

2018-2020 Strategic Plan Update

Areas of Focus

Pillar I — Caring for Our Children

- I. Transitions
 - A. Initial Entry
 - 1. Evaluate and address all Areas of Focus for each new child
 - 2. Acclimate house parents and staff to needs of each new child
 - B. 18-Year Old Transition
 - 1. Revise transitional living program to accommodate all 18 year olds
 - 2. Supply counseling services and adequate facilities to support young adults in transitional living
 - 3. Support transitional students in career path attainment
- II. Areas of Focus
 - A. Spiritual
 - 1. Analyze and address spiritual needs of staff and children to include the following:
 - a) Bible study for children and staff
 - b) Positive examples of Christian living
 - c) Open discussion by children and staff of their faith journeys
 - 2. Interact with healthy congregations for spiritual activities
 - B. Physical and Emotional
 - 1. Secure the most appropriate educational opportunities that will lead to high school graduation
 - 2. Provide educational resources on campus as needed to support academic pursuits and technology literacy
 - 3. Deliver age appropriate sexual behavior training
 - 4. Supply sufficient counseling services to meet the needs of children and young adults
 - C. Vocational and Educational
 - 1. Deliver career education to include awareness of career opportunities and personal aptitudes
 - 2. Explore and create educational opportunities beyond local availability for identified personal goals

Pillar II — Staff Recruitment and Retention

- I. Provide an organizational structure that supports the mission of Ciudad de Ángeles
- II. Secure resources and on-going training to assist staff in fulfilling their responsibilities
- III. Maintain a culture that fosters positive staff morale
- IV. Provide comfortable living facilities for staff

Pillar III — Growth and Expansion

- I. Add children to accomplish mission of the organization
- II. Identify and correct critical maintenance issues
- III. Add facilities to support the needs of the organization through the on-going Facilities Plan

Plan Tracking

Pillar: I Caring for Our Children

Focus/Priorities	Action Plans	Owners	Resources Needed	Annual Evaluation
Transitions - Initial Entry - Evaluate & address all Areas of Focus for each new child	Conduct pre-entry evaluations to assure that Ciudad is equipped to provide necessary resources, via psychological & medical evaluation and interview.	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, etc.)	Funding for travel to locations where children are available; psychological & medical exams	(Fully operational or In progress)
	Create individual Plan of Service	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, etc.)		
	Obtain birth certificate, medical & school records (if available), and tutela (as needed)	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, etc.)	Funding for legal fees, as needed	
Transitions - Initial Entry - Acclimate house parents & staff to needs of each new child	Brief house parents and appropriate staff	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, etc.)		
	Provide age appropriate orientation (welcome, expectations, etc.)	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Houseparents, older children, etc.)		
Transitions - 18 Year Olds - Revise Transitional Living Program to accommodate all 18 year olds	Make modifications of rules/guidelines for 18 year olds still finishing high school	Director; Transition Supervisor; Transition Committee; other staff as assigned		

Transitions - 18 Year Olds - Supply counseling services and adequate facilities to support young adults in transitional living	Provide ready access to current Psychologist and/ or additional Contract Counselor	Director; Transition Supervisor; other staff as assigned	Sufficient counselor hours; office space	
	Explore options and provide appropriate "interim" living facilities for Transition Students	Director; Transition Supervisor; other staff as assigned	Funds for furniture	
	Obtain funding for and construct new Transition House	Executive Director; Resource Development Committee; Director; Construction Manager	Funding	
Transitions - 18 Year Olds - Support Transition Student in career path attainment	Develop individual Career Goals and provide career counseling	Director; Transition Supervisor; appropriate outside sources (working professionals, school counselors, etc.)		
	Communicate with Sponsors potential career pathways for their children	Executive Director, Director; Transition Supervisor; Special Committee		
	Develop a plan for "off island" post high school education	Executive Director; Director; Transition Supervisor; Transition Committee	Possible travel funding for exploration, housing, and staff (as needed)	
Areas of Focus Spiritual - Analyze & address spiritual needs of staff and children	Develop a job description for Campus Chaplain and present plan to board for funding approval	Executive Director; Director	Funding/Staff	

Areas of Focus Spiritual - Bible Study	Participate in regular worship services	Director; Houseparents		
Areas of Focus Spiritual - Bible Study/Positive examples of Christian living	Develop a plan of Bible study, daily devotionals, and/or prayer time in addition to Sunday worship time	Director; Houseparents; Campus Chaplain	Study materials/ curriculum plan	
Areas of Focus Spiritual - Open discussion	Determine and establish a mechanism for Q&A/discussion in a supportive environment	Director; Houseparents; Campus Chaplain		
Areas of Focus Spiritual - Interact with healthy congregations	Attend & host Christian rallies/meetings/events and mission teams	Director; Houseparents; Campus Chaplain	Funding for travel and/or event hosting	
Areas of Focus - Physical & Emotional - Appropriate Educational Opportunities	Determine and document most appropriate educational environment for each child in Plans of Service	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)		
	Provide tutoring as needed	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)	Volunteer tutors; funding for paid tutors	
	Maintain sufficient computer stations and internet access	Director	Funding for computers and networks	
Areas of Focus - Physical & Emotional- Age appropriate sexual behavior training	Develop a plan and hold group sessions on sexual awareness & behavior, self-defense, and prevention of bullying	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)	Age appropriate presentation/study materials; outside presenters	

Areas of Focus - Physical & Emotional- Sufficient counseling services	Conduct annual evaluations and treatment plans; hire additional staff and/or contract counselors as needed	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)	Contract counselor; full time counselor (when need reaches that level); testing materials	
Areas of Focus - Vocational & Educational - Career Education	Administer aptitude tests to 8th grade students and update individual Plans of Service & counsel students based on results	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)	Testing materials and administrators	
	Conduct site visits to other locations or educational centers	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)	Funding for travel	

Pillar: II Staff Recruitment and Retention

Focus/Priorities	Action Plans	Owners	Resources Needed	Annual Evaluation
Organizational Structure	Review and adjust current hierarchy of staff and propose additional position to meet the mission	Executive Director; Director		
Training	Provide training sessions on "The Connected Child"	Director; other staff as assigned	Training materials	
	Send two staff to train on "Managing Aggressive Behavior"	Director; other staff as assigned	Travel, materials, & registration funding	
	Identify and bring training group on "The Sanctuary Model"	Director; other staff as assigned	Travel, materials, & stipends for trainers	

	Identify and bring training group on sexual awareness and bullying prevention	Director; other staff as assigned; outside presenters; mission teams	Travel, materials, & stipends for trainers	
	Identify and bring training group on personal finance	Director; other staff as assigned; outside presenters; mission teams	Travel, materials, & stipends for trainers	
	Identify and bring training group on first aid	Director; other staff as assigned; outside presenters; mission teams	Travel, materials, & stipends for trainers	
Positive Morale	Delegate responsibilities in a way that promotes a "team" environment	Director		
	Remove impediments (negative/divisive staff) to healthy spiritual relationships	Director		
Comfortable facilities	Evaluate condition of furniture, appliances, linens, etc. and replace as needed	Director	Funding	

Pillar: III Growth and Expansion

Focus/Priorities	Action Plans	Owners	Resources Needed	Annual Evaluation
Add Children	Identify agency in Quintana Roo as possible alternate source of children and begin process of obtaining children	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)		

	Make visits to DIF in other locations (Morelos, Yucatan, Oaxaca, Chiapas) and begin process of obtaining children	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)	Funding for travel	
Maintenance Issues	Identify and prioritize list of critical maintenance	Director	Funding for projects	
Facilities	Prioritize construction projects in current Facilities Plan	Executive Director; Director; Construction Manager	Funding for projects	