



Strategic Plan Overview

2021-2025

INTRODUCTION

The strategic plan reflects four goals and is accompanied by a list of specific strategies to achieve those goals.

The plan was researched and developed by a strategic planning team that met in mid-2020. Its task was to identify current and future environmental, programmatic, and operational opportunities and challenges; review input from clients, key stakeholders, and staff; and shape the final plan.

The organization used the services of The Spark Mill, a Richmond, Virginia-based strategic planning firm, to facilitate the process. Consultants from The Spark Mill used the following methodologies to gather input during the information-gathering portion of the planning process:

- Fourteen stakeholder interviews
- Three staff focus groups
- A retreat with the Strategic Planning Team
- A survey with clients
- A survey with staff
- Review of client-provided documents

The primary goals of the plan are to:

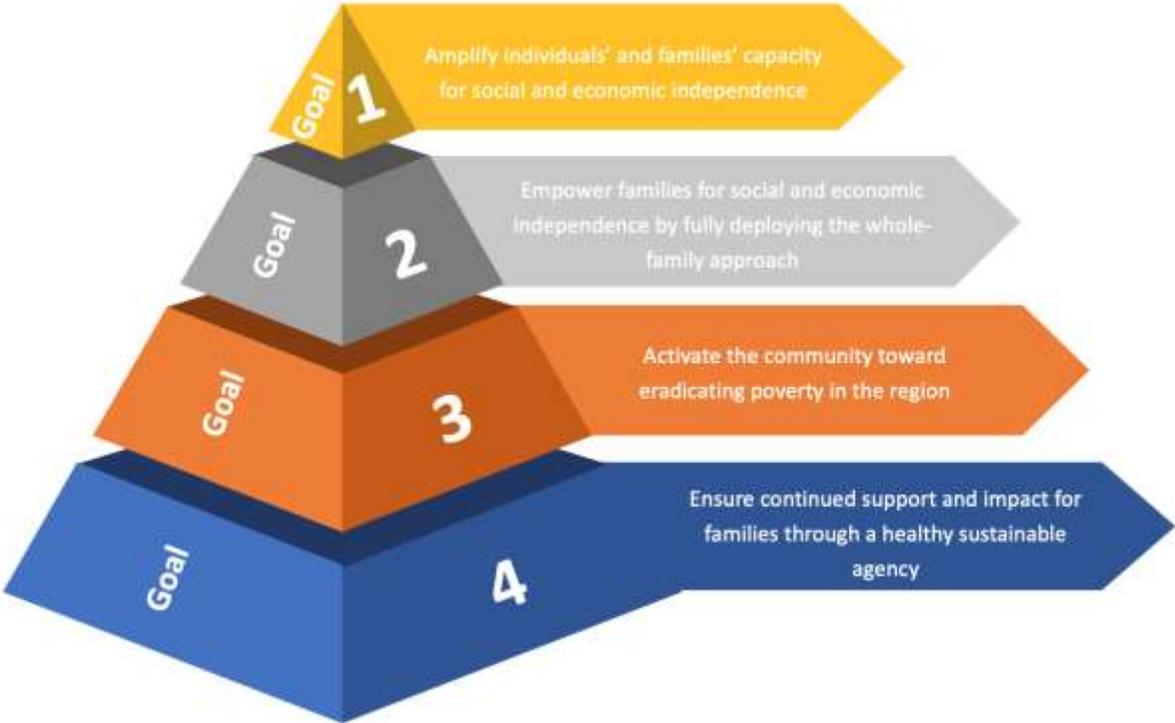
1. Amplify individuals' and families' capacity for social and economic independence
2. Empower Families for lasting social and economic independence by fully deploying the whole-family approach
3. Activate the community toward eradicating poverty in the region
4. Ensure continued support and impact for families fighting poverty through a healthy and sustainable agency

The goals are accompanied by a list of specific strategies to achieve those goals. Once the Board affirms the Strategic Plan Overview, the senior staff will begin working on implementation planning to develop tactics that support the plan.

MISSION

In partnership with our communities, Rooftop of Virginia empowers individuals and families by offering and facilitating resources to achieve economic and social independence.

STRATEGIC FRAMEWORK



IMPACTS

If we have done our best work and focused on strategic objectives, we will make progress on the following impact areas:

- Families will achieve long-lasting social and economic independence.
- Community members will know where they can turn for support, empowerment, and advocacy and will not face barriers in navigating systems.
- Rooftop is strengthened for continued impact for families fighting poverty.

GOALS AND STRATEGIES

1. Amplify individuals' and families' capacity for social and economic independence

- 1.1. Engage clients and family voice in program creation and evaluation
- 1.2. Partner with other organizations and agencies to fill the needs of families that exist outside of the organization mission
- 1.3. Enhance community engagement in order to ensure that the families with the greatest need are connected to the agency through trusted relationships

2. Empower Families for lasting social and economic independence by fully deploying the whole-family approach

- 2.1. Evaluate all current programs through the whole-family lens
- 2.2. Assess the overall capacity of the agency and narrow the programming to match community needs consistent with a whole family approach
- 2.3. Update and develop new holistic processes which will move the new approach forward

IMPACT: Families will achieve long-lasting social and economic independence

3. Activate the community toward eradicating poverty in the region

- 3.1. Increase awareness about families fighting poverty and the role of Rooftop in empowering individuals and families to achieve economic and social independence
- 3.2. Provide general education about the need to eradicate poverty and the impact it has on the community at large
- 3.3. Be the “go to” resource for elected officials, community and faith-based organizations to work towards alleviating poverty
- 3.4. Deploy a marketing plan to uplift the work of Rooftop across the region

IMPACT: Community members will know where they can turn for support, empowerment, and advocacy and will not face barriers in navigation of systems

4. Ensure continued support and impact for families fighting poverty through a healthy and sustainable agency

4.1. Develop a comprehensive facility plan

4.2. Strengthen fundraising to increase sustainability and execute on strategic goals

4.3. Make Rooftop an employer of choice

FOUNDATIONS OF SUCCESS: *Rooftop is strengthened for continued impact for families fighting poverty*

ACKNOWLEDGMENTS

Strategic Planning Team

Audrey Dalton, *Finance Director*

Amanda Funk, *Community and Family Support Manager*

Terri Gillespie, *Agency and Community Impact Director*

Sandy Jones, *Weatherization and IPR Manager*

Vicki Myers, *Executive Director*

Jennifer Shaw, *Early Head Start Caregiver*

Kristin Shumate, *Board*

Beth White, *Board*

Consultant Support

Chris Bennett, *The Spark Mill*

Lindsey O-Pries, *The Spark Mill*