

CAMBA STRATEGIC PLAN 2017-2020

MISSION

CAMBA is a non-profit agency that provides services that connect people with opportunities to enhance their quality of life.

VALUES

CAMBA is a community of clients, staff, volunteers, donors, neighbors and partners who work together to build an inclusive New York City, where all children and adults have access to the resources and supports they need to thrive. The following values guide our work and inform our relationships.

DEDICATION We do what it takes to get the job done. Our staff is tenacious and loyal, and we work hard to provide people the services they need when they need them most.

DIVERSITY CAMBA serves clients of every race, religion, gender, age, sexual orientation and background and our staff and programs are as diverse as the individuals we serve. We embrace difference, respect all viewpoints, and welcome those from around the corner and around the globe.

INNOVATION We listen to the communities we serve, and develop creative programs with demonstrated impact to respond to their evolving needs.

INTEGRITY CAMBA's principles are evident in our compassionate honesty with clients and are carried through in our careful stewardship of the resources we use to support our work.

QUALITY Our communities deserve the best possible services, and CAMBA strives to support our staff and clients to achieve that goal.

2020 VISION: BUILDING AN INCLUSIVE NEW YORK CITY

For 40 years, CAMBA has helped New Yorkers build and sustain vibrant neighborhoods with services that lay the groundwork for economic stability, educational fulfillment, strong families and a healthy life. CAMBA's 2020 Vision lays out tangible solutions that support diverse communities where New Yorkers – regardless of their Zip Codes – have the resources and supports they need to reach their full potential. Our strategic plan is designed to guide our investments in the internal infrastructure we need to achieve the following vision by 2020:

- 1. Build Ladders to Success:** By 2020, 65% of jobs will require a two- or four-year degree, yet today *FEWER* low-income students are entering college than ten years ago – only 46% in 2013. CAMBA's strategies work to reverse this trend; 89% of low income students in our Leading to College program enroll in college, usually becoming the first in their families to do so. Our

holistic approach to college access will help **1,000** low-income youth graduate high school and go to college by 2020. We will:

- Expand our innovative college access initiatives, Collegiate Express and Leading to College, to ensure that even those at risk of high school dropout can successfully complete high school and go on to excel in college;
- Enhance college preparation through our network of Community Centers in high need neighborhoods throughout Brooklyn;
- Provide subsidized jobs, academic coaching and family support to young people at the highest risk of dropping out, propelling them towards a college future; and
- Interrupt the cycle of violence that can deter young people from reaching their goals.

2. Construct Stable Foundations: New York City's affordable housing crisis has reached emergency levels, particularly in Brooklyn, where more than 1/3 of all households are spending more than 50% of their income on housing. Without safe and stable homes, children fall behind in school, parents can't work and community health is put in jeopardy. By 2020, CAMBA Housing Ventures will build or preserve **2,500** units of sustainable, affordable housing. We will:

- Expand our preservation portfolio, targeting units at risk of becoming unaffordable or unlivable;
- Identify underutilized land for new construction of healthy, stable homes; and
- Leverage public-private partnerships to invest in high need communities.

3. Protect Against Homelessness: Last night, nearly 60,000 New Yorkers, including 23,000 children, slept in homeless shelters. CAMBA has a stellar, evidence-based track record of preventing eviction – 98.6% of the families we served last year in our **HomeBase** program avoided homelessness and remained safely and stably housed. CAMBA will prevent **15,000** households from becoming homeless by 2020. We will:

- Replicate the success of the **You Can Van**, our data-driven, mobile homelessness prevention initiative in communities with high risk of homelessness;
- Enhance mental health services for people living in shelters to ensure that they are placed into and can maintain permanent housing; and
- Offer job/career training to stabilize families and create pathways to self-sufficiency.

4. Sustain Excellence: 5% of every unrestricted dollar raised through the 40th Anniversary Campaign will go to the CAMBA Sustainable Future Fund, ensuring CAMBA will be able to continue to build an inclusive New York City for the next 40 years.

GOALS

CAMBA must invest in our core administrative functions to reach our strategic vision. Over the next four years, we will accomplish the following five goals:

- 1. Facilities:** Establish a responsive and efficient structure to maintain all facilities at a level of cleanliness and security that reflects our values and respect for staff and clients, and a department that strategizes and plans for evolving needs.
- 2. Internal Communications:** Establish and maintain a multi-pronged internal communications strategy which fosters agency cohesion, promotes CAMBA's culture, and establishes a mutual understanding of programs and administrative functions.
- 3. Human Resources:** Human Resources will be a department with highly qualified human resources professionals who utilize technologically advanced systems to recruit and retain a diverse and dynamic staff.
- 4. Program Evaluation:** Create a program evaluation unit with a professional staff that collaborates with programs to ensure that data is actionable, accurate, and utilized to inform decision-making; and that reporting is timely, measures impact, and meets funder needs.
- 5. Resource Development:** Double CAMBA's private support to \$3M annually by 2020 to support strategic plan implementation and Vision 2020 Goals.