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BUILDING NEW  
BEGINNINGS

# STRATEGIC PLAN

## 2021-2024

OPERATIONAL EXCELLENCE

# Strategic Plan 2021-2024

## Operational Excellence



### DIVERSITY, EQUITY, AND INCLUSION

This Strategic Plan has been crafted to create and promote new systems of operational excellence from a Diversity-Equity-and-Inclusion lens. Although persistent systemic injustice, pervasive and rigid wealth inequities, achievement gaps, and widely disparate racial incarceration rates failed to adequately illuminate widespread racism, the murder of George Floyd made it brutally apparent and undeniable. RS EDEN seeks to affect change in our community by embedding Diversity-Equity-and-Inclusion within all components of this plan and throughout the organization. Under this bright light, RS EDEN is committed to fulfilling its mission and vision by cultivating a culture rooted in compassion and anchored in empathy.

We **acknowledge** that the very fabric of our society, as ubiquitous as the air we breathe, is founded upon a structure of systemic racism and that our commitment to dismantling unjust systems could have been and can always be stronger. We acknowledge that we must both remain open to new structures of serving clients and critical of systems entrenching our clients in poverty. We acknowledge that RS EDEN, part of a larger human service sector, a sector whose purpose is to heal and protect, is also part of a system of injustice that must change.

RS EDEN enters into this plan with **humility**, knowing that we are not fully aware of all that we must change, all that we must do, and all that we must undo. We commit to humbly working to understand the black, brown, indigenous, LGBTQ+ experience of our clients and staff in order to increase trust and belonging.

RS EDEN commits in this plan, and long after, to **learning** and organizational self-reflection. Learning through listening, honoring lived experience, and centering the voices of those who have long been silenced. Our learning will be grounded in a zealotness to embrace all members of the collective, not only those validated by the dominant culture.

This plan has been crafted to fulfill our mission “To create thriving, just communities where healing occurs and new beginnings are possible.” With this Diversity-Equity-Inclusion focus, we can advance as an organization and drive meaningful change throughout our community. In committing to this plan, we commit to a future centered on justice. This plan is the beginning of a dedicated journey, designed without an end, evolving alongside the many parts that make up RS EDEN.

## **DIVERSITY, EQUITY, AND INCLUSION**

### **GOAL: ANCHOR THE ORGANIZATION TO A FOUNDATION OF DIVERSITY, EQUITY AND INCLUSION**

- OBJECTIVE: Establish culture of curiosity, cooperation and iterative approach to learning through the practice of brave, honest and constructive dialogue.
- OBJECTIVE: Cultivate a diverse and inclusive organizational culture that is reflective of our clients and surrounding community.

## HIGH QUALITY, HIGH IMPACT SERVICES

### GOAL: ENHANCE CONTINUUM OF SERVICES, INCREASE UNDERSTANDING OF EFFICACY THROUGH DATA, USE KNOWLEDGE GAINED TO INCREASE IMPACT

- OBJECTIVE: Embed trauma-informed, culturally-responsive, and person-centered care models.
- OBJECTIVE: Clarify shared outcomes and metrics by which we account for success.
- OBJECTIVE: Align data systems to empower staff, focus areas for continuous improvement.
- OBJECTIVE: Invest in community trust through enhanced approach and expanded awareness.

## UNIFIED RS EDEN

### GOAL: BUILD COHESIVE APPROACH TO WORK THROUGH SHARED UNDERSTANDING OF IMPACT INTENTION AND VALUES

- OBJECTIVE: Integrate programmatic areas through shared practice, policies, and values.
- OBJECTIVE: Create a comprehensive talent management infrastructure anchored in collaboration, equity, and accountability and values staff potential at all levels.
- OBJECTIVE: Modernize Human Resource policies and practices to encourage a more person-centered, equitable environment and enhance our service delivery.

## FINANCIAL VIABILITY

### GOAL: ENSURE FINANCIAL SUSTAINABILITY FOR LONG-TERM IMPACT

- OBJECTIVE: Achieve positive net operations by controlling expenses and growing and diversifying revenue.
- OBJECTIVE: Invest in existing buildings; divest where mission is no longer achieved.
- OBJECTIVE: Seek targeted opportunities to expand impact through financially sustainable channels.

## NIMBLE AND MODERN INFRASTRUCTURE

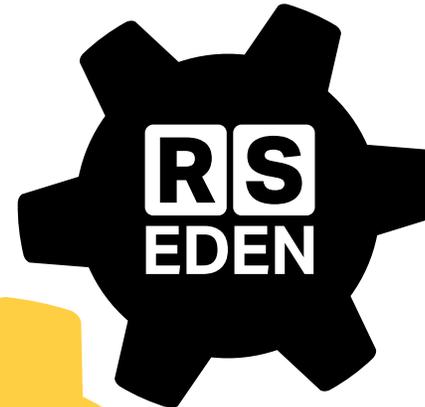
### GOAL: BUILD RESPONSIVE AND FLEXIBLE SYSTEMS TO SUPPORT THE WORK

- OBJECTIVE: Establish a consolidated infrastructure for secure, high efficiency information management.
- OBJECTIVE: Advance administrative functionality of information management systems to better support program impact, reduce staff burden.
- OBJECTIVE: Mitigate risk and position for excellence in both crisis and opportunity through enriched compliance practices and communication structures.

# NEW MISSION AND VISION

## VISION

We envision a community built upon a shared commitment to wellbeing and equity, where individuals and families are free from injustice and anchored by generational resilience.



## MISSION

To create thriving, just communities where healing occurs and new beginnings are possible.

## OUR MISSION

To create thriving, just communities where healing occurs and new beginnings are possible.

## OUR VISION

We envision a community built upon a shared commitment to wellbeing and equity, where individuals and families are free from injustice and anchored by generational resilience.

This new Mission and Vision is rooted in RS EDEN's expertise and inspired by our history, while embracing a future that demands innovation. Our best work has always been accomplished through the power of community and it is through the creation of these healing environments that support can be built, safety can be sensed, harm can be repaired, and sustainable change is made possible. There is power in community, and that power is what can both push and guide each of us in ways that only a larger collective can.

RS EDEN exists to walk alongside our clients, supporting communities that in and of themselves are mechanisms for change. Our work is to help our clients reach a place where they can begin to heal from traumas, including racism, systemic injustice, homelessness, incarceration,

mental illness, addiction, and more. To help individuals and families truly write new chapters, our work must include an emphasis on advocacy, to transform the systems that caused or allowed for the trauma in the first place. This deep, equity-centered work is grounded in empathy, compassion, and a fundamental belief that we all have worth, no more or less than anyone else.

**Our new Mission and Vision call on each of us to strengthen the communities we have, reach into the communities we can influence, and to keep working through the power of community until everyone is given the opportunity to thrive.**

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