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RAYJON SHARE CARE - STRATEGIC PLANNING FACILITATION

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Executive Summary

On the occasion of the 30th anniversary of Rayjon Share Care in 2016, it was determined that a long term planning exercise was required in order to determine, first, if there existed energy and enthusiasm within Rayjon to continue to function into the future. If that energy existed, as it was determined that it did, the second step was to set a course for the future which was realistic, based on Rayjon values, incorporating best practices in the international development community, and involving our partners in Haiti and the Dominican Republic. A critical outcome of the process was to have a plan which could be understood and supported by any volunteer or supporter of Rayjon who wished to do so.

The process undertaken included not just Board Members and stretched over almost a year, rather than being completed in one day. Rayjon supporters and volunteers, in particular Committee members, were invited to attend and participate fully in the planning process.

Following the initial meetings, the larger working group broke into smaller groups to focus on specific functional areas within Rayjon, specifically Projects (including eyeglass programs), the Canadian organization and Trips (including eyeglass trips). While each group reached its conclusions in a different way, the process was finalized with a meeting of the larger group at which Strategies and Goals established for each area were presented and input sought from the larger group.

From the reports of the working groups, the Executive Director has created one page Visuals for each area which will become the primary working documents for the Board and reference documents for Rayjon supporters, volunteers and interested members of the public. These Visuals are incorporated within the Strategic Plan.

In March of 2018, a limited review of the Strategic Plan was undertaken for the purpose, not of changing future goals, but rather to reflect within the Plan changes which have already taken place since the Plan was approved in September of 2016.

About Rayjon

Rayjon began as a Poverty Experience Group, created by John Barnfield and Ray Wyrzykowski after their first visit to Haiti with a group of students and their teachers from Mississauga, Ontario. In January, 1986, John Barnfield and Ray Wyrzykowski led a group of 24 people from the Sarnia and London area on a tour of Haiti, visiting hospitals, orphanages, schools and development projects.

Following the 1986 trip, interest by participants inspired the formation of the Sarnia Haitian Experience group. In 1987, the group became registered with the Federal Government as a charitable organization and was incorporated in 1988 under the laws of Ontario with the name of Rayjon Share Care of Sarnia Inc. This name was adopted for use by the organization in 1988, but is known most commonly by supporters and volunteers simply as “Rayjon”. Rayjon has continued to grow in sophistication as an organization, with stronger systems and governance in Canada, while continuing to be primarily a volunteer driven organization.

After 30 years, Rayjon has maintained the interest and involvement of volunteers who became connected to Rayjon very near the beginnings of the organization, and has attracted new (and lost) volunteers throughout the years. ## volunteers who attended sessions associated with the creation of this Plan expressed an ongoing commitment to Rayjon involvement and leadership for time frames of 5 years, 10 years and beyond. The strength and weakness assessment conducted during this exercise identified the commitment, diversity of skills and the pleasure volunteers experience through their involvement, but has also identified a need to recruit and nurture new volunteers who through experience will become the leaders within Rayjon in the future. Existing volunteers are being asked to do too much, running the risk of burn-out.

Rayjon has proven its financial resilience as it not only survived the loss of significant funding from the Canadian government in 2011, but has arguably become a stronger organization as a result. Donors have been engaged to support a streamlined, “right-sized” project/program budget. Again, the strength and weakness assessment recognized this resilience but also identified a need to diversify funding sources, to continue to contribute to a reserve for emergency and sustainability purposes, and to improve communications with the general community about Rayjon.

Projects in Haiti and the Dominican Republic continue to assist residents to improve the quality of their own lives. Partnerships with Save a Family Plan and Hope for Haiti, to name two partners, have provided Rayjon with the opportunity to increase its institutional capacity within Haiti and Canada, as well as providing needed financial support, along with Rayjon’s devoted and committed donors, to provide programs and services which would not otherwise be available. Local contributions through tuition and health service

fees in line with beneficiaries' ability to pay have been encouraged and continue to grow. Engaging community involvement and governance within Haiti and Dominican Republic continues to be a challenge and is a focus of the Projects strategies and goals.

Why a Plan?

A strategic plan is an internal planning tool that outlines Rayjon's direction for a specified time period as well as strategic elements important to Rayjon achieving its Mission and Vision.

A strategic plan is only as effective as the commitment the Board and its Committees has for using the plan as the driving force for future actions. As such it is the Board's responsibility to develop specific annual objectives to ensure that Rayjon reaches its targets in the coming years.

The Strategic Plan should be considered a work in progress and a process for review, revision and renewal is embedded within the document.

How the Plan was developed?

Rather than involve only the Board of Rayjon Share Care in the long term planning process, the decision was made to provide an opportunity to participate to any volunteer or supporter who wished to do so. Four meetings were held among the “larger group”, being anyone who wished to be involved. After the third meeting of the “larger group”, sub-committees were formed to create recommendations to the “larger group” in three areas being Projects (including eyeglass programs), Canadian Organization and Trips (including eyeglass trips).

The first meetings of the “larger group” involved:

- 1) Gathering information about each participant’s future with Rayjon, that is how many years into the future did they see themselves participating actively with Rayjon, and in what capacity.
- 2) Reviewing the extent to which the current Vision, Mission and Values accurately reflect what Rayjon does.
- 3) Identifying strengths and weaknesses of Rayjon.
- 4) Exercises to educate and stimulate thought about “the Participatory Continuum”, where Rayjon is on that continuum and where it should be.
- 5) Exercises to review the definition of terms used commonly in Rayjon documents and conversations, such as partners, sustainability, empowerment and capacity, what we think they mean, and whether our documents and actions reflect what we understand to be the proper definition rather than jargon words used simply because they are popular.
- 6) Keeping in mind all of what had been discussed and learned, identifying a vision for Projects (including eyeglass programs), Canadian Organization and Trips (including eyeglass trips).
- 7) By agreement, shifting responsibility to three groups to take the simplified vision for the three areas and discuss, expand and report to the “larger group” with a comprehensive vision, strategies and goals.

- 8) At the final meeting, a report back from each group, with input and modifications being suggested and agreed upon by the “larger group”, agreement to have the planning facilitator create a formal report and most importantly agreeing to the creation of Visuals in each, area to be produced by the Executive Director, which will become an important working document for the Board and an information/education tool for volunteers, supporters and the general public.
- 9) The final step is to present the report and visuals to the Board for approval or revision, if required.

A limited review of the Plan was conducted in March of 2018 for the purpose, not of amending long term goals or strategies, but rather to reflect changes which had already taken place between September 2016 and March of 2018.

Review of Vision, Mission, Values

Rayjon Mission Statement - Rayjon Share Care supports partners in Haiti and the Dominican Republic to enhance their well-being and capacity. Rayjon Share Care provides a bridge between those who can help and those who need and want help in Haiti, the Dominican Republic and other developing countries.

Rayjon Vision Statement - A world in which people have an equal opportunity to thrive— empowered, independent and self-sufficient.

Rayjon Values - Belief in the potential of each other and of our partners; Innovation and openness to change; Treatment of others with respect, dignity, integrity and honesty; Listening to and respecting our partners

One of the first assignments of the “larger group” was a review of the Vision, Mission and Values. Overall, there was expressed a consensus that the Vision, Mission and Values statements reflect what participants feel about Rayjon and its actions.

The only concern or suggestion was whether the Vision is too broad to be an effective guide to Rayjon decision-making. For instance how do we define “equal” and equal to whom?

With respect to Values, the only suggestion was to ensure that the values of respect, dignity, integrity and honesty should apply to relationships and interactions among members and supporters in Canada as well as among partners and individuals in Haiti and the Dominican Republic.

The group which was assigned responsibility to determine Vision and Strategy for Projects took this process two steps further:

First, the group created a pictorial vision for Rayjon Projects in 2023, as a way in which the Vision could be made clearer to everyone. Rather than a simple statement, the hope is that the Pictorial Vision could paint a picture with words for everyone against which to measure actions. Although specific, the pictorial vision provides flexibility to accommodate new programs and projects, as long as they are consistent overall with the Project Pictorial Vision. Set out below is the Project Pictorial Vision:

Descriptive Vision of Rayjon Projects in 2023

Haut de St. Marc

Within the 4th section of the Haut de St. Marc area, in particular Pinson, there is a robust elementary education system, up to Grade 9, with a curriculum including vocational training as determined by the Community. Adult literacy education (Alpha) is operating efficiently and effectively, proving to be transformational in the Community as Alpha graduates become active and involved members of the Community. The health care system and elementary school within Gilbert, as returned to the Community, with responsibility for services being assumed by the landowner within Gilbert in December 2017 is operating effectively, guided by the needs and direction of the Gilbert community. Within the remainder of the 4th section, RSCH acts as an advocate but does not manage health care. All community programs are integrated to the extent possible with the Haitian government including local government and federal ministries.

The Community leadership structure within the Haut de St. Marc area is strong and committed, supported by qualified and experienced RSCH staff and capacitated leaders. Every effort has been made to explore and identify potential partnerships with organizations which have goals aligned with those of RSCH and Rayjon Canada. Any duplication of services with other organizations operating in the area has been identified and eliminated, where possible, through partnership or modification of services. RSCH has been capacitated to be an effective partner and/or to broker partnerships among organizations operating within the Haut de St. Marc area where requested or needed.

Community leadership within the Haut de St. Marc area is both empowered and effective at identifying programs or projects needed within the Community. Rayjon Canada is capacitated to determine those programs and projects for which it is able to provide financial support or to entertain partners to do so. Programs and Projects considered include those which are currently operating as well as micro business flowing out of Adult Literacy and microcredit activities, small scale agriculture opportunities, periodic eyeglass clinics, or physical improvements in the 4th section. All programs and projects are to be implemented in an orderly, well-managed fashion at the request of, and with participation of, the Community and within the capacity of RSCH. There is a focus on empowering grassroots leadership and supporting existing governance structures, particularly the Women's Federation groups. All initiatives and partnerships value gender equality, which is an integral component of all stages of project planning and implementation.

Monitoring Trips from Rayjon in Canada are carried out periodically to ensure that the solid systems established, including financial systems, are being maintained and followed. Project Management in Canada is proactive in nature, identifying in advance expected results of the programs for which Rayjon offers financial assistance for the purpose of being responsible for donor's funds and being able to report fully to our donors. Haitian leaders and staff are empowered to successfully manage day to day issues which will always arise, and have acquired skills in management and planning, enabling them to engage partners and effectively collaborate in community driven initiatives

C-NEW-C (formerly Sacred Heart Centre), Cap Haitian

Within Cap Haitian, the C-NEW-C (formerly the Sacred Heart Centre) is self-managed by a capacitated staff, under the direction of a governing Board, with the assistance of a partner, or a collaboration of partners, which may include a branch of the Haitian Health Ministry, with mutually agreed financial support by engaged partners. The nutrition program meets a need within Cap Haitian not filled by other organizations, and is an efficient centre with qualified and capacitated staff and management. Nutrition services are offered to children between 9 and 59 months, based upon best practices of the field. A comprehensive, complementary adult education program is available to parents of children in the nutrition program. The adult education programs provides knowledge and skills which facilitate the adult students achieving employment, successfully entering training or programs offered elsewhere in Cap Haitian, as well as connecting the adult students with other resources available to them including, but not limited to, micro-credit, access to health services etc.. A quality nursery school program is provided for children while their parents are in class. The Centre provides some minimal partial tuition support for pre-school for graduates of the nutrition program, but only in the most extreme cases based upon clear and well managed criteria.

C-NEW-C has successfully negotiated the transfer of previously sponsored students to another reputable program offered by a future partner with aligned goals who has agreed to oversee the completion of the education of those students who were transferred, along with a financial commitment, if possible, to facilitate this.

The financial support of the Sisters of St. Josephs for the C-NEW-C and tuition program, has continued.

Monitoring Trips from Rayjon in Canada are carried out periodically to ensure that the solid systems, including financial systems are being maintained and followed. Project Management in Canada is proactive in nature, identifying in advance expected results of the programs for which Rayjon offers financial assistance. Haitian leaders and staff are able to successfully and efficiently manage day to day issues which will always arise.

Consuelo, Dominican Republic

Rayjon continues to provide limited financial support to a community development partner in the Dominican Republic, which operates programs identified by the Community in its Vision. Rayjon Canada's role includes working with the Dominican Community development partner to facilitate and broker other partnerships within the community or area. Community leaders in addition to the Dominican project director are actively involved in the management and direction of programs. The community development within the Dominican Republic is visited periodically by Rayjon Awareness Trips. The monitoring of this development is commensurate with the financial contribution of

Rayjon Canada, and financial and other reporting requirements of this community development are consistent with what is required of partners in Haiti.

Response to Emergencies in Haiti or the Dominican Republic

Financial contributions to assist partners and beneficiaries in Haiti or the Dominican Republic, during emergencies of various natures, will be determined by the Rayjon Canada Board on a case by case basis, with input from the Project Director and Committee.

Second, the Project long term planning group created a general Project Vision which is set out below as a way in which the Vision for projects can provide more guidance in decision-making:

Rayjon Projects Vision

Rayjon Canada continues to provide support for organizations and/or beneficiary communities in Haiti and the Dominican Republic with a mandate to facilitate learning and opportunities that enable beneficiaries to achieve their goals, develop their knowledge and potential, and to participate fully in the wider society. Rayjon Canada is committed to seeking, brokering and working in partnership with organizations with similar mandates to facilitate, in a participatory way, the priorities of Communities with which it has developed a relationship.

Canadian Organization – Strategies, Goals, Targets

The Vision for the Canadian organization as determined by the “larger group” at its meeting on January 28, 2016 was as follows:

Canadian Organization

- Volunteer driven
- Enthusiastic, engaged, involved
- Reliable & diverse funding base
- Accountable (ongoing)
- Succession planning
- Mission driven (vs fund chasing)
- Efficiency
- Clarity in communication & goal setting
- Social media
- Outreach
- Gender awareness in outreach/trip promotion
- Rewarding
- Evolving, dynamic
- Clear roles & responsibilities, policies
- Integrated activities

This vision was referred to the Rayjon Board to determine the manner in which the Vision would be discussed and expanded with a report back to the “larger group” including a vision, strategies and goals. The Board assigned to the Executive Director the task of drafting a document which could be considered by the Board. The Canadian Organization Visual was presented to the “larger group” on July 14th, 2016 with much enthusiasm about the content and the format. The result is the following Canadian Organization Visual:



Rayjon Share Care Strategic Planning 2016-2021— Canadian Organization

PRIORITY	VISION	GOALS & STRATEGIES	TARGETS
<p>Volunteer-Based</p>	<p><i>DYNAMIC</i></p> <p><i>EFFICIENT</i></p> <p><i>ENGAGED</i></p> <p><i>REWARDING</i></p>	<p>Commitment to remaining volunteer-based</p> <p>Improve volunteer recognition, tracking, level of satisfaction</p> <p>Mutually beneficial relationship</p> <p>Reduce load on key overworked volunteers</p> <p>Volunteers able to say “no” and others step up</p> <p>Increase # of young volunteers</p>	<ul style="list-style-type: none"> • 10 active new volunteers annually • Volunteer Coordinator to meet with volunteers annually to assess their skills, priorities • Develop volunteer database • Recruit of specialized skills (ie. web design, marketing, etc.) • Succession plan in plan for key roles • See tactics under “Youth”
<p>Finances</p>	<p><i>RELIABLE</i></p> <p><i>TRANSPARENT</i></p> <p><i>ACCOUNTABLE</i></p> <p><i>DIVERSE</i></p>	<p>Develop and update 5 year financial plan</p> <p>Plans/Backups in place in case of fund interruption and/or emergency</p> <p>Increase fund diversity</p> <p>Engage schools/youth in fundraising</p> <p>Support interaction between fund development and other Rayjon activities</p> <p>Improve financial security, processes, Team</p>	<ul style="list-style-type: none"> • Fund Development Committee to meet regularly • Revise mandate of Fund Development Committee • Reserve built to 1 year of project budget (\$175,000) • 1 new grant per year, 2 new partnerships per year • Promote memorial givings • Create list of existing contacts, plan to approach 3/yr • Work w/Youth Coordinator to plan schedule • Implement CanadaHelps tools in 2016-2017 • Improve communication via chairs, ED, Board • Clarify roles, daily support to Finance Director • Streamline finances

PRIORITY	VISION	GOALS & STRATEGIES	TARGETS
<p>Outreach</p>	<p>SOCIAL MEDIA PROACTIVE ENGAGING GENDER AWARENESS</p>	<p>Broaden reach via social media</p> <p>Increase # of male awareness trip participants</p> <p>Be strategic, not sporadic</p> <p>Clarify our key messages</p>	<ul style="list-style-type: none"> • Creation of youtube channel, Instagram account • Schedule and strategy for facebook, twitter • Recruit male trip leaders • Explore ways of appealing to male participants • Include objectives, follow up on presentations, visits • Recognize ties between outreach & fund development • Educate • Promote social justice as focus
<p>Strategic</p>	<p>GOAL SETTING</p> <p>CLARITY</p> <p>COMMUNICATION</p> <p>ROLES & RESPONSIBILITIES</p>	<p>Clarity in mission, activities, direction</p> <p>Clarify roles & responsibilities</p> <p>Strategic planning (ongoing)</p> <p>Communicate progress to all Rayjon, community</p> <p>Simplify our message: social justice, awareness</p> <p>Be open to change. Adapt and evolve</p> <p>Focus on partnerships</p>	<ul style="list-style-type: none"> • Clear objectives set for all committees, events, activities • Completion of policy and volunteer manuals and schedule for updates • Present strategic plan to Board • Schedule for follow-up, revision, status reports • Use visuals to show connections (i.e. how different areas of Rayjon relate to one another • Succession planning as part of all aspects of Rayjon • Identify and pursue partnerships where mission alignment and opportunity for mutual benefit exist
<p>Youth</p>	<p>ACTIVE</p> <p>CONTRIBUTORS</p> <p>SUCCESSION PLANNING</p>	<p>Youth Coordinator as permanent role</p> <p>Recognize barriers to youth engagement</p> <p>Increase youth engagement</p> <p>Provide post-trip support</p> <p>Explore new partnerships with youth groups</p>	<ul style="list-style-type: none"> • Provide support (through ED, CEC, Board) • Make part-time commitments available • CanadaHelps tools for youth fundraising • Work with Youth Coordinator and Trip Leaders to develop specific tasks and roles for youth • Regular involvement in schools, youth organizations • Encourage trip leaders to assign a junior leader • Expand social media/fundraising initiatives to engage trip participants • Provide opportunities for youth to tell their stories

Projects – Strategies, Goals, Targets

The Vision for Projects (including eyeglass programs) as determined by the “larger group” at its meeting on January 28, 2016 was as follows:

Projects (including eyeglass programs)

- Well defined systems in use
- Strong leaders in Haiti/DR
- Meeting needs and priorities of local community
- Quality more important than quantity
- Improved governance structures/community based
- Monitor/evaluate
- Manageable/relevant to available resources
- Focus
- Partnerships/Networking

This vision was referred to a volunteer sub-committee including John Barnfield, Den Shannon, Deb Austin, Cheryl DeGroot and Peter Westfall. The Sub-committee met on 5 occasions during which their pictorial vision was created, and a Project Vision was formed along with a set of strategies and goals. The work of the Projects long term planning committee was shared with the “larger group” on July 14th, during which minor revisions and changes were suggested and accepted. These strategies and goals were then taken by the Executive Director, Heather Smith, and a Project Visual was shaped incorporating the thinking of the Project long term planning Committee. The result is the following Projects Visual:



Rayjon Share Care Strategic Planning 2016-2021— Projects

PRIORITY	VISION	GOALS & STRATEGIES	TARGETS
<p>Team</p>	<p>EMPOWERED CONNECTED PROACTIVE EFFECTIVE</p>	<p>Re-design project management in Canada</p> <p>Capacitate Director & Staff in Haiti and DR</p> <p>Build & maintain relationships with partners</p> <p>Evaluate effectiveness of re-designed structure</p>	<ul style="list-style-type: none"> • Implement transition plan • Facilitate mentorship and training opportunities • Budget for leadership development • Improve communication systems • Ensure clear job descriptions for all staff and encourage collaboration
<p>Programs</p>	<p>FOCUSED COLLABORATIVE COMMUNITY-DRIVEN</p>	<p>Engage community in program direction</p> <p>Programs driven by community input, needs, and desires</p> <p>Set clear objectives, realistic goals</p> <p>Evaluate program delivery, outcomes</p> <p>Capacitate staff, community leaders</p>	<ul style="list-style-type: none"> • Facilitate Open Spaces sessions in all program areas • Gather data, conduct beneficiary interviews • Focus on gender equality at all stages • Work with partners to create written visions, program goals • Conduct regular evaluations, using participatory methodology • Provide staff training to full scope of particular role

PRIORITY	VISION	GOALS & STRATEGIES	TARGETS
Governance	COMMUNITY LEADERSHIP INFRASTRUCTURE VISION	<p>Work to support existing leadership structures wherever possible</p> <p>Identify community leaders (formal & informal)</p> <p>Assist in development of community vision/mandate</p>	<ul style="list-style-type: none"> • Capacitate existing governance groups with training and support • Awareness of and compliance with national regulatory and labour laws • Promote gender equality in leadership • Facilitate Open Spaces for basic visioning and identification of priorities • Encourage creation of written policies, systems
Partnerships	SUPPORTED IDENTIFIED VALUED	<p>Contribute financially and w/ human resources identification of partners and information gathering</p> <p>Support development of partnerships in Haiti/DR</p> <p>Engage development specialists</p> <p>Begin succession planning</p>	<ul style="list-style-type: none"> • Identify all Gov't and Non-Gov't organizations working in project area(s) • Develop contacts with organizations that can provide training/mentorship • Research potential partners and specialists • Explore opportunities to connect • Seek partners for program takeover where beneficial
Finances	SIMPLIFIED TRANSPARENT ACCOUNTABLE	<p>Simplify financial review systems</p> <p>Create financial review "teams" to share responsibility, increase transparency</p> <p>Provide clear direction</p>	<ul style="list-style-type: none"> • Empower partners to improve documentation • More eyes on the money • Hire qualified bookkeepers in the project field(s) • Carryout regular audits • Evaluate roles and processes • Clarify where decision making takes place/by whom

Notes on the Projects Vision:

During the strategic planning process, Rayjon identified the following specific targets for our three project areas:

St. Marc: Work with Haitian Ministry of Health to integrate Gilbert healthcare with Haitian government and/or seek partner to manage health program.

Cap Haitian: Nurture capable partner (i.e. Ministry of Health) to assume management of Sacred Heart Centre and tuition support program with continued financial support from Rayjon.

Consuelo, DR: Explore, identify and where possible eliminate duplication of services, and organize community session for visioning/review.

The Projects long term planning sub-committee also accepted the responsibility of reviewing the mandate and procedures of the Projects Committee. Consideration was given to the manner in which the Project Committee could become more efficient and effective and accomplish the following purposes:

- Provide timely advice and guidance to the Project Director
- Set the annual Projects Budget and monitor its status, all for recommendation and decision by the Rayjon Board
- Make recommendations on operational (short term) issues
- Make recommendations on strategic (long term) issues
- Keep informed and engaged those Rayjon supporters who wish to be more closely involved with the functioning of Rayjon projects

After lengthy consideration of various options, the long term planning sub-committee looking at projects made the following recommendations which were approved by the Projects Committee:

- Maintain one Project Committee with a mandate similar to the existing Committee.
- All material to be considered at a Project Committee Meeting will be in drop box in sufficient time to be reviewed by members in advance of the meeting. (An in-service should be offered if necessary to ensure all members are able to access drop box)
- The expectation is that members will have read all Agenda material prior to the Project Committee meeting. Time at the meeting will not be spent providing information, but rather providing an atmosphere for active participation, discussion and decision-making.
- The Agenda will clearly outline the decisions which the Committee would be asked to make.
- The Executive Director will continue to use technology at the meetings to ensure that everyone at the meeting is “on the same page” and has information readily available so decisions can be made.
- Where appropriate, the Agenda can be divided into operational and strategic decision-making/updates to ensure that strategic decision making is given the attention it deserves.
- Meetings will be held at least bi-monthly, as well at the call of the Chair if meetings are required more frequently.
- A secretary will be designated among Committee Members to ensure minutes are prepared and circulated.

Efforts being made to improve communications about Projects within the Rayjon organization include a monthly report on operations, prepared and circulated to Committee Members and posted on the Rayjon Website, where appropriate. At least twice a year, probably in January and June, but subject to the call of the Chair, there will be general Project Information and Engagement meetings held. All Rayjon supporters will be invited to these meetings to see a comprehensive presentation on the status of Projects, to ask questions about, and to offer input on, Projects.

Trips – Strategies, Goals, Targets

The Vision for Trips (including eyeglass trips) as determined by the “larger group” at its meeting on January 28, 2016 was as follows:

Trips

- Enhanced & engaged young people
- Improved pre-trip education
- Continuous intake of new volunteers
- The trip benefits our hosts
- Trip leaders costs to be paid
- Keep people engaged post-trip
- Trips with different focus
- A positive culture created in elementary school for possibility of a trip in high school
- Ideal trip candidate criteria
 - Need to be screened
 - Have some knowledge
 - Be willing and open to the experience
 - Target passionate, social justice-minded
 - people to participate

Note: the group who worked on trips noted that there had been no discussion about 3rd party trips (ie Georgian college) and this is something which should be addressed

This vision was referred to the Trips Committee which met to form a Trips vision with strategies and goals. These strategies and goals were presented to the “larger group” on July 14th, at which time a few minor revisions and additions were made. The Trips Committee’s strategies and goals, as revised, were then taken by the Executive Director, Heather Smith, and a Trips Visual was created. The result is the following Trips Visual:



Rayjon Share Care Strategic Planning 2016-2021— Trips

PRIORITY	VISION	GOALS & STRATEGIES	TARGETS
Impact	<i>MUTUAL POSITIVE MEASURED</i>	<p>Ensure each trip is planned with input and participation of, and within the capacity/ ability of our hosts/partners</p> <p>Evaluate impact of trips on partners, participants, beneficiaries, Rayjon</p> <p>Work with hosts/partners to set clear objectives for all trips</p>	<ul style="list-style-type: none"> Communicate expectations to hosts Ask hosts concerning their ability/availability Do not schedule back to back trips Closely examine impact on projects, staff time, goals of hosts Identify and evaluate benefit to: Hosts, Rayjon, Participants Explore partnerships with other organizations, institutions through trip networking
Evaluation	<i>TRANSPARENT FLUID EFFECTIVE</i>	<p>Evaluate effectiveness of trips in meeting objectives (both partners to provide feedback)</p> <p>Evaluate trip finances, improve transparency</p> <p>Adjust methods as necessary</p>	<ul style="list-style-type: none"> See Targets for “Impact” Develop a better understanding of how much fundraising goes to trip costs, how much to projects Collect honest feedback from hosts, participants
Participants - Youth	<i>RECRUITED ENGAGED PROACTIVE RETAINED</i>	<p>Actively recruit youth</p> <p>Recognize barriers to participation</p> <p>Communicate expectations</p> <p>Provide opportunities to re-engage</p>	<ul style="list-style-type: none"> Consider college age, not just high school Develop relationships with more local high schools Explore ways of appealing to male participants Promote fundraising opportunities/initiatives Identify roles, responsibilities during and after trip Communicate volunteer opportunities post-trip

PRIORITY	VISION	GOALS & STRATEGIES	TARGETS
Participants - Adults	<i>RECRUITED ENGAGED PROACTIVE RETAINED</i>	<p>Actively recruit adults, not just youth</p> <p>Communicate expectations</p> <p>Provide opportunities to re-engage</p>	<ul style="list-style-type: none"> • Promote adult awareness trips • Proactively invite prospective participants • Identify roles, responsibilities during and after trip • Communicate volunteer opportunities post-trip
Trip Leaders	<i>SUPPORTED IDENTIFIED COLLABORATION</i>	<p>Provide resources and support</p> <p>Encourage collaboration</p> <p>Identify potential trip leaders</p> <p>Ensure safety and security at all stages</p>	<ul style="list-style-type: none"> • Develop a manual, contact list for trip leaders • Support trip leaders to exchange information • Encourage junior and co- leaders
Post-Trip Experience	<i>ACTIVE PRIORITY SUPPORT CONNECTION</i>	<p>Include post-trip reflection/reunion in trip planning</p> <p>Include volunteer opportunities in trip planning</p> <p>Maintain contact, ensure each participant feels supported</p> <p>Encourage participants to “tell their stories”</p>	<ul style="list-style-type: none"> • Provide opportunities to reflect, re-connect and to make conclusions • Advertise volunteer opportunities • Increase use of social media, newsletter in maintaining contact • Have participants identify organizations, schools, churches, etc. they are connected with

Next Steps

1. Formal approval (and/or revision) of the Plan by Rayjon Board Directors.
2. Formal approval of Visuals as the working documents for 2016-2017.
3. Establishment of reasonable progress review period, eg. every 6 months, including minor revisions as necessary.
4. Appropriate communication of strategic plan, as determined by the Executive Director, to volunteers, supporters and general public.

Appendices

1. Strength and Weakness Assessment
2. Minutes of “Larger group” planning sessions held on September 14, 2015, January 7, January 28 and July 14, 2016.