

## 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. Deliver age appropriate sexual behavior training
    2. Supply sufficient counseling services to meet the needs of children and young adults
    3. Support healthy lifestyle through nutritionally balanced meals
    4. Secure opportunities for activities that enhance physical fitness
    5. Provide appropriate healthcare for each child
  - 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
    3. Secure the most appropriate educational opportunities that will lead to high school graduation
    4. Provide educational resources on campus as needed to support academic pursuits and technology literacy

#### 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	Plan in place
	Create individual Plan of Service	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, etc.)		In Progress with existing children
	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	Completed for existing children
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.)		In Progress with existing children (not previously done); plan in place for new children
	Provide age appropriate orientation (welcome, expectations, etc.)	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Houseparents, older children, etc.)		Planning in progress
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		Completed

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	Fully Implemented
	Explore options and provide appropriate "interim" living facilities for Transition Students	Director; Transition Supervisor; other staff as assigned	Funds for furniture	Fully Implemented
	Obtain funding for and construct new Transition House	Executive Director; Resource Development Committee; Director; Construction Manager	Funding	In Progress
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.)		In Progress
	Communicate with Sponsors potential career pathways for their children	Executive Director, Director; Transition Supervisor; Special Committee		In Progress
	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)	Fully Implemented
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	Evaluation process begun;

Areas of Focus Spiritual - Bible Study	Participate in regular worship services	Director; Houseparents		Fully Implemented
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	In Progress
Areas of Focus Spiritual - Open discussion	Determine and establish a mechanism for Q&A/discussion in a supportive environment	Director; Houseparents; Campus Chaplain		In Beginning Stages
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	Fully Implemented
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	Fully Implemented — ongoing
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	Fully Implemented — ongoing
Areas of Focus - Physical & Emotional - Good Nutrition	Develop nutritionally balanced, standardized menus	Director; other staff as assigned (Nutritionist, etc.)	Contract Nutritionist	Resources developed and provided to house parents
	Provide nutrition education to children and transition students	Director; other staff as assigned (Nutritionist, etc.)		Initial seminar presented by local nutritionist (DIF compliance issue)

Areas of Focus - Physical & Emotional - Physical Fitness	Encourage participation in outside physical activities (sports, dance, exercise, etc.)	Director; other staff as assigned (Case worker, house parents, etc.)	Funding for activity fees and/or supplies	Initial planning begun; Not yet implemented
Areas of Focus - Physical & Emotional - Healthcare	Address routine and long-term needs of each child	Director; other staff as assigned (Case worker, nurse, house parents, etc.); professional providers	Funding for examinations, treatment, medications, and apparatus (glasses, hearing aids, etc.)	Fully Implemented
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	In Progress
	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	In Progress
Areas of Focus - Vocational & Educational - 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.)		In Progress
	Provide tutoring as needed	Director; other staff as assigned (Sub Director, Case Worker, Social Worker, Counselor, etc.)	Volunteer tutors; funding for paid tutors	Fully Implemented
	Maintain sufficient computer stations and internet access	Director	Funding for computers and networks	Fully Implemented

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		In Progress
Training	Provide training sessions on “The Connected Child”	Director; other staff as assigned	Training materials	Completed principles & concepts (personalized version for Ciudad)
	Send two staff to train on “Managing Aggressive Behavior”	Director; other staff as assigned	Travel, materials, & registration funding	Completed principles & concepts (personalized version for Ciudad)
	Identify and bring training group on “The Sanctuary Model”	Director; other staff as assigned	Travel, materials, & stipends for trainers	Completed principles & concepts (personalized version for Ciudad)
	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	First Session completed; ongoing (DIF support)
	Identify and bring training group on personal finance	Director; other staff as assigned; outside presenters; mission teams	Travel, materials, & stipends for trainers	Not Started
	Identify and bring training group on first aid	Director; other staff as assigned; outside presenters; mission teams	Travel, materials, & stipends for trainers	Fully Implemented
Positive Morale	Delegate responsibilities in a way that promotes a “team” environment	Director		Implemented; ongoing

	Remove impediments (negative/divisive staff) to healthy spiritual relationships	Director		Completed; Ongoing
Comfortable facilities	Evaluate condition of furniture, appliances, linens, etc. and replace as needed	Director	Funding	Fully Implemented

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.)		No alternate source in QR; other options explored
	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	Completed; Ongoing
Maintenance Issues	Identify and prioritize list of critical maintenance	Director	Funding for projects	Fully Implemented
Facilities	Prioritize construction projects in current Facilities Plan	Executive Director; Director; Construction Manager	Funding for projects	Fully Implemented (Phase 1)