations: The concept of establishing satellite sites was mentioned by guests, volunteers, and community partners as a means to expand RH services and be more accessible to a broader population. The lack of eastside services was mentioned as a reason for this expansion. The opportunity to partner with other agencies in creating “a mobile Rose Haven” was seen as a positive. Several guests mentioned that a northeast or southeast location would be desirable.

Funding, Increased Awareness, Board Development

Over 80% of those who took the online survey saw “building adequate financial resources to provide service now and in the future” as RH’s most critical challenge and issue that should be addressed. A small donor base, the need for increased fundraising, and the fact that the general community is not aware of Rose Haven are factors to consider in addressing this issue. Currently, RH is funded totally through donations and grants. Are there other income sources available? Are there partnerships that could be developed to increase resources? Should there be an endowment fund?

Lack of Awareness: As one interviewee noted, “RH is a lesser known agency” and it is outside the core area for most homeless services in Portland. From the standpoint of physical location, it is not in the middle of foot traffic and not readily visible. Each community partner interviewed noted that increased community awareness of Rose Haven and its programs is essential. One partner mentioned that the general community would be more likely to know of shelters and meal programs as homeless services. Another noted that when she is working with homeless women and goes down the list of services, the women often say they’ve tried most of them but when it comes to Rose Haven, they haven’t heard of it. This is especially true for the newly homeless. Better public relations, outreach and increased use of venues such as social media were seen as useful in increasing Rose Haven’s visibility.

Board Development: The need for thoughtful board development is a key issue. In addition to more members, board diversity, and connections with community stakeholders should be key focus areas. Business community connections need to be developed. One interviewee stated that businesses would want to be involved because RH is good for business. They have a stake in RH’s success. Another community partner stated that when you find a supporter within a business or organization who

believes strongly in your mission, they will “champion” the cause within their business. “A champion is worth their weight in gold—they believe so strongly in the work, that they are willing to spread the word within their organization.”

A current board member asked about the possibility of also creating an advisory council designed to draw on various expertise within the community.

Hours of Operation and Expanded Services

The number one issue related to expanded services is the need to increase hours of operation. Survey responders, volunteers and donors, community partners, and guests all felt the hours of operation needed to be extended. Having limited hours can be viewed as a negative in trying to solicit donor support, and it is certainly a need as far as the guests are concerned. One focus group participant spoke of “wandering the streets” during afternoons after RH closed. She had nowhere to go between the hours when RH closed and the shelters opened. Rose Haven is beginning to address this issue now. As of November 1, 2013, hospitality hours will be expanded from 9 a.m. to noon Monday through Friday to 8:30 a.m. to 3:00 p.m., Monday through Friday.

One community partner said it has always been a little difficult to track RH’s hours and wondered if now would be an opportunity to look at the hours, maybe interconnect and coordinate more with other agencies, such as shelters, so there is always a place for women to go.

Suggestions for dealing with hours ranged all the way from extension of hours seasonally or offer hours that correspond with shelter hours to being open all day up to seven days per week and even offering overnight or emergency hours. The majority of guests who responded to this question on the survey, indicated that being open all day would be their preference. Additionally, several guests spoke of the need for emergency overnight shelter or at the very least, nap rooms.

Frequently mentioned service needs included:

- Counseling and case management services—AA, mental health and drug addiction treatment programs were mentioned. It was noted that there are few counseling resources available.
- Medical including dentists and offering assistance to women to find health care in light of the new health care regulations.
- Additional classes and group opportunities—guests mentioned more jewelry classes, peer support groups to help women empower one another, computer classes.
- Programs for children
- Advocacy to find shelter/housing/employment—this was the greatest need from the standpoint of guests. Focus group participants spoke of the issues involved in having nowhere to go, of women banding together to sleep at night and of women being discharged from a hospital with nowhere to go

except the street. Helping women gain confidence and skill in the job market is also seen as a primary need.

Community Partnerships

In times of limited resources and tight funding, development of collaborations and community partners can offer positive results for non-profit service providers. Development of more partnerships and collaborations was identified as a major need for Rose Haven. Those participating in the Community Partners Focus Group stated that there is a need for more collaboration and communication between agencies and in the service system. Thoughts on partnerships included:

- Location...could RH partner with an eastside agency to offer a satellite location?
- Could we identify what services are available, what's lacking, where is there duplication? What does RH do best? How can services be coordinated so agencies can take advantage of each other's specialties?
- Could RH collaborate to increase access to housing and emergency shelter?
- Are there opportunities through social media to collaborate?
- Is there collaboration around fundraising that could occur?
- What about establishment of health care outreach groups?

Strategic Planning Vision:

Our vision is to meet the needs of a growing number of women and children who have experienced homelessness, abuse, or hunger by providing holistic, effective programs that allow them to achieve health and stability in their lives.

GOALS AND OBJECTIVES

GOAL #1 – Funding and Sustainability

Expand agency resources to achieve financial stability through increased fundraising, board development and public awareness.

Objective #1: Expand the donor base by increasing the number of new donors by 30% over five years, retaining 85% of existing donors on an annual basis, increasing the number of major donors (\$2,500 per year minimum) by 10% over five years, and doubling the number of corporate donors within five years.

Objective #2: Develop a comprehensive fundraising plan that identifies ways to appeal to current donors and attract new ones, designs plans to host one major annual event, sets up a viable online fundraising

approach, establishes a sustaining donor plan, and identifies new revenue streams including the exploration of government funding.

Objective #3: Increase number of board members by 30% and expand membership to include individuals with special expertise and community connections.

Objective #4: Develop and implement a marketing plan to increase community knowledge of Rose Haven and its programs, increase resources, and provide program enhancements.

GOAL #2 – Improved Facility

Increase Rose Haven’s ability to adequately, safely serve increasing numbers of homeless women and children through an improved, larger facility.

Objective #1: Establish a Task Force to work on space issues with the goal of identifying a new space plan within one year.

Objective #2: Locate appropriate space based on Task Force recommendations.

Objective #3: Develop a funding plan for new and/or improved space.

Objective #4: In the short term, address needed improvements to current facility.

GOAL #3 – Organizational Capacity

Increase Rose Haven’s capacity to provide services through increased and improved staffing and volunteer recruitment, training, and management.

Objective #1: Design a staffing/ volunteer model to meet the goals of maintaining safety within the facility and effective management of Rose Haven programs now and with future growth.

Objective #2: Increase the number of volunteers recruited and trained to serve Rose Haven guests by 10% over the next five years.

Objective #3: Develop a three to six-month training plan for staff and volunteers, as appropriate.

Objective #4: Develop staff training plan to include in-house training by outside professionals and quarterly training for staff on topics such as dealing with difficult people and individuals with mental illness.

GOAL #4 – Expanded Programs

Expand services available to homeless women and children through increased hours of operation, new programs, and improved community partnerships.

Objective #1: Increase hours of operation to optimal hours of 8:00 a.m. to 6:00 p.m. daily within five years.

Objective #2: Assess current programs at regular intervals and determine where new or expanded services are needed.

Objective #3: Increase community partnerships and opportunities for collaboration with other agencies serving homeless women and children.