

2021-2023 Strategic Plan Update

Areas of Focus

Pillar I — Caring for Our Children

- I. Exit Profile
 - A. The Exit Profile identifies the Knowledge, Skills, and Character Traits a young adult should have when departing Ciudad de Ángeles for each Area of Focus — Spiritual, Physical, Emotional, Vocational, and Educational
 - B. The Exit Profile will provide target goals for action items for all age groups
- II. Transitions
 - A. 18-Year Old Transition
 - 1. Timeline/Exit Plan for Transition Students
- III. Areas of Focus
 - A. Spiritual
 - B. Physical
 - C. Emotional
 - D. Vocational
 - E. Educational

Pillar II — Staff Recruitment and Retention

- I. Training & Support

Pillar III — Growth and Expansion

- I. Add Children
- II. Facilities

Plan Tracking

Pillar: I Caring for Our Children

Focus/Priorities	Action Plans	Owners	Resources Needed	Annual Evaluation	Data/Metrics
Exit Profile	Develop an Exit Profile for young adults departing Ciudad	Executive Director, Director; Strategic Planning Committee	Surveys of staff and various stakeholders	In Progress	Completed document
Transitions - 18 Year Olds	Develop a Timeline/Exit Plan for Transition Students who have successfully completed the Program	Executive Director, Director; Transition Supervisor		In Progress	Completed document
Areas of Focus - Spiritual	Develop a plan of Bible study and activities that address the Spiritual Knowledge, Skills, and Character Traits in the Exit Profile	Director; Campus Minister; Houseparents	Study materials/ curriculum plan	Semester One completed and on file; subsequent semesters in progress	Lessons, curriculum, scope and sequence
Areas of Focus - Physical	Develop a plan to address the Physical Knowledge, Skills, and Character Traits in the Exit Profile	Director; Social Worker; Psychologist; Houseparents; Campus Minister	Study materials, charts, curriculum plan, seminars & presentations		Lessons, curriculum, scope and sequence
Areas of Focus - Emotional	Develop a plan to address the Emotional Knowledge, Skills, and Character Traits in the Exit Profile	Director; Social Worker; Psychologist; Houseparents; Campus Minister	Study materials, charts, curriculum plan, seminars & presentations		Lessons, curriculum, scope and sequence

Areas of Focus - Vocational	Develop a plan to address the Vocational Knowledge, Skills, and Character Traits in the Exit Profile	Director; Social Worker; Psychologist; Houseparents; Campus Minister	Study materials, charts, curriculum plan, seminars & presentations		Lessons, curriculum, scope and sequence
Areas of Focus - Educational	Develop a plan to address the Educational Knowledge, Skills, and Character Traits in the Exit Profile	Director; Social Worker; Psychologist; Houseparents; Campus Minister	Study materials, charts, curriculum plan, seminars & presentations		Lessons, curriculum, scope and sequence

Pillar: II Staff Recruitment and Retention

Focus/Priorities	Action Plans	Owners	Resources Needed	Annual Evaluation	Data/Metrics
Training & Support	Provide initial and ongoing training & support for Houseparents as the frontline in reinforcing the Knowledge, Skills, and Character Traits in the Exit Profile	Director; Admin Staff; Campus Minister	Study materials, curriculum, planning sessions, seminars & presentations, and ongoing support from Admin Staff		Lessons, curriculum, scope and sequence, observation, written progress reports/evaluations

Pillar: III Growth and Expansion

Focus/Priorities	Action Plans	Owners	Resources Needed	Annual Evaluation	Data/Metrics
Add Children	Secure certification of compliance with DIF Nacional	Director; Staff; Attorney	Funding for travel, legal fees, etc.	In Progress	Letters of compliance from DIF QR and DIF Nacional

Facilities	Obtain funding for and construct new Transition House	Executive Director; Resource Development Committee; Director; Construction Manager	Funding	In Progress	Reach \$1.2 goal; begin/complete construction
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