



Strategic Priorities 2021-2024

Updated April 2021

Over the course of 2020 board, staff and community members took on the important task of looking to our future. We are preparing for increased demand and enhanced services to help our guests reach their full potential during and after the pandemic, in a community overcome by the challenge of homelessness. This is an evolving document that reflects our objectives and planned workstreams. Our efforts are centered around space, funding, programs and human resources, while incorporating diversity, equity and inclusion best practices into all facets of our work.

SPACE: SECURE SPACE THAT ADVANCES OUR ABILITY TO MEET OUR MISSION

Leads: Scott Nichols (BOD), Katie O'Brien (Staff)

Workstream 1: Secure new building to better serve our current guests and provide additional capacity to serve more people need

2021

- Work with local business and community partners to secure new long term lease
- Secure contractor and subcontractors for tenant improvements and support
- Submit and secure needed permits
- Start and complete construction

2022

- Move operations to new building

Workstream 2: Design new space focused on equity, accessibility, and safety for staff, guests, volunteers

2021

- Secure pro bono project management
- Secure pro bono architecture and design company to work with Board, staff and guests to create trauma informed designed space

Workstream 3: Secure in-kind partnerships in support of facility design, construction, and furnishing of new space

2021

- Work with construction contractor on proposal bid strategy to secure in-kind support
- Secure transition/move services

2022

- Secure support for ongoing maintenance of building

FUNDING: OBJECTIVE: RAISE SUFFICIENT FUNDS TO EXECUTE ON OUR STRATEGIC PRIORITIES

Leads: Kathy Kelly (Board), Katie O'Brien, Liz Starke (Staff)

Workstream 1: Ensure financial stability for annual operations and continued agency growth

2021:

- Develop development and marketing plan to support agency goals through 2023
- Determine annual Rose Haven fundraising events
- Focus on volunteer engagement
- Donor retention (50% of first time donors; 75% of renewed donors)
- Raise \$1.1 million to meet annual operating expense budget: Foundation grants (40%), Corporate support (20%), Individuals (40%)
- Launch new building and program expansion campaign to secure \$3 million for new space, tenant improvements and additional 5-year operational costs

* Notes associated expense to be included in annual budget

- Work with Finance Committee to assess feasibility of an Endowment Fund
- 2022
- Update development and marketing plan to support agency goals
 - Raise funds to support annual operating expense budget
 - Continue new building and program expansion campaign to secure remaining funds to support long-term agency needs
- 2023
- Update development and marketing plan to support agency goals
 - Raise funds to support annual operating expense budget
 - Implement a targeted campaign to secure Donor Advised funds
 - Establish Planned Giving program

Workstream 2: Secure Human Resources to support fundraising efforts and improve donor communication experience

- 2021
- Work with Finance Committee to support fundraising strategy for Endowment Fund and audit
 - Develop new building and program expansion campaign committee
 - Educate Board and staff on campaign responsibility and expected engagement
 - Increase Board engagement for donor acknowledgement and communications
 - Seek additional temporary development support as needed to support campaign
- 2022
- Re-establish a Board-led Development Committee
 - Establish staffing models to support donor growth (grant writers, designated admin)*
 - Formalize training and develop speakers bureau for board
 - Increase bookkeeping support*
 - Full agency audit
- 2023
- Secure Board members with marketing, PR, fundraising and development expertise

Workstream 3: Identify and secure tools needed to streamline development efforts, improve donor experience and increase agency visibility

- 2021
- Launch new donor management system*
 - Hire database transition person/company*
 - Secure wealth engine optimization tool*
 - Integration with newsletter and communications vehicles (newsletter templates, communication tracking, direct mail)
 - Implement new payment portal
 - Re-vamp Website to: reflect current program model, highlight new agency priorities improve donor experience*; support 3rd party fundraisers
- 2022
- Full agency audit

PROGRAMS OBJECTIVE: BUILD MEANINGFUL, INCLUSIVE, SUSTAINABLE AND CONSISTENT PROGRAMS

Leads: Peter Irving (BOD) and Avi Deol (Staff)

Workstream #1 Build and Maintain Consistent Health and Wellness Programming

- 2021
- Focus on essential hygiene services of showers and hygiene kits
 - Triage for managing mental and health care for guests through established referral program with at least 2 partners in each category
 - Review emergency hygiene kits to optimize guest needs and reduce waste
 - Expand shower program by 5 showers per week
 - Bring on-site nurse visits for first aid

* Notes associated expense to be included in annual budget

- Secure 1 Emergency Dental Van visit onsite and referral options*
- Survey hygiene resources in community and build referral network for showers, bathrooms, vision, dental and laundry services
- Research and disseminate information for accessing COVID-19 tests and vaccinations for guests
- Maintain partnership with NUNM and return to services on-site

2022

- Increase mental and health programming through referral to holistic and preventative care partners, including access to vision care, dental care and health insurance options
- Expand Shower Program by 50%
- Bring on-site nurse visits for first aid, expanding to include foot care and manicures
- Secure 1 Emergency Dental Van visit onsite*
- Establish on-site laundry program
- Establish monthly on-site partnerships for health and wellness benefits access (SNAP, OHP, SSI/D)
- Explore partnerships with Peer Support systems and Medical Transport

2023

- Establish on-site emotional listening program
- Maintain on-site nursing program with regular weekly programming
- Survey community resources for pet care and potential on-site partnership
- Secure 2 Emergency Dental Van visits onsite*

Workstream #2: Strengthen and Build Advocacy Department Services

2021

- Establish 1:1 meeting spaces for advocates and guests to focus on emergent needs
- Increase confidentiality protocols within Advocacy and as agency as a whole
- Expand advocate training and continued skill building to 2-3 opportunities/year
- Increase Direct Services Budget to reflect focus on houseless guests needs*
- Expand and build more robust structured social work intern on-boarding procedures and annual learning opportunities
- Survey Community Partners to build key relationships in the areas of emergency shelter, housing, DV/SA, mental health, legal services & culturally specific services
- Establish Guest Community Resource Board for open access & info sharing
- Advocate representation in community wide resource & collaboration groups

2022

- Increase Direct Services Budget to reflect guests needs from guest survey*
- Work with 1-2 Schools of Social Work to bring 1-2 interns onsite annually
- Establish a specific and separate point of access for guests signing up for Advocacy
- Expand the allotted time advocates are meeting 1:1 with guests
- Establish private and confidential offices for advocates meeting with guests

2023

- Audit Direct Services budget to reflect guests needs from guest survey*
- Maintain social work intern program
- Increase advocate staffing by 1 FTE*

Workstream #3: Build and Maintain Guest Education, Connection and Empowerment Opportunities

2021

- Survey Community Partners to build key relationships in the areas of employment, skill building
- Maintain guest access to wi-fi, mail and phone
- Research options for Guest Voicemail services
- Re-establish partnership with Legal Aid and Employment opportunities
- Conduct Annual Guest Survey for feedback and priority needs

2022

- Bring on-site opportunities for guests to access services from external domestic & sexual violence advocates
- Return to onsite access to Legal Aid services 1x/month
- Create onsite guest volunteer opportunities

* Notes associated expense to be included in annual budget

- Build on-site access to guest phone, wi-fi and regular weekly access to computers
- Create learning opportunities for skill building through specific Computer Lab workshops
- Establish guest voicemail services*
- Bring weekly onsite activities to increase social connection and reduce social isolation (bingo, art, support groups)
- Re-establish Hospitality space indoors
- Conduct Annual Guest Survey for feedback and priority needs

2023

- Create partnership for guests to access Legal Expungement Clinics
- Maintain on-site open Computer Lab and relevant workshops
- Conduct Annual Guest Survey for feedback and priority needs

Workstream #3: Build and Expand Family and Children Services

2021

- Survey Community Partners to build key relationships in the areas of family and children support resources
- Maintain annual Back to School Drive and Holiday events
- Establish 1 new key partner in children's services
- Maintain partnership with PDX Diaper Bank

2022

- Create family specific day each month to access agency services
- Create a community space designated for families
- Build a referral network for child care and respite services
- Maintain annual Back to School Drive and Holiday events
- Establish 1 new key partner in children's services
- Maintain partnership with PDX Diaper Bank
- Review Direct Service Budget to include Family Specific services

2023

- Survey Community Partners to build key relationships in the areas of family and children support resources
- Maintain annual Back to School Drive and Holiday events
- Establish 1 new key partner in children's services
- Maintain partnership with PDX Diaper Bank

Workstream #4: Expand and Maintain Clothing and Emergency Supplies

2021

- Focus on access to emergency supplies, including outdoor gear and clothing
- Increase Direct Service Budget to reflect needs of guests living outdoors or in emergency shelter*

2022

- Expand beyond emergency outfits to bring on-site full access to Clothing Shop
- Expand on-site shopping access and times to longer durations and more than 1x/month per visit
- Create a specific area for children's items
- Expand clothing options to be gender inclusive
- Establish guest locker area for daily use
- Establish Voucher Partnership with William Temple Thrift Store

2023

- Expand clothing/supply donor and vendor options to include newer items
- Expand clothing/supply donation partners to reduce on-site clothing waste/excess

Workstream #5: Establish Consistent and Reliable Nutrition and Food Programming

2021

- Focus on providing access to individual, packaged meals to-go at the door
- Increase meal delivery by allowing guests to access food table multiple times/daily
- Increase Direct Service Budget for guest meals and refreshments *
- Secure 2 new food partners/vendors

* Notes associated expense to be included in annual budget

- Survey community resources / partners
- Create point of information access to share with guests other food resources outside of RH services
- Research licensing and permit needs for new space*

2022

- Establish consistent menu items for breakfast meals
- Expand to include food options for dietary needs: vegetarian, vegan, gluten-free*
- Secure 2 new food partners/vendors
- Create an on-site dining area separate from open hospitality space
- Create opportunities to reduce onsite food waste through partner sites to donate

2023

- Create opportunities to reduce onsite food waste through recycling and composting
- Maintain food options to account for dietary needs: vegetarian, vegan, gluten-free
- Establish space for guests to access microwave on their own in dining area
- Secure 2 new food partners/vendors

HUMAN RESOURCES: ENSURE OUR HUMAN RESOURCES MODEL PROMOTES A POSITIVE AND SUSTAINABLE EMPLOYEE, VOLUNTEER AND BOARD EXPERIENCE

Leads: Maryann Schwab (BOD) and Katie O'Brien (Staff)

Workstream #1: EMPLOYEES: Create a work culture that attracts the best talent and improves employee experience

2021

- Review and update recruiting and hiring practices for staff (DE+I; HR)
- Secure tools to support employee experience including onboarding, work plans and review processes*
- Offer 401k plan
- Establish annual staff training calendar and dedicated time for learning opportunities related to homelessness, trauma informed care, DEI (ED+DD)
- Develop clear and open methods for staff to share feedback on employee experience (DE+I; HR)

2022

- Identify and work with external consulting resources for DE+I support in internal policies, process development for feedback, and HR (DE+I; HR)*
- Explore additional external learning opportunities for staff (DE+I ; ED; DD)*
- Solicit feedback from staff to identify personal areas of need, growth and interest to inform new opportunities (ED+DD)
- Continued execution and evaluation of clear and open methods for staff to share feedback regarding employee experience (DE+I; HR)

2023

- Expand staff to meet programming needs*
- Maintain feedback processes on inclusive agency for staff
- Feedback processes are reviewed, revised, responded and communicated as appropriate
- Implement recommendations from external consultants for internal HR policies (DE+I ; HR)*

Workstream #2: VOLUNTEERS: Increase volunteer participation and provide exceptional volunteer experience at all touch points

2021

- Review and update recruiting process and practices for volunteers (DE+I; Vol Mgr)
- Develop communications strategy for volunteers to stay connected to agency during pandemic
- Develop regular and open methods for volunteers to share feedback on daily experience, DE+I and agency programming (DE+I; Vol; Programs)

2022

- Establish volunteer appreciation program*
- Increase daily service delivery by volunteers to 60%
- Maintain regular and open methods for volunteers to learn and share feedback on daily experience, DE+I and agency programming (DE+I; Vol; Programs)
- Integrate volunteers into training and education programs (homelessness, trauma informed care, DEI)*

* Notes associated expense to be included in annual budget

2023

- Increase daily service delivery by volunteers to 80%
- Maintain regular and open methods for volunteers to learn and share feedback on daily experience, DE+I and agency programming (DE+I; Vol; Programs)

Workstream #3: BOARD: Develop a board of directors with diverse life experiences and perspectives, who are innovative, open to growth and wholeheartedly committed to the governance of the agency

2021

- Review and update recruiting practices for Board (DE+I; HR)
- Revise and implement new onboard program
- Establish training and education program (homelessness, trauma informed care, DEI)*
- Create a shared DE+I related resource and materials platform for continued learning for staff, board, volunteers and supporters (DE+I)
- Develop clear and open methods for Board to share feedback (DE+I)
- Integrate DE+I work into all Board Meetings (DE+I)

2022

- Secure professional representation in all key need areas (Legal, HR, Marketing, Fundraising)
- Re-establish Board Development Committee with board and non-board volunteer members
- Continued execution and evaluation of clear and open methods for Board to share feedback
- Explore additional external learning opportunities for BOD* (ED; DE+I)
- Maintain integration of DE+I work into all Board Meetings (DE+I)

2023

- Board membership whose diversity more closely and authentically models guest makeup
- Continued execution and evaluation of clear and open methods for Board to share feedback
- Review and update shared DE+I related resource and materials platform for continued learning for staff, board, volunteers and supporters (DE+I)
- Maintain integration of DE+I work into all Board Meetings (DE+I)

DIVERSITY, EQUITY AND INCLUSION: BUILD DIVERSITY, EQUITY AND INCLUSION BEST PRACTICES INTO ALL ASPECTS OF OUR WORK

Leads: Lauren Wilkins, Dana Hogan (BOD), Katie O'Brien and Avi Deol (Staff)

Workstream 1: Building and Fostering an Inclusive Agency - Foster an environment that attracts the best talent, mutually beneficial relationships, values diversity of life experiences and perspectives, and encourages innovation.

2021:

- Determine equity and inclusion lens and framework (DE+I)
- Reviewing and updating recruiting and hiring practices for staff (DE+I; HR)
- Reviewing and updating recruiting practices for BOD (DE+I; HR)
- Reviewing and updating recruiting process practices for volunteers (DE+I; Volunteer Coordinator)
- Develop clear and open methods for staff, board and volunteers (climate survey) to share feedback on DE+I in agency (DE+I; HR; Vol)
- Designing and fostering inclusive and safe spaces (physical environment) within the new building for staff, guests, volunteers (DE+I and Facilities Team)

2022:

- Continued execution and evaluation of clear and open methods for staff to share feedback regarding equity and inclusion (DE+I; HR)
- Continued execution and evaluation of clear and open methods for BOD to share feedback regarding equity and inclusion (DE+I)
- Continued execution and evaluation of clear and open methods for volunteers to share feedback regarding equity and inclusion (DE+I ; Volunteer Coordinator)
- Identify and work with external consulting resources for DE+I support in internal policies, process development for feedback, and HR* (DE+I; HR)*

2023

- Maintain feedback processes on inclusive agency for staff, volunteers and board

* Notes associated expense to be included in annual budget

- Putting into practice the feedback from accessible and transparent methods and areas of change on agency climate and areas for improvement
- Feedback processes are reviewed, revised, responded and communicated as appropriate
- Identify opportunities to partner with culturally specific vendors and agencies* (BOD and Program Leads)

Workstream 2: Building and Maintaining Equity and Inclusion in Programming

2021:

- Determine equity and inclusion lens for new and existing programming (DE+I)
- Audit on-site programming to measure equity and inclusion for RH guests (Program Leads)
- Identify potential external culturally specific partners to collaborate (Program Leads)

2022:

- Audit on-site programming to measure equity and inclusion for RH guests in new building (DE+I; Program Leads)
- Solicit guest feedback on experience regarding equity, inclusion and accessibility to programming (DD; Program Leads)
- Guest feedback is reviewed and responded to with adjusted programming as appropriate (DD; Program Leads)

2023:

- Identify additional ways in which diversity, equity and inclusion in programs can be introduced* (may include need for additional direct service funding-hygiene, food, clothing, annual holiday/celebrations) (DD; Program Leads)
- Identify potential external culturally specific partners to collaborate (DD; Program Leads)

Workstream 3: Establish Inclusive and Equitable Policies, Procedures and Practices

2021:

- Determine equity and inclusion lens for policies, procedures and practices (DE+I)
- Annual review and revision of Internal operations using equity lens (policies & procedures; employee handbook) (ED; DD)
- Annual review and revision of Agency Governance materials (Bylaws, Mission, Values) (BOD; ED)
- Ensure Equity and Inclusion lens is established and practiced in social media and external messaging, internal operations (DE+I ; Development)
- Annual review and revision of External Operations (Social Media, Communications) (DE+I ; Development)

2022:

- Continue to review and revise Internal Operations using Equity Lens (Policies & Procedures; Employee Handbook) (ED+DD)
- Continue to review and revise Agency Governance materials (Bylaws, Mission, Values) (BOD; ED)
- Continue to review and revise External Operations (Social Media, Communications) (DE+I ; Development)

2023:

- Implement recommendations from with external consulting opportunities for DE+I support in internal policies and HR (DE+I ; HR)*
- Continue to review and revise Internal Operations using Equity Lens (Policies & Procedures; Employee Handbook) (ED+DD)
- Continue to review and revise Agency Governance materials (Bylaws, Mission, Values) (BOD; ED)
- Continue to review and revise External Operations (Social Media, Communications) (DE+I ; Development)
- Identify and formalize ways in which Rose Haven is engaged with broader communities to promote social justice and inclusion

Work stream 4: Fostering a learning environment throughout levels of the agency to create a community of openness, growth and continual learning around DE+I and its intersection with Rose Haven.

2021:

- Assess internal and external sources of information and expertise (DE+I)

* Notes associated expense to be included in annual budget

- Establish Annual Staff Training Calendar and build in time monthly at Staff meetings to discuss DE+I principles and connection to Rose Haven work (ED+DD)
- Implement daily Volunteer Debriefs to introduce learning opportunities around guest experience and interactions (Vol Coord)
- Create a shared DE+I related resource and materials platform for continued learning for staff, board, volunteers and supporters (DE+I)
- Integrating DE+I work into all Board Meetings (DE+I)

2022:

- Explore additional external learning opportunities for staff * (DE+I ; ED; DD)
- Explore additional external learning opportunities for BOD * (DE+I)
- Solicit feedback from staff to identify areas of need, growth and interest to inform new opportunities (ED+DD)

2023:

- Assess internal and external sources of information and expertise (DE+I)
- Maintain daily Volunteer Debriefs to introduce learning opportunities around guest experience and interactions (Vol Coord)
- Review and update shared DE+I related resource and materials platform for continued learning for staff, board, volunteers and supporters (DE+I)
- Maintain integration of DE+I work into all Board Meetings (DE+I)