

RNJ Youth Services has updated their strategic plan for 2018-2020.

# Revised Strategic Plan 2018-2020

RNJ Youth Services

[www.rnjyouth.com](http://www.rnjyouth.com)

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## Introduction

RNJ Youth Services redeveloped their guiding statements and re-envisioning of their future with the development of a three-year Strategic Plan in 2014. The Board of Directors felt that a plan would help to create new energy and focus, and generate opportunities for the organization. RNJ Youth Services has made great strides since that time in accomplishing many of the goals set out in the original plan. However, it was acknowledged that the plan was significant, and as such, felt more work could be continued in the same goal areas. The Board of Directors agreed that for 2018-2020, an update to the Plan would be appropriate to continue the work of the original plan.

A staff committee was created to review the existing Plan, identify successes and completed accomplishments and identify areas for continued work. This would be presented to staff as a whole and then to the Board for additional input and final approval.

It was also recommended that due to the rapid growth of the agency over the last few years, it would be necessary to review the mission, vision and values of the Agency when the next Strategic Planning occurs with a more in depth review.

### **Strategic Priorities 2018-2020**

1. Funding and Sustainability
2. Program Development
3. Learning Organization
4. Education, Information and Branding
5. Quality Improvement

## **Mission**

*We support mutual accountability between individuals and their community to build resiliency and enable success.*

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## **Our Vision**

*All individuals have opportunities to lead productive lives, supported by a compassionate and effective network of community partners.*

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## **Values**

**We are:**

*Respectful*

*Understanding*

*Positive*

*Safe and Inclusive*

*Empowering*

*Innovative*

*Strength-Based*

*Accountable*

*Informative*

## Goals and Objectives

### 1. Funding and Sustainability

Goal: Diversify funding sources to ensure financial sustainability and reduce insecurities.
<b>Objective(s):</b>
<b>To continue to grow the organization, develop programs, increase the volunteer base to support fundraising, improve employee retention rate, raise the profile of the organization, hire more staff, and increase funding for the organization.</b>
<b>Activities:</b>
<ul style="list-style-type: none"><li>• Build the organization's charitable donation profile (donation platform, web and social media)</li><li>• Continue to respond to grant opportunities</li><li>• Continue to recruit new volunteers to meet agency needs</li><li>• Develop and maintain database of donors</li><li>• Develop and maintain donor recognition program</li></ul>
<b>Outcomes:</b>
<ul style="list-style-type: none"><li>• Active and engaged volunteers</li><li>• Stable, increased budget</li><li>• Increased security for staff</li><li>• Increased personnel for program delivery</li></ul>

## 2. Leadership in Program Development

Goal: Be a leader in program development and delivery.

### Objective(s)

**To use data and research to source and develop programs in partnership with other service agencies to meet the needs of the community.**

- **To assess current programs and identify areas for improvement.**
- **To identify gaps in services and community needs.**
- **To identify and implement best practices.**

### Activities:

- Continue to identify gaps in the community and opportunities to address the gap – as an agency and collaborative partner, specifically with a focus on prevention and early intervention (build on existing programs and explore new ones - such as Under 12 programming)
- Ensure review and utilization of best practice approaches to existing and new programs

### Outcomes:

- Better understanding of current programs and gaps.
- Use of identified best practices.
- More effective partnerships filling community needs.

### 3. Learning Organization

Goal: To develop as a learning organization.
<b>Objective(s):</b>
<b>To ensure RNJ's staff are supported in learning goals and contributions to a positive work environment and update internal policies and procedures in order to better share information and coordinate activities in order to support clients effectively.</b>
<b>Activities:</b>
<ul style="list-style-type: none"> <li>• Hold quarterly staff meetings and team meetings and monthly staff supervision meetings</li> <li>• Develop and implement agency and individual staff training plans</li> <li>• Develop and implement staff wellness plan</li> <li>• Celebrate and build on the positive internal culture, talented staff, and mutual desire to provide exceptional service to clients.</li> <li>• Fully implement the staff professional development and supervision model</li> <li>• Develop and implement team building opportunities throughout the year</li> <li>• Complete and implement updated internal policies and processes and provide yearly review</li> <li>• Review staffing model</li> <li>• Review pay scale and benefits structure</li> <li>• Identify internal process deficiencies and make plan to address them</li> <li>• Utilize database and other internal communication processes</li> <li>• Define agency culture points/statements and work principles</li> </ul>
<b>Outcomes:</b>
<ul style="list-style-type: none"> <li>– Clarity of expectations and requirements within organization</li> <li>– Better flow of information</li> <li>– Improved collaboration and communication between team members</li> </ul>

A learning organization is one that seeks to create its own future; that assumes learning is an ongoing and creative process for its members; and one that develops, adapts, and transforms itself in response to the needs and aspirations of people, both inside and outside itself (Navran Associates Newsletter 1993).

#### 4. Education, Information and Branding

Goal: Cultivate our brand to ensure accessibility and strengthen our partnerships.
<b>Objective(s):</b>
<b>To develop the organization’s branding, community presence, accessibility, and communication to external partners via traditional and social media.</b>
<b>Activities</b>
<ul style="list-style-type: none"><li>• Gather client success stories</li><li>• Apply for summer student funding and hire student with expertise in area of marketing/advertising</li><li>• Undertake rebranding process</li><li>• Develop consistent presentation materials for delivery to partners</li><li>• Identify marketing material needs and create/update</li><li>• Increase social media presence through development of strategy</li><li>• Refresh website</li><li>• Develop new logo</li><li>• Consider name change</li><li>• Participate in community events</li></ul>
<b>Outcomes:</b>
<ul style="list-style-type: none"><li>– Greater awareness in the community about our services</li><li>– Increased efficiency for presentations and use of common language</li></ul>

## 5. Quality Improvement

Goal: Ensure quality service to our clients and accountability to our funders.
<b>Objective(s):</b>
To develop a Quality Improvement process for the agency.
<b>Activities</b>
<ul style="list-style-type: none"><li>• Develop strategy for collecting client and partner feedback across all programs</li><li>• Develop process for review of feedback, identifying areas for improvement and strategies</li><li>• Communicate targets for effective program delivery based on client/partner feedback and funder expectations</li><li>• Develop a compliments and concerns process</li><li>• Review of incidents, serious occurrences</li><li>• Establish commitment to quality of service and continuous improvement</li><li>• Complete the data management programming set up, establish internal processes, train, implement and review for ongoing improvements</li></ul>
<b>Outcomes:</b>
<ul style="list-style-type: none"><li>– Accurate and simplified data and reporting</li><li>– Consistency of reporting</li><li>– Improved internal coordination</li><li>– Improved statistical and case management</li><li>– Improved services for clients</li><li>– Improved data for partners and funders</li></ul>