

STRATEGIC PLAN

FY 2023-2024

MISSION

To provide day shelter, resources, emotional support, and community connections to women, children, and marginalized genders experiencing homelessness and poverty.



VALUES

Compassion:

Rose Haven welcomes each person by embodying respect, openness, empathy, and a non judgmental approach to our work.

Reconciliation:

All members of our community commit to valuing one another through respect and forgiveness, and we offer a process for guests to learn and redirect behaviors towards reconciliation with themselves and others.

Community:

As a community based organization that includes guests, agency partners, volunteers, staff, donors, and stakeholders, Rose Haven recognizes that our collaborative efforts are essential to fulfill our mission.

Individual Worth:

The life and varied experiences of every person is deeply valued and supported. We work towards ensuring the guests of Rose Haven feel recognized with a sense of dignity, belonging, and acceptance that values their individual choice.

Zeal (Love in Action):

Rose Haven embodies this energy through a holistic, person-centered, trauma-informed lens. We strive to provide support focused on guests' strengths, avoid retraumatization, and promote safety, healing and empowerment.

2023 & 2024 Pillars and Goals

1 Evolve Guest Services

Grow proven programs and expand service offerings with community partners to meet our guests' self-defined needs.

2 Optimize Operations

Enhance facilities, improve systems, and diversify operational make-up to provide quality, equitable support to the most guests.

3 Sustain Funding for Growth

Ensure financial stability of the agency through donor engagement, partnerships, and long-term funding strategies.

4 Prioritize Employee Wellness

Recruit, retain, and support our valuable team by promoting employee health and enabling sustainable service models.

5 Give Voice

Amplify the needs and challenges of our guests through data-driven insights and shared stories.

Diversity, Equity, Inclusion, Justice Statement

From the beginning, Rose Haven's mission, vision, and values have rooted themselves around creating safe spaces for equity to triumph against adversity. Years later, we find DEIJ at the center of our thinking, principles, policies, evolution, and culture. The "Equity & Inclusion Lens" is a DEIJ muscle that Rose Haven seeks to exercise and develop at pace with the changing environment our community lives in.

Over this strategic plan period, we continue to intentionally and proactively demonstrate our mission, vision, and values; including being aware of our blind spots and leveraging the Equity & Inclusion Lens to address them. We recognize new challenges in keeping true to our mission, equitable accessibility, and to our commitment toward safety and belonging at the Haven.



STRATEGIC **PLAN** OBJECTIVES

FY 2023-2024

1 Evolve Guest Services

Grow proven programs and expand service offerings with community partners to meet our guests' self-defined needs.

- Develop new onsite programs to bridge the gap in mental health services
 - Expand existing, proven programs with increased onsite resources and additional service hours
 - Expand and nurture strategic partnership opportunities with outside agencies to support additional guest needs related to housing, domestic violence, legal, recovery, mental health, employment, and family services
 - Meet the needs of our diverse guest population by reducing barriers for non-English speaking guests in all facets of services
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2 Optimize Operations

Enhance facilities, improve systems, and diversify operational make-up to provide quality, equitable support to the most guests.

- Evolve current facility to ensure it provides best function and accessibility for all guests
 - Develop scalable volunteer management system and implement new processes to manage, train, and fully utilize the power of our volunteer base
 - Develop a sustainability program to reduce operational waste
 - Diversify volunteer, staff, and Board of Directors base to more closely reflect guest population and life experiences
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3 Sustain Funding for Growth

Ensure financial stability of the agency through donor engagement, partnerships, and long-term funding strategies.

- Form Strategy Development Committee to assess and recommend new funding streams to ensure sustained financial stability
 - Create and sustain exceptional donor stewardship practices to cultivate, educate, and empower donors
 - Foster 'community-centric' fundraising grounded in equity and social justice that prioritizes community collaboration and encourages mutual support among nonprofits
 - Formalize and promote gift acceptance policies and programs
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4 Prioritize Employee Wellness

Recruit, retain, and support our valuable team by promoting employee health and enabling sustainable service models.

- Invest in employees by providing exceptional onboarding, continuing education, thoughtful professional development
 - Refine organizational structure to create more sustainable service and staffing models
 - Create HR Committee to guide our efforts in providing competitive wages and benefits that align with the challenging and important work of our employees
 - Promote and support onsite and offsite employee self-care
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5 Give Voice

Amplify the needs and challenges of our guests through data-driven insights and shared stories.

- Educate ourselves, our key stakeholders, and the community on issues relevant to our guests
- Develop agency success metrics to measure the Rose Haven value proposition in the community
- Develop branding/marketing assets to inform and empower key stakeholders to clearly articulate Rose Haven's value
- Understand gender identity, gender fluidity, and how it relates to who we serve