



Strategic Priorities and Action Plan 2011-2016

Strategic Plan Overview

This plan sets out Richmond Family Place's strategic objectives for the period 2011-2016. This goal-based plan was developed by the Board of Directors and staff with as feedback from partner agencies and program participants.

Vision and Mission

To acknowledge and support those parents rearing our most precious resources – the children of Richmond.

Values

Richmond Family Place runs Family Support Programs according to the principles outlined by FRP Canada. Richmond Family Place programs are:

1. Open to all families, recognizing that all families deserve support.
2. Complement existing services, build networks and linkages and advocate for policies, services and systems that support families' abilities to raise healthy children.
3. Work in partnership with families and communities to meet expressed needs.
4. Focus on the promotion of wellness and use a prevention approach in their work.
5. Work to increase opportunities and to strengthen individuals, families and communities.
6. Operate from an ecological perspective that recognizes the interdependent nature of families' lives.
7. Value and encourage mutual assistance and peer support.
8. Affirm parenting to be a life-long learning process.
9. Value the voluntary nature of participation in their services.
10. Promote relationships based on equality and respect for diversity.
11. Advocate non-violence to ensure safety and security for all family members.
12. Continually seek to improve their practice by reflecting on what they do and how they do it.

Richmond Family Place at a glance

Richmond Family Place was established in 1979 with the purpose of offering support to families in the Richmond community. It was the first fully inclusive family focused program in Richmond. Since then, the organization has hit many milestones, such as organizing the first Board of Directors meeting in 1980, hosting the ever-popular breakfast with Santa that same year, to opening of the thrift store in 1985. Recently, RFP relocated from Minoru Park to Debeck House, which was able to provide Family Place with much more space for programs and services. We're still growing and expanding every year – in 2010, RFP was serving 5,700 families in 16 different locations programs. For more information, please visit us at www.richmondfamilyplace.ca.

Priority 1: Develop and continue internal capacity building within the organization.

Goals	Tasks	Indicators	Tool	Status
a. Nurture a culture that supports and advocates the importance of work-life balance.	Review and ensure employees take their lieu time and holidays	% of employees taking allotted holiday and lieu time per year	Holiday/lieu tracking spreadsheet	
	Implement a Social Committee	# Social events planned by social committee per year Average attendance by employees at social events	Social committee reports	
	Implement policies which advocate for work-life balance	# Policies implemented per year	Board minutes	
b. Improve internal communication within the organization	Improve staff meetings	% of staff who reported that staff meetings had improved	Staff satisfaction survey	
	Develop a staff engagement process	Staff engagement process implemented and results shared with Board and staff for action plan		
c. Foster a culture that embraces innovation, teamwork, leadership and knowledge sharing.	Implement a staff Pro-D Committee	# Staff professional development workshops Average attendance by employees at pro-d events	Professional development survey feedback forms	
	Encourage staff to attend events at other agencies and share appropriate information	# events attended by staff # times staff shared information with other members	Community events calendar Staff meeting minutes	
	Make better use of volunteers	% Retention of volunteers	Volunteer appreciation invitation list	
d. Develop an organizational restructuring plan which will ensure staff are supported	Revise all job descriptions	# Job descriptions revised % job descriptions revised		
	Streamline supervision duties to be more relevant	Organizational chart	Organizational chart	
	Ensure annual reviews of staff are complete	# annual reviews of staff complete % annual reviews of staff complete	Yearly staff evaluation document and accompanying letter	

e. Enhance the work of the Board	Enhance Board Development Committee with respect to supporting new board members and implementing a Board Orientation Manual	# of initiatives implemented by BDC to support new board members	Board orientation manual
	Develop policy and formal plan to recruit for Board Executive positions.	# Policies and plans implemented	Board policies
	Plan for succession of Executive Director	% of plan complete	Succession plan
	Explore the use of social media to recruit new board members	# times social media is used per year to recruit new board members. # board members recruited by social media.	
f. Improve family support within the context of the programs	Review 6 valued practices of a Family Resource Program with staff focusing on family support	# times the 6 valued practices are reviewed with family support workers	Minutes of family support worker staff meetings
	Review and revise a learning plan to enhance family support	% of initiatives from the learning plan implemented % of parents who reported that they had received family support within the context of the program.	Parent survey Learning Plan
	Ensure staff have relevant knowledge of resources and referral process of community resources	# Staff that have taken Information and Referral training through Volunteer Richmond # Community professionals presenting at staff meetings	Staff meeting minutes Staff professional development reporting tool

Priority 2: Continue to ensure relevant programming that meets the emerging needs of the community.

Goals	Tasks	Indicators	Tool	Status
a. Serve a broader base in the community	Develop an outreach strategy for vulnerable families	# strategies implemented to reach vulnerable families		School readiness program implemented in partnership with Richmond Food Bank. 2011
	Review those groups identified as underserved groups and create an outreach strategy to serve them.	# strategies implemented to serve specific underserved groups		Young moms kitchen implemented in partnership with FSGV 2011
b. Identify and build on existing programs and populations served	Annual Review of programs to ensure their relevance.	# programs identified as needing adjustment in annual review # program adjustments implemented	Annual Review including parent surveys	
	Programs are evaluated	# Parent surveys completed. # Outcomes measurement framework evaluations completed	Parent surveys Outcomes measurement frameworks	
c. Knowledge of trends of early and middle childhood trends in the community	Encourage staff attendance at community committee meetings	# Community committee meetings regularly attended		
	Encourage board attendance at community meetings	# Community meetings attended		
	Play an active role (be seen and involved) in community events and stakeholder groups	# Community events and stakeholder groups attended	Community Events calendars (staff and board) Board meeting minutes	
	Obtain and review meaningful research.	# research obtained and reviewed	Staff meeting minutes	

Priority 3: Develop and implement a comprehensive evaluation strategy that will determine the effectiveness of services.

Goals	Tasks	Indicators	Tool	Status
a. Evaluation of RFP programs is clear and transparent	Implement parent satisfaction surveys	# times parent satisfaction surveys distributed per year # different parent satisfaction surveys implemented per program	Parent Surveys Program feedback forms	
	Implement an outcomes-based framework	% outcomes-based frameworks implemented across programming		
	Continue to evaluate the program schedule to fit with the needs of families	# programs identified as needing adjustment in parent surveys # program adjustments implemented	Parent surveys	
b. Implement and develop a communications strategy for parents/caregivers to give ongoing feedback	Ensure the PAC meets at least every 3 months	# PAC meetings per year	PAC meeting minutes	
	Implement a suggestion box at programs	% locations with suggestion boxes	Suggestion boxes	
	Create a communications strategy to receive stakeholders feedback annually	Communications strategy implemented annually	Communications strategy	
	Include FAQs on the website	# FAQs on website	Website	
c. Evaluation of Board and staff are done annually.	Annual reviews conducted and plans implemented	# annual reviews completed % annual reviews completed # Board reviews completed per year % Board reviews completed per year # plans (board and staff) implemented per year.	Performance Reviews Board review	
	Managers are given the proper resources to conduct evaluations.	# resources given to managers		

Priority 4: Continue to build and leverage partnerships with current, and new, stakeholders.

Goals	Tasks	Indicators	Tools	Status
a. Promote Richmond Family Place in the community and the province	Create a communication strategy with MCFD	% of elements of communication strategy that were implemented # MCFD referrals	Communication Strategy MCFD referral tracking form	
	Continue to offer space to partner agencies	# different ways space was offered # partner agencies using space	Booking calendar	
	Continue to send staff and board members to community events	# community events attended by Board and staff	Community events calendar	
	Use the web and Facebook as an opportunity to enhance Richmond Family Place's profile	# facebook likes # page views	Website Facebook page	
	Develop a relationship with the media	# times Family Place profiled in the media	Media tracking tool	
	Continue to implement open houses	#open houses held # attendees	Attendance list	
	Ensure board has information about the involvement of ED on macro tables in the community	# agenda items or ED reports related to ECD tables	Board meeting minutes ED reports	
b. Provide support, guidance and leadership in Richmond Family Place's field of expertise	FSWs providing family support at other organizations	# Agencies receiving FSW support # Visits to partner agencies to offer support	Outreach stats	
	Complete best practice certification	% FSWs and Bridging staff that have completed the FRP certificate program % of progress towards certification of BCFRP standards of practice certification		29% Sept 2011 (2/7 staff)80%
c. Strengthen partnerships	Review partnerships which could be strengthened and are missing	# Partnerships identified as missing # Partnerships reviewed and strengthened	Partnership paradigm	
	Develop a strategy for partnerships with the business community	# Partnerships strengthened and initiated	Giftworks Financial plan	

Priority 5: Continue to develop a diverse, sustainable funding model.

Goals	Tasks	Indicators	Tools	Status
a. Increase fundraising dollars	Review annual fundraising revenue and ensure monetary targets are met.	# Fundraising activities that meet or exceed targets % of fundraising target met	Financial Plan tracking sheets that include targets	
	Perform periodic review of fundraisers database and develop strategy for retention.	% Sponsor and supporter retention	Giftworks	
	Hiring and performance of Fundraising Coordinator	% Financial Plan targets that were met as per fundraising targets	Financial Plan	50% Hired part-time Fundraising Coordinator April 2011
b. Increase social enterprise revenue	Explore/research at least 2 new ways to increase revenue and present plan to ED.	# new ideas presented to ED	Social enterprise strategies	
	Review current social enterprises at RFP and develop a business plan for each of these enterprises.	% progress towards business plan for thrift store % progress towards business plan for birthday parties	Business plans	
c. Increase partnership funding	Review RFP's joint funding proposals and determine their success.	# Proposals reviewed % Success applications	Proposals	
	Develop strategies to market new or expanded services	# New strategies to market new or expanded services	Business and Service Plans	
	Review RFP's collaborative programs and determine its success.	# Programs reviewed % Programs deemed successful	Partnership Paradigm	
	Revisit potential funders target groups to see where we fit in with their strategies.	# Potential funders reviewed # Proposals submitted \$ Achieved through new proposals	Proposals	
	Explore partnerships with the corporate community for funding	# Corporate businesses proposals \$ Achieved through proposals # New partnerships, including in-kind, achieved with businesses	Giftworks Proposals Grant-tracking sheet	

d. Richmond Family Place runs a balanced budget	Contingency fund reviewed and maintained annually	% Contingency fund achieved annually	Audit
	Develop in-house financial knowledge	% staff that have financial knowledge of the organization	Board Financial committee meeting minutes Hired part-time internal Accountant Feb 2011