

CAMERAY COMMUNITY FUND

LONG TERM PLAN 2014-2018

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LONG TERM PLAN 2014-2018

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EXECUTIVE SUMMARY

Cameray Community Fund, commonly known as Cameray Child and Family Services is a community-based agency committed to the strengthening of individuals and families through a spectrum of services including counselling, education, outreach and advocacy. The vision of the agency is stronger children, stronger families, and stronger communities.

The 2014-2018 Long Term Plan was developed in order to provide direction to the agency as we fulfill our mission, to increase our impact in the community, and to assist us in our continuous pursuit of excellence.

The goals for Cameray Community Fund over this four-year period are:

1. Organizational Excellence - as evidenced by:
 - Financial stability - diversified, predictable and adequate
 - Workplace satisfaction - positive culture and staff retention
 - Highly Effective Organization - involving technology, space, and systems review

2. Program and Service Excellence - as evidenced by:
 - Re-accreditation status
 - Improved accessibility - decreased waitlists and distance
 - Quality services that respond to community growth and diversity

3. Strong Community Profile - as evidenced by:
 - Increased community awareness - through marketing/branding, social media, visibility, and support
 - Partnerships and collaboration

Strategies to achieve these goals have been identified, and the process of implementing the strategies will be carried out by the staff, management, and Board of Directors of Cameray Community Fund through a series of annual short term plans. The ultimate result will be a robust and well-respected community agency that is instrumental in the strengthening of children and families, and the communities of Burnaby and New Westminster.

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AUTHORIZATION

Cameray Community Fund's 2014-2018 Long Term Plan Approved
on September 8, 2014:

Board President:

Sarina Kot:

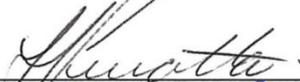


Board Executive:

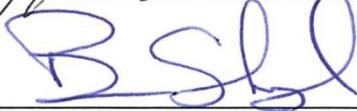
Vice President
Nancy Maloney:



Secretary
Mena Perrotta:



Treasurer
Brian Shuster:



Board Members:

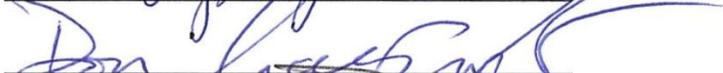
Bruce Landon:



Alyson Jones:



Don Macdonald:



Nazarina DiSpirito:



Executive Director:

Tracey Rusnak:



Date Signed: December 15, 2014

MISSION AND VISION

A. Vision Statement

Stronger children, stronger families, stronger communities

B. Mission Statement

Cameray Child and Family Services is a community-based agency committed to the strengthening of individuals and families through a spectrum of services including counselling, education, outreach and advocacy.

C. Statement of Values

The core values which guide the agency and its Board / Staff / Management include:

- Healthy Families
- Cooperation and Collaboration
- Accessibility
- Contribution and Service
- Social Justice
- Empowerment
- Authenticity
- Challenging Work
- Hope

D. Organizational Mandate

The mandate of Cameray Community Fund is to provide free counselling, education, outreach and advocacy services to residents of Burnaby and New Westminister in the pursuit of strengthen families.

ORGANIZATIONAL PROFILE AND HISTORY

A. Brief History of Cameray Community Fund

Cameray Community Fund, commonly known as Cameray Child and Family Services, began in 1972 when a group of Burnaby citizens came together to apply for a Local Initiative Program grant. The funds from this grant provided counselling, youth drop-in, day care, and senior services. The original programs were operated out of a church basement, and the organization was known as Project Backdoor. The Stride Youth Worker Program began development in 1973 due to need in the area. Unfortunately the contract was cut in June 2002. In 1974, the L.I.P. funds ceased, but the provincial government provided funds to continue the child and family counselling program.

In 1983 the society was incorporated as the "Citizen's Development Fund", and in 1985, the organization changed its name to "Cameray Centre". The legal name was changed to "Cameray Community Fund" in 1995.

Over the years, the organization grew. Program offices were opened in Burnaby and New Westminster. The family counselling program expanded to include more specialized counselling services such as the Sexual Abuse Intervention Program, Trauma Counselling, Family Crisis Counselling, Sexual Health Intervention Program, and Child and Youth Counselling (an adjunct service to Child and Youth Mental Health).

The Partners in Parenting Program began development in 1997. It was a Building Blocks initiative, based on the "Healthy Start" parenting program in Hawaii, USA, and was funded by the provincial government. The program was terminated in October 2005 and was revised into the Early Intervention Parenting Program, which included individual support and group training modules for parents of children under the age of five. The name of the program changed to the Parent Support Program in 2007.

The Child and Youth Victim Support Service Program began in 2000, funded by the Ministry of Justice, to provide criminal justice information and support, safety planning, information and referrals, and emotional and practical support to child victims of physical and sexual abuse and child witnesses.

The ACTS program (Assisting the Community with Transitioning Students) was developed by Bev Ogilvie and Joanna Doonan, District Counsellors with the Burnaby School District, to provide Homework Clubs with at-risk grade 5-7 students to assist them with the transition to secondary school. The program was originally funded through a National Crime Prevention Grant, and the Ministry of Children and Family Development funded it in 2004.

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The agency underwent its first accreditation with Council on Accreditation in 2003, and has successfully completed the re-accreditation process twice since that time. The agency is currently accredited through October 31, 2015.

In 2009 Cameray received the Burnaby Business Excellence Award for Not-for-Profit Organization of the Year.

In 2013, due to financial constraints, the agency was forced to close the doors of the New Westminster program office and the administration office, and amalgamate all programs into one location at 5623 Imperial Street in Burnaby. However, programs continue to serve children and families in both Burnaby and New Westminster. All of our programs are free of charge and voluntary, and we see approximately 3,350 children, youth and families per year.

B. Cameray Programs and Services

Cameray offers services to children, youth, and their families in Burnaby and New Westminster, BC. All the services are free of charge, and they include:

- Counselling Program - Provides professional counselling services to children, youth, and their families. The services include the Sexual Abuse Intervention Program, Trauma Counselling Program, Family Counselling Program, Sexual Health Intervention Program, High-Risk Youth Support Program, Brief Family Program (for families experiencing a situational crisis), and the Child and Youth Mental Health Program.
- Parent Support Program - Provides prevention and early intervention services to parents with children aged 0-5, and parents-to-be. The services include individual support and group training modules.
- Child and Youth Victim Support Services - Provides support and advocacy to children and youth who are victims or witnesses of a crime. The services include court preparation and accompaniment, education around the justice system, practical assistance and emotional support throughout the entire legal process, assistance with Victim Impact Statements and Crime Victim Assistance Program applications, and accompaniment to meetings such as investigative interviews and medical exams.
- Assisting the Community with Transitioning Students (ACTS) - Provides support to children in grades 5-7 to facilitate a more successful transition to high school. The program includes homework/dinner clubs in select schools in Burnaby, individual outreach and support with at-risk children, small group activities, and a mentorship component with high school student volunteer mentors.

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- Community Kitchens - Provides opportunity for people to learn to cook low-cost, nutritious meals and take them home for their families.

Cameray's funding comes primarily from BC Ministry of Children and Family Development, BC Ministry of Justice, and various grants and donations. While some of our programs give priority to clients referred by the Ministry of Children and Family Development, we strive to be barrier-free, and therefore all of our programs take referrals from any source, including self-referrals.

C. Description of Service Population

Cameray offers services to children, youth, and their families in Burnaby and New Westminster, BC. The only criteria for families are that the children are under the age of 19 and that they reside in Burnaby and New Westminster. The service population is culturally diverse, as there is a high immigrant population in these two communities. Many of the clients are low-income, but this is not a criterion for service.

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CRITICAL ISSUES AND CHALLENGES

Current critical issues and challenges faced by Cameray Community Fund are financial constraints and adaptation to a significant agency re-organization.

Cameray has been faced with the challenge over the past several years of continuing inflation in the cost of administration and provision of services, with no increase in base funding from government contracts. This resulted in operating with a deficit budget for several years.

In an effort to rectify the situation, in 2013 the agency amalgamated the Burnaby and New Westminster program offices and the administration office into one location in Burnaby. This was accompanied by a restructure of management and a transition of leadership when the Executive Director of 25 years retired.

The agency is currently in a state of settling into the new structure. While the budgets continue to be tight, they are balanced. The Board and staff are now adapting to a new management team with new job descriptions, and a renewed vision for the agency.

STRATEGIC GOALS AND OBJECTIVES

A. GOAL 1: ORGANIZATIONAL EXCELLENCE



OUTCOMES: (In order of priority)

1. Financial Stability

- **Diversified**
- **Predictable**
- **Adequate**

Strategies:

- (a) Define what is "adequate funding"
- (b) Develop plan to diversify and grow funding
- possible strategies include:
 - have a funding champion
 - find financial sponsors
 - explore crowd funding and other methods
 - explore new ways to use reserve funds to support day to day operations
- (c) Develop marketing and branding strategies
(see Goal 3-1: Increased Community Awareness)

2. Workplace Satisfaction

- **Positive Culture**
- **Staff Retention**

Strategies:

- (a) Develop a professional development plan
- (b) Create internal programs for staff development
 - programs for growth within the organization
 - incentive / motivation program for staff
 - staff recognition plan
- (c) Create a system to evaluate staff satisfaction
 - an ongoing system for staff to evaluate workplace space and policies (more often than just once a year)

3. Highly Effective Organization

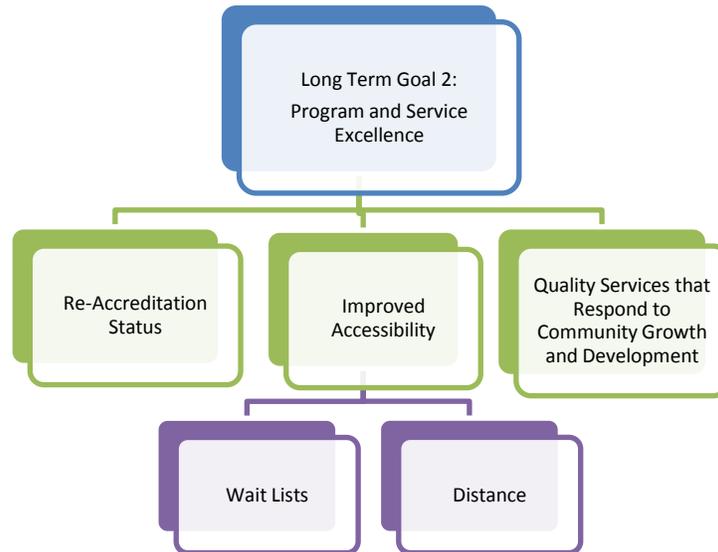
- **Technology**
- **Space**
- **Systems Review**

Strategies:

- (a) Develop a plan to acquire additional office space
 - to address geographical needs (ie New Westminster location)
 - to address lack of space issues (larger space in Burnaby)
- (b) Identify technology needed for service efficiency
- (c) Ensure continuing Board diversification, include strengths that focus on technology and marketing

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B. GOAL 2: PROGRAM AND SERVICE EXCELLENCE



OUTCOMES: (In order of priority)

1. Re-Accreditation Status

Strategies:

- (a) Develop an accreditation work plan
 - a system to ongoingly work on accreditation requirements
 - plan for reviewing accreditation standards within agency
 - specified time lines and tasks assigned to various personnel
- (b) Increase awareness of accreditation standards agency-wide

2. Improved Accessibility

- **Wait Lists**
- **Distance**

Strategies:

- (a) Explore methods to decrease wait times
 - ie. follow up groups and educational waitlist groups to provide service more immediately to more clients
- (b) Explore options to provide services in more locations
 - identify more partnerships within the community for co-location of services (ie. schools, health clinic, family services)
 - explore opportunities for opening a second office in another location

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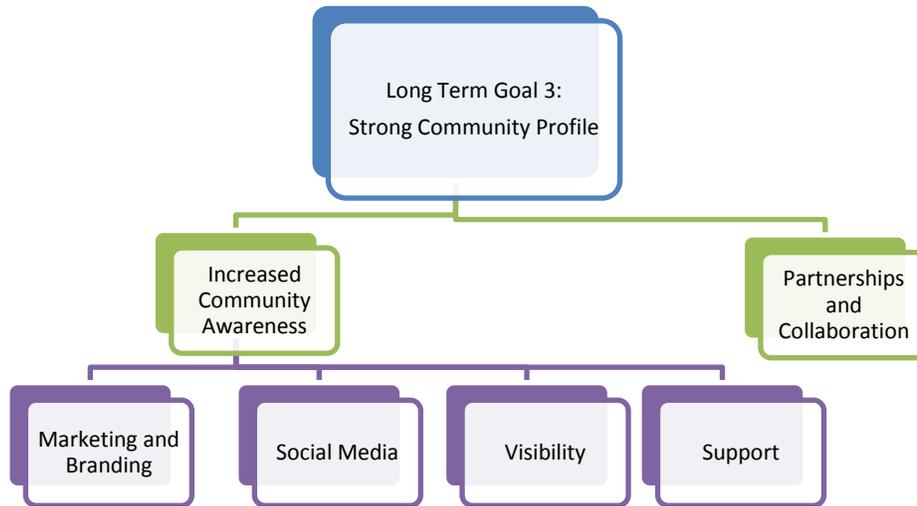
- plan to eventually re-open a New Westminster location
- (c) Develop a plan to increase outreach services
 - decreases barriers for transportation
 - counsellor to client rather than client to counsellor (taking into consideration travel time, safety, loss of counselling hours)

3. Quality Services that Respond to Community Growth and Diversity

Strategies:

- (a) Develop a plan for improved external feedback
 - explore community demographics re: service delivery needs
 - create more effective ways of getting feedback from community on their needs
 - determine how to best get community input as to how Cameray can address community growth and diversity (ie. how to fill groups)
- (b) Develop a plan for effectively reaching clients
 - creative outreach options, ie. space in community, video chats to reach isolated families
 - plan for providing services in multiple languages
- (c) Collaborate with other agencies (school settlement workers) to serve diverse cultural groups

C. GOAL 3: STRONG COMMUNITY PROFILE



OUTCOMES: (In order of priority)

1. Increased Community Awareness

- **Marketing/Branding**
- **Social Media**
- **Visibility**
- **Support**

Strategies:

Develop an overall marketing plan

- assess which parts of an "ideal" plan can be reasonably accomplished at minimal cost
- explore possible volunteer jobs / positions that can engage experts and consultants
- overall marketing plan would consist of:

- (a) Branding
 - create a new logo
 - be more visible/memorable in the community
- (b) Social Media
 - identify most relevant areas of social media for the organization to become involved in
 - create a social media presence
- (c) Networking
 - plan for identifying referral sources and letting them know about our

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services

- identify key agencies to visit and make presentations to
- advertise and promote our services both online and in person
- strengthen our connection with City Hall - raise our profile with the goal of accessing space

2. Partnerships / Collaboration

Strategies:

Develop an overall collaboration plan

- identify potential partners in the community who would most likely help us to develop a stronger community presence
- identify what incentives exist / we could offer to other organizations to create partnerships
- set up mutual/joint goals with each partner
- overall collaboration plan would focus on:

(a) Funding

- explore companies that would like to sponsor our programs via funding in return for positive publicity

(b) Program sharing

(c) Space sharing

APPENDIX A:

Description of Strategic Planning Process

The strategic planning process was facilitated in June 2014 by Rosemary Rawnsley, and it consisted of three 3-hour sessions.

The first session on June 3, 2014 was with the whole agency staff in order to develop a clear understanding of the levels of planning within the organization, to review progress on the current plan, and to provide input to future planning. It included group exercises and discussion around an environmental scan, identifying strengths and weaknesses, and identifying key organizational issues.

The second session on June 9, 2014 was with the Board of Directors in order to develop a clear understanding of the levels of planning within the organization, review input from the staff planning session, and provide input and develop the key goal statements for the new plan. In addition, the Board crafted a vision statement for the agency: Stronger children, stronger families, stronger communities.

The final session on June 16, 2014 was with the Board of Directors and a representation of staff (an open invitation was put out to staff; five direct staff members and two coordinators attended). In this session, the process to date was reviewed, the plan was structured, outcomes for each area and priorities were identified. Possible strategies were also brainstormed.

Following the facilitated sessions, the information was reviewed by the management team and a draft plan was developed outlining key strategies for all outcomes. The strategies were presented to the Board of Directors and were approved on September 8, 2014. These strategies formed the basis for the annual short term planning process later in September.

Agendas, notes and summaries of the process are attached to the master copy of the Long Term Plan.

APPENDIX B:

Assessment of Strengths and Weaknesses

The staff identified the following strengths and weaknesses:

Strengths:

- Teamwork
- Great communication internally
- Friendly environment
- Flexibility around schedules / self-management

Weaknesses:

- Challenges in work/life balance (late evening requirements)
- Lack of collaboration with Board
- Limited professional development for staff
- Limited incentives/growth for staff
- Space issues (soundproofing challenges, inadequate space)

The Board of Directors identified the following strengths and weaknesses:

Strengths:

- Reputation
- Skilled, committed staff / leadership
- Committed Board
- Stability of staff
- Culture of support

Weaknesses:

- Lack of opportunity for professional development - recruitment, retention
- Limited technology
- Too dependent on government funding
- Lack of a funding champion
- Lack of a high profile spokesperson

Further details can be found in the session summaries attached to the master copy of the Long Term Plan.

APPENDIX C:

Environmental Scan

The staff were asked to identify challenges/threats and opportunities in the external environment over the past three years that affect Cameray's work as an organization. They identified:

Threats/Challenges:

- Changes in government funding - more competitive, less collaborative
- Increase in technology
- Lack of social presence in the community

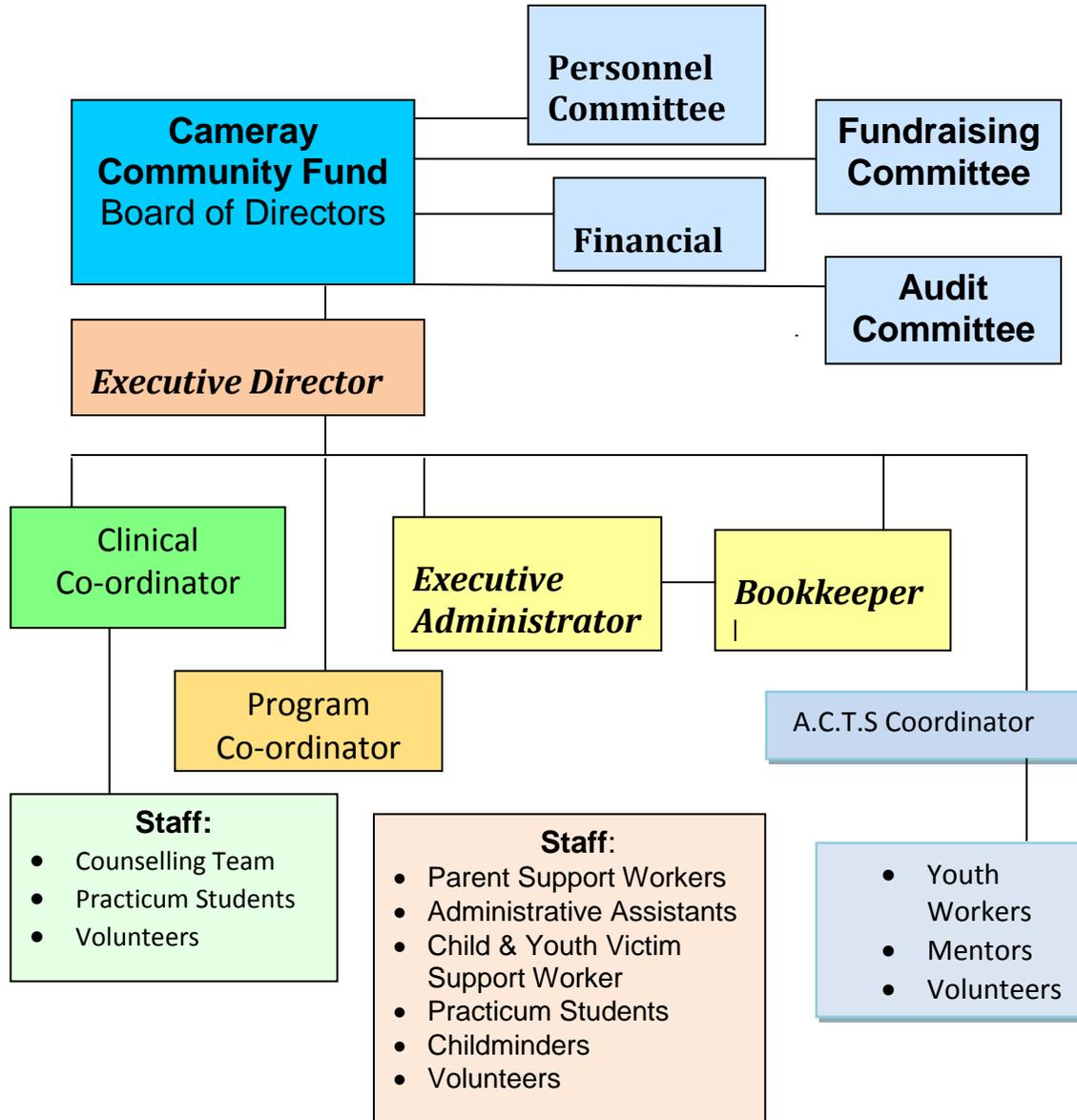
Opportunities:

- Creating additional programming and positions to provide off-site and outreach services
- Greater interaction and collaboration between programs/Board and management

Other external trends that were identified are:

- Demographic changes including increase in immigrants/refugees
- Increasing poverty
- The importance of branding for sustainability
- Government's shifting agenda
- Reduction in government resources

APPENDIX D:
Organizational Chart



APPENDIX E:

Board Member List and Profiles

2014-2015

Sarina Kot (President)

Sarina Kot has been on the Board since 2004. She is a child psychologist at BC Children's Hospital and she also works in private practice. She is an immigrant to Vancouver who got her first Canadian job at Cameray. Before coming to Vancouver, she grew up in Hong Kong and went to graduate school in Texas where she learned counselling and how to work with children using play therapy.

Sarina's connection to Cameray dates back to 1995 when Cameray offered her her first job in Canada, to work 10 hours a week in the Sexual Health Intervention Program. She worked in this position for about one year until her other job at BC Children's Hospital asked for full-time commitment.

Sarina notes that in her private practice work, she got to work closely with the Settlement Workers in Burnaby schools. From the schools, she heard a lot of good things about the services provided by Cameray.

Nancy Maloney (Vice President)

Nancy has been on the Board since 1982. Presently she is a psychology instructor at Douglas College. Previously, she worked as a clinical psychologist in a variety of settings, the last of which was Maple Ridge Mental Health Centre where she was the Child and Youth Coordinator and Acting Director.

Nancy became involved with Cameray 32 years ago, when her friend who was on the Board invited Nancy to attend an AGM. She was elected to the Board that evening. As a member of the personnel committee, Nancy participated in selection interviews for many years. She has also served as Vice-President for many terms.

Nancy notes that she is honoured to have been a small but supportive part of Cameray's excellent work. She appreciates everyone's commitment to our shared goals and mission.

Brian Shuster (Treasurer)

Brian has been on the Board since 1984. He is an employee of the Burnaby School District and is currently the Principal of Cascade Heights Elementary School. When Brian was a Community School Coordinator in 1983, he was asked to sit on the Board of Cameray, and he agreed. Brian is a Burnaby resident who is married with two grown children.

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Mena Perrotta **(Secretary)**

Mena has been on the Board since 2012. She is a Child and Family Therapist in private practice, currently at Alyson Jones and Associates. She supports families, children and youth around issues dealing with trauma, abuse, anxiety, depression, self-esteem, parenting, divorce and separation and parental alienation. She also works with parents going through a divorce in developing parenting plans and assisting them in developing co-parenting skills. In addition, she works as a divorce coach and child specialist in the collaborative divorce process.

Mena worked at Camery as a counsellor in the Burnaby office for about 10 years. She did her practicum there and was then hired as an employee. She then worked as the Clinical Coordinator in the New Westminster office for about 3 years. She joined the Board after she left Cameray to pursue private practice.

Alyson Jones

Alyson has been on the Board since 2001. She is a highly respected therapist, educator and writer who is President of a large private counselling centre, Alyson Jones & Associates, where she leads a professional team of therapists who are committed to providing outstanding services to a wide range of clients. She holds a Masters in Counselling Psychology and has practiced as a therapist for over 20 years, working with all age groups. Alyson is prominent in the psychological community and is an Adjunct Faculty member at the Adler School of Professional Psychology in Vancouver, B.C. where she enjoys inspiring her students. Her authentic, enthusiastic personality captivates audiences and she is often invited by the media to share her extensive knowledge. She is regularly featured on programs such as The Bill Good Show, The Simi Sara Show and The CKNW Morning News with Philip Till.

A main focus for Alyson is the issue of separation and divorce. She is a trained Parent Coordinator, Mediator, Collaborative Law Divorce Coach and Child Specialist assisting families in reducing conflict and working towards a healthy resolution for the entire family. Alyson believes that people are immensely creative and guides them to use this strength in their efforts towards growth and transformation. Respect and encouragement are foundations of her practice.

Alyson was employed as a Child and Family Counsellor at Cameray from 1992-2000. She also served as the Clinical Coordinator in the New Westminster office prior to resigning her position after the birth of her twins. Due to her belief in building health and resources for families and children, and in order to continue to support the excellent work that is being done at Cameray Counselling Center she joined the board after resigning her position of Clinical Coordinator.

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Bruce Landon

Bruce has been on the Board since 1986. He is a retired psychology instructor. Prior to a serious stroke in 2007, Bruce taught at Douglas College for approximately 25 years. Bruce's areas of specialization are social and cognitive psychology and educational technology.

Bruce was invited to become a Board member by his partner, Nancy Maloney. He served as President of the Board for many years, and he worked with the admin staff in building Cameray's technology capacity.

Don Macdonald

Don has been on the Board since 2008. He is a Registered Clinical Counsellor who has been counselling professionally since 2004. Working with children, families and individuals on a wide variety of issues, he combines parenting support and education with his extensive experience to help his clients reach the balance in their lives they seek. His background as a social worker in Northern BC, as an elementary, secondary school teacher and Principal in Burnaby, and as an instructor/coordinator in the Native Indian Teacher Education Program at U.B.C, provides Don with a comprehensive resource of experience to draw from.

After retiring from the Burnaby School District, Don came to begin his counselling career at Cameray in 2005 and worked in the Burnaby office as a Child and Family Counsellor for 2.5 years. He has also facilitated Neufeld attachment training with the Cameray counselling staff since moving on to private practice.

Nazarina DiSpirito

Nazarina has been on the Board since April 2014. She is a licensed mortgage broker and has been working in the Finance Industry for about 25 years. She was previously a Product Manager in VanCity's marketing department, and also did some staff training during her time at their head office. She gets a lot of satisfaction from helping people and most of what she does stems from that concept. She has also been a part of another charity, GGMS and they have focused their efforts on Burnaby facilities as well.

Nazarina is married and has three children who are all over 19 years old. She has a huge extended Italian family, most of who live in the Lower Mainland. Her children have all gone through the Burnaby school system and have enjoyed playing many sports in the City and have enjoyed many of the amenities the City has to offer.

Nazarina was invited to join the Board by her cousin, Mena Perrotta. She has lived in Burnaby for 27 years and was happy to help a non-profit society in such an important segment of the community. Burnaby is continually growing and Nazarina believes the work that Cameray does is extremely important in helping to ensure that our youth become positive influences in the community.

APPENDIX F:

**Short Term Plans
(Working Document)**

Updated October 2014

2014-2015 Short Term Plans - Board:

- Goal 1: Define adequate funding
- Goal 2: Achieve re-accreditation status
- Goal 3: Develop marketing plan and identify necessary resources

2014-2015 Short Term Plans - Staff:

1. Goal: To increase community awareness of all Cameray programming, through marketing and branding of the agency

Task: Creating a Cameray logo

Person(s) Designated: Christian, Stefanie, and Michele – to price out costs of getting professionals to create logo

Timeline: Completed by September 2015

Task: To produce a “swag kit” of promotional material for Cameray

Person(s) Designated: Christy & JJ – to obtain quotes for promotional materials. Stefanie – to order needed materials when budgets permit

Timeline: Completed by November 2014 (for quotes), Ongoing (purchasing materials)

Task: To find some free services to work on Cameray logo and branding

Person(s) Designated: Christian (VFS), Michele (personal contacts), Christy (marketing and outsourcing bids), and Kristin (BCIT students)

Timeline: Completed by September 2015

Task: To create advertisement poster templates for programming

Person(s) Designated: Tanya and Stefanie

Timeline: Completed by September 2015

Task: To increase client referrals by advertising programs to community

Person(s) Designated: Maria & Tanya (compose information packages to distribute in community), and Stefanie/PSP (attend fairs and events)

Timeline: Completed by September 2015

2. **Goal: To increase workplace satisfaction amongst Cameray staff**

Task: Create a list of free training opportunities for all staff

Person(s) Designated: Carrie (FASD), Stephanie (General), Taraneh (Kelty), Catherine (General), Kelsey (Personal Health) and Janine (Self-Care)

Timeline: Completed by September 2015

Task: To provide staff more opportunities to give feedback and evaluations

Person(s) Designated: Stefanie (anonymous quarterly questionnaires)

Timeline: Completed by December 2014 (for first questionnaire)

Task: To re-organize the office space to become more practical and efficient

Person(s) Designated: All Staff, Stefanie and Michele (to coordinate times), Maria/Tanya (use time to shred files to date) and students

Timeline: Completed by September 2015

3. **Goal: To increase accessibility for clients to access services**

Task: To look for community space where we can run programming

Person(s) Designated: Janine (Youth Clinic), Stefanie and Georgianna (Space for PSP groups), Michele (contacts from meetings), and Kristin

Timeline: Completed by September 2015

Task: To create a list of ideal outreach settings for all staff

Person(s) Designated: Stefanie and Michele (in supervision)

Timeline: Completed by December 2014

Task: To fill the gap of finding barrier-free counselling for parents involved with all Cameray programming

Person(s) Designated: "partnership and collaboration" subcommittee (determine limits of in-house services), Georgianna, and Kat (to research services outside of Cameray)

Timeline: Completed by September 2015

4. **Goal: To create a sense of partnership and collaboration amongst Cameray programs**

Task: To create a subcommittee of coordinators and program representatives who can meet and discuss intra-agency referrals and service collaboration amongst programs.

Person(s) Designated: Stefanie, Michele, Shelby, Lara, and PSP representative

Timeline: Completed by June 2015

5. **Goal: To increase program quality and excellence amongst all programs**

Task: To apply for and obtain funding for added positions within pre-existing Cameray programs

Person(s) Designated: All staff (to let coordinators know about any funding opportunities)

Timeline: Completed by September 2015

Task: To recruit and utilize volunteers, students, and knowledge philanthropists to help with program building and quality service delivery

Person(s) Designated: Stefanie, Georgianna, Kat, and Kristin

Timeline: Completed by September 2015

APPENDIX G:

**Goals Achieved
(Working Document)**

Goal 1: Organizational Excellence

Outcomes (In order of priority):

1. Financial Stability

- Diversified
- Predictable
- Adequate

Strategies:

(a) Define what is “adequate funding”

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(b) Develop plan to diversify & grow funding

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(c) Develop marketing & branding strategies

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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2.Workplace Satisfaction

- Positive Culture
- Staff Retention

Strategies:

(a) Develop a professional development plan

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(b) Create internal programs for staff development

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(c) Create a system to evaluate staff satisfaction

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

3.Highly Effective Organization

- Technology
- Space
- Systems Review

Strategies:

(a) Develop plan to acquire additional office space

Check box is complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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(b) Identify technology needed for service efficiency Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(c) Ensure continuing Board diversification Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

Goal 2: Program and Service Excellence

Outcomes (In order of priority):

1.Re-Accreditation Status

Strategies:

(a) Develop an accreditation work plan Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(b) Increase awareness of accreditation standards Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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2.Improve Accessibility

- Wait Lists
- Distance

Strategies:

(a) Explore methods to decrease wait times

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(b) Options to provide services in more locations

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(c) Develop a plan to increase outreach services

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

3.Quality Services that Respond to Community Growth and Diversity

Strategies:

(a) Develop plan for improved external feedback

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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(b) Develop a plan for effectively reaching clients Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(c) Collaborate with other agencies to serve diverse groups Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

Goal 3: Strong Community Profile
(Outcomes in order of priority)

1. Increase Community Awareness

Strategies:

(a) Branding Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(b) Social Media Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(c) Networking Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

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2.Partnerships/Collaboration

Strategies:

(a) Funding

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(b) Program Sharing

Check box if complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	

(c) Space Sharing

Check box is complete

If Completed, Date Completed:	
If Not Completed, Current Status:	
Comments:	