Strategic Plan

Casa Youth Shelter

Established 1978

Mission

We serve and nurture youth in crisis with shelter, counseling, and support services, empowering them to come through their crisis with increased confidence, stability, and tools for continued growth.

Who We Serve

We serve youth in crisis, ages 12–17, and the parents and families of youth in crisis, regardless of need for shelter services. Our clients come from over 50 cities in Orange, Los Angeles, Riverside and other counties in Southern California.

How We are Viewed

Message from our President

Casa Youth Shelter's Strategic Plan is the culmination of a tremendous amount of information provided by our stakeholders, distilled to update and understand the evolving needs of our community's youth and families. This plan serves to inform our Board of Directors and provides direction to our staff to ensure the services provided by Casa Youth Shelter are aligned to the needs of those we serve and the commitments of our donors and supporters.

We are blessed at Casa Youth Shelter to serve youth in need and honored to do so following in the footsteps and legacy of our founder Myldred E. Jones. We are excited that this plan sets the stage for the coming years to support Casa Youth Shelter's mission to empower and nurture youth in crisis and support their journey to be productive and responsible adults.

On behalf of the Casa Youth Shelter Board of Directors and staff, I wish to express my gratitude to all that have contributed their time and effort to inform and guide the development of our Strategic Plan. With the support of so many, we are strengthened in our resolve to serve and to continue to provide safe shelter and a broad range of services to the youth in crisis, 24 hours a day seven days a week.

Greg Magnuson, President

Casa Youth Shelter Board of Directors

Message from our Executive Director

The context under which this Strategic Plan was created was extraordinary and matches its level of aspiration. What a gift, in the midst of a global pandemic, to have the opportunity to dream up a future for Casa Youth Shelter that builds on our strengths and enables us to serve even more youth and families in need.

I want to thank the members of the Strategic Planning Committee and our incomparable Board of Directors for their efforts in leading the development of this Strategic Plan. They established a deliberative and inclusive process that engaged everyone in thinking deeply about our path forward. Input from our hardworking and extraordinary staff and management team – who work tirelessly every day to support the youth and families in our care, and never cease to amaze me with the depths of their compassion, strength, and vision – was critical to this process.

The collaborative process was further enriched by the Center for Nonprofit Management and Dr. Jo Brocato of CSULB, who added their expertise and guidance, and helped conduct the community-wide needs assessment that got us started. We are so grateful to every youth, parent, educator, service provider, community leader, supporter, and friend who took the time to fill out surveys, answer questions, and attend focus groups. Everyone together helped build the foundation for this Strategic Plan and for the dynamic future of Casa Youth Shelter.

As we build our hopeful future, it will be rooted in the proud history and distinctive character of Casa Youth Shelter. Our commitment to being a supportive and caring, diverse and empowering safe haven for all youth and families is unwavering.

I look forward to working with every member of our Casa Youth Shelter community to turn this exciting vision into a reality.

Amy Lakin, Executive Director

Goals and Objectives

Programmatic

1. **Access** – Enhance service delivery capabilities

    - Ensure all programs and services are readily accessible to clients and are appropriate to their needs.

    - Eliminate language and cultural barriers in all services and programs.

    - Continually monitor and evaluate barriers to accessing services and programs.

2. **Services** – Provide client-centered, comprehensive continuum of services

    - Provide counseling and case management services that are fully appropriate to the individualized needs of youth and their families.

    - Provide a continuum of services and tools to assist youth beyond their immediate crisis.

    - Provide appropriate location-based programs and services.

3. **Awareness** – Enhance awareness of services among youth and parents

    - Increase awareness of resources available before, during, and after a crisis.

    - Expand Casa Youth Shelter brand to be viewed as a full-service center for youth and their families.

    - Develop strategies to create more favorable perception of shelter and mental health services.

Infrastructure

1. **Governance** – Nurture an engaged, philanthropic, and diverse Board to meet the goals and mission

   - Complete the transition to a governance-focused board.

   - Develop a culture of learning and clarity of roles and responsibilities.

   - Increase engagement opportunities to develop a leadership pipeline.

2. **Financial Resource Development** – Grow stable and diverse funding streams and maintain solid financial management

   - Develop diverse funding streams to maintain the appropriate level of programs and services.

   - Build new relationships and continue to nurture existing relationships.

   - Maintain a well-rounded portfolio of fundraising programs and activities.

3. **Staff & Volunteer Development** – Attract, develop, and retain dynamic, mission-driven professionals and volunteers

   - Maintain diverse volunteer base with the knowledge, skills, and representative backgrounds needed to achieve programmatic goals, objectives and initiatives.

   - Maintain a supportive, friendly, collaborative culture with opportunities for professional development and growth.

   - Align current and projected staffing needs and skills with programmatic requirements and objectives.

4. **Facilities & Systems** – Develop and maintain facilities and systems to serve the community and further the mission.

   - Develop and maintain facilities to support and deliver programs, services, and organizational administration.

   - Implement the necessary tools to allow board, staff, and volunteers to fulfill their responsibilities and increase capabilities.

   - Create appropriate processes, systems, and policies to deliver high quality programs, services, and administration.

Programmatic Goals and Objectives						
Key Initiatives	**Key Tasks**	FY21	FY22	FY23	FY24	FY25
Access						
1. Implement strategies to overcome obstacles to clients accessing services	A. Identify and assess obstacles to accessing services through surveys, interviews and other means with community partners, crisis call follow-ups, clients and parents, and other key referral sources.		●			
	B. Create a plan to prioritize and resolve obstacles to accessing services.		●			
	C. Within a CYS-wide formal feedback/assessment process, identify elements necessary to assess and correct access obstacles to services. (Facilities & Systems 2.C, 3.D, 3.E)			●		
	D. Evaluate and develop a data collection and analysis plan. (Services 5.B, Facilities & Systems 3..F)			●		
	E. Consider expanding crisis line access through web chat, text app, and social media (Facilities & Systems 2.D).			●		
	F. Create a portal for current and former clients and parents to access services (Facilities & Systems 2.E).			●		
2. Implement options to overcome language barriers to accessing services	A. Assess which staff positions should have bilingual capabilities and adjust job descriptions. (Access 3.C & 3.D)	●				
	B. Hire bilingual Outreach Director.	●				
	C. Develop a policy detailing language education and training requirements for staff (Facilities & Systems 3.A).		●			
	D. Assess and develop plan and timetable to enhance counselor and Youth Supervisor bilingual capabilities (Access 3.A, 3.B).		●			
	E. Develop and implement transition plan to produce and align in English and Spanish: 1) Outreach material, 2) Marketing material, 3) Website, and 4) Program Forms.		●	●		
	F. Improve Spanish bilingual access first and then assess and address other languages and cultural access barriers.		●		●	
3. Expand cultural awareness training for staff and volunteers	A. Assess variety of cultures we serve, staff knowledge of these cultures and establish need priority.		●			
	B. Develop ongoing cultural awareness training plan for staff and Board members.		●			
	C. Assess cultural diversity needs when reviewing staffing requirements under Access 2. A.		●			
	D. Review and expand our diversity, equity and inclusion statement and develop an ongoing plan (Facilities & Systems 3.B).		●			

Programmatic Goals and Objectives						
Key Initiatives	Key Tasks	FY21	FY22	FY23	FY24	FY25
	E. Within a CYS-wide formal feedback/assessment process, identify elements necessary to address evolving cultural issues and barriers (Facilities & Systems 2.C, 3.D, 3.E).			•		
	F. Identify partnership and collaborative opportunities with other agencies, community coalitions, and other organizations to expand cultural diversity understanding and training.			•		
4. Implement options to overcome transportation and/or mobility barriers for clients	A. Evaluate and adjust, if necessary, existing operating policy to allow staff or volunteers to transport a potential client (Facilities & Systems 3.G).			•		
	B. Within a CYS-wide formal feedback/assessment process, identify elements necessary to address evolving transportation and mobility barriers (Facilities & Systems 2.C, 3.D, 3.E).			•		
	C. Establish partnerships to fund third party and public transportation for potential and current clients to utilize to access our services.			•		
	D. Ensure shelter, counseling and parenting class space should be free of mobility barriers.			•		
	E. Develop a street outreach approach and team (Facilities & Systems 3.J).				•	
5. Employ technologies to enhance methods of service access/delivery	A. Research and assess updating technology and systems used in client service across database, counseling, tracking, case management and other services (Services 4.A & 4. B, Facilities & Systems 2.F).	•				
	B. Develop hybrid (online & in-person) delivery for applicable services Facilities & Systems 2.B).		•			
	C. Review and assess technology tools and systems needed to expand access to and delivery of our services and to provide staff with resources and training (Services 4.A & 4. B, Facilities & Systems 2.G).			•		
	D. Update website and digital marketing efforts for multiple language access (Facilities & Systems 2.H).			•		
	E. Research and develop text-for-help/crisis hotline app (or broader CYS app) for mobile crisis assistance (Facilities & Systems 2.I).			•		
	F. Assess and define ways to connect clients and parents who do not have technology or internet access.				•	
Services						
1. Establish ways to evaluate long term effectiveness of all services provided	A. Define our services portfolio, including existing and new services, a timetable for new service introduction, and staffing and facility requirements to implement or expand the service portfolio. All existing and new services must have a plan to reduce or eliminate access barriers.	•				

Programmatic Goals and Objectives						
Key Initiatives	Key Tasks	FY21	FY22	FY23	FY24	FY25
	B. Develop and implement a services assessment system for youth and parents that measures the effectiveness of all services, skills learned and applied, and improvements to processes and service delivery (Facilities & Systems 2.I).		●			
	C. Develop short-term and long-term metrics to measure success of services (Facilities & Systems 3.H, 6.A)		●			
	D. Research best practices from other organizations or professionals and adapt as appropriate.			●		
	E. Develop a logical service process flow from starting as a client to periodic follow-ups through extended development plan based upon needs and available services (Facilities & Systems 3.I).			●		
2. Develop options and resources to provide ongoing support to youth and families after their immediate crisis has been addressed	A. Develop an incentive/opportunity program to encourage continued post-crisis engagement and connection with clients.		●			
	B. In conjunction with 1.A, consider workshops on academic and career building, vocational education, life skills classes, mentorship program, and expanding longer-term clinical service. (Facilities & Systems 2.A).		●			
	C. Based on services identified in 1.A, develop dedicated support services and capabilities with dedicated space.		●			
	D. Consider developing childcare capabilities to facilitate family involvement in clinical programs.		●			
	E. Consider creating an education/resources center with a computer/technology lab.		●			
3. Provide services to clients at locations beyond the shelter	A. Research and assess technology tools to expand access to and delivery of services online (Access 5.A & 5.C; Services 4.B, Facilities & Systems 2.J).		●			
	B. Identify partnership opportunities with organizations that provide complementary services to potentially deliver geographically dispersed services to our clients.			●		
	C. Evaluate additional locations to deliver our services based upon geographic service area needs.				●	
	D. Identify potential community or governmental support for additional locations.				●	
4. Provide nonresidential counseling and crisis services to clients	A. Research and update technology and systems used in client service across database, counseling, tracking, case management and other services (Access 5. A & 5.C).	●	●			
	B. Research and assess technology tools to expand access to and delivery of services online (Access 5.A & 5.C; Services 3.A, Facilities & Systems 2.J).		●			

Programmatic Goals and Objectives							
Key Initiatives		**Key Tasks**	FY21	FY22	FY23	FY24	FY25
		C. Assess and develop plan and timetable to expand nonresidential counseling program including additional counselors, facility space, and program expansion initiatives.			•		
5.	Regularly assess the evolving needs of clients to identify opportunities for enhanced services	A. Within a CYS–wide formal feedback/assessment process, identify elements necessary to address evolving enhancements to services .(Facilities & Systems 2.A)			•		
		B. Evaluate and develop a data collection and analysis plan. (Access 1. D, Facilities & Systems 3.B)			•		
		C. Perform periodic needs assessments with stakeholders and governmental agencies within our service area and sector.				•	
Awareness							
1.	Develop outreach strategies to optimize awareness of services and clarify service focus areas	A. Develop high–level Outreach strategic goals/targets to be achieved over the next 3–5 years.	•				
		B. Develop an Annual Outreach Plan.	•				
		C. Link Annual Outreach Plan with Annual Marketing Plan to maximize resources and impact.		•			
		D. Annually align service focus areas with Services element of the Strategic Plan.		•			
2.	Educate community about our services available to youth and families during times of crisis	A. Develop an Annual Marketing Plan.	•				
		B. Include community education activities and metrics in the annual Outreach Plan		•			
		C. Link updates to Outreach marketing materials, website, and activities to the Annual Marketing Plan with initial emphasis on English/Spanish capabilities.		•			
		D. Within a CYS–wide formal feedback/assessment process, identify elements necessary to assess and improve outreach footprint and awareness activities and to incorporate feedback into the annual Outreach planning process. (Facilities & Systems 2.A)			•		
3.	Expand outreach and networking with other agencies in our region	A. Identify partnership opportunities with other organizations that provide complementary services.		•			
		B. Identify partnership and collaborative opportunities with other agencies, community coalitions, and other organizations to expand awareness and outreach.		•			
4.	Increase use of social media to expand the visibility and profile of the organization	A. Integrate YLP into social media activities.	•				
		B. Create an annual Social Media Plan as part of the Annual Marketing Plan.		•			
		C. Include social media activities in annual Outreach & Marketing Plans.	•				

Programmatic Goals and Objectives							
Key Initiatives	Key Tasks	FY21	FY22	FY23	FY24	FY25
	D. Within a CYS-wide formal feedback/assessment process, identify elements necessary to assess and improve social media activities and to incorporate feedback into the annual Social Media planning process (Facilities & Systems 2.C).			●		
5. Assess if Casa Youth Shelter name accurately reflects the range of services provided and/or creates an image that prevents youth from accessing services	A. Develop an external assessment to determine if our name reflects our services, brand, external appeal, and client engagement.				●	
	B. Adjust internal plans to reflect the results of the assessment.				●	
6. Engage more youth and families in prevention and awareness programs.	A. Include prevention and awareness activities and metrics in the annual Outreach Plan.		●			
	B. Align prevention and awareness activities with prevention services in the Services element of the Strategic Plan.		●			

Infrastructure Goals and Objectives						
Key Initiatives	Key Tasks	FY21	FY22	FY23	FY24	FY25
Governance						
1. Evaluate Board structure needed to best serve organizational goals	A. Periodically review and determine if changes need to be made in Board Standing Committees. Consider implementing an Outreach Committee and Communications and Outreach Committee.	●				
	B. Periodically determine if any non-Board member support or Committee participation would best serve organizational goals (4.D & 5.A).	●				
	C. Evaluate if any changes should be made in the number of Board members (6.B)		●			
	D. Evaluate if changes to our Board structure should be made to address our diversity, equity and inclusion policies and initiatives		●			
	E. Annually review the process used to identify, select, and onboard new Board members to determine: 1) if it is rigorous and efficient; 2) addresses diversity, equity and inclusion initiatives; and 3) assesses and addresses skill set needs (3.A).	●	●			
	F. Evaluate the benefits and disadvantages of allocating Board member positions to companies and/or organizations and determine if any changes should be made to Board membership in our by-laws.	●				
2. Implement ongoing, governance-based board education program	A. Develop elements of a well-rounded Board member education program prioritizing current needs.	●				
	B. In the Spring of each year, assess Board member needs and formalize the Board education program for the following year.	●				
	C. Research third-party resources that can be utilized to develop or present programs for the elements and priorities in 2.A.		●			
	D. Determine if Board member training programs are mandatory or optional for Board members and adjust policy as necessary.		●			
3. Understand and recruit the Board skills and knowledge needed to effectively lead organization	A. Prepare and regularly update a Board skills, knowledge and diversity matrix.	●				
	B. Annually review the process used to identify, select, and onboard new Board members to determine: 1) if it is rigorous and efficient; 2) addresses diversity, equity and inclusion initiatives; and 3) assesses and addresses skill set needs (1.C).		●			
	C. Develop an annual Board recruitment plan.		●			
	D. Develop a profile of an expected Board member using existing policies and the matrix in 3.B. Update annually as part of the Board recruitment plan.		●			

Infrastructure Goals and Objectives

Key Initiatives	Key Tasks	FY21	FY22	FY23	FY24	FY25
4. Create a leadership pipeline that includes opportunities for prospective Board members to be actively involved in the organization	A. In conjunction with 3.A., above, determine engagement opportunities for potential Board members and Board member pipeline.		●			
	B. Periodically determine if any non-Board member support or Committee participation would best serve organizational goals. (1.B)		●			
	C. Develop alternatives to Board membership in order to develop opportunities for people to contribute to CYS based upon their skills and interest.		●			
5. Develop opportunities for former Board members to remain involved with the organization	A. Periodically determine if any non-Board member support or Committee participation would best serve organizational goals. (1.B)		●			
	B. Consider ways to recognize the contributions of Board members leaving the Board or who have left the Board.		●			
6. Determine if and when board term limits should be implemented	A. Review, assess and adopt nonprofit best practices as it relates to CYS goals and objectives.		●			
	B. Adjust the Board Development Committee policy to include an annual review and determination as to the advantages and disadvantages of existing by-laws and policies as it relates to number of Board members, length of Board terms and length of Board service and Board service breaks.		●			

Financial Resource Development

Key Initiatives	Key Tasks	FY21	FY22	FY23	FY24	FY25
1. Develop a financial plan to achieve program and infrastructure initiatives	A. Develop a 5-year Financial Plan and capital expenditures plan (update annually) (Facilities & Systems 4.A).	●				
	B. Investigate how we can partner with other agencies and organizations in order to maximize services while maintaining costs.			●		
2. Establish a fund development plan to achieve revenue requirements of financial plan	A. Develop a 3-year rolling Fund development Plan to achieve the Financial Plan revenue (update annually). (1.A)	●				
	B. Develop an annual Fund Development Plan including metrics to measure progress.	●				
3. Develop a donor stewardship program for new and existing donors	A. Develop and maintain a donor stewardship program. Elements should include goals, metrics, messaging, mechanisms, acknowledgement, and feedback.		●			
	B. Shift CYS messaging to regularly communicate the impact of a donor's gift.		●			
	C. Develop onsite recognition opportunities in recognition of major gifts.		●			
	D. Develop a plan to create a culture of philanthropy as an element in CYS's overall culture.			●		
	E. Develop and maintain a donor feedback system to obtain input from our donor community in order to evolve our donor stewardship program.			●		

Infrastructure Goals and Objectives							
Key Initiatives	Key Tasks		FY21	FY22	FY23	FY24	FY25
4. Develop an overall giving program structure (for full funding portfolio)	A.	Clearly define each area of our existing funding portfolio and outline areas for growth or expansion.	•				
	B.	Develop a plan to move from transaction-based fundraising to relationship philanthropy.		•			
	C.	Define and develop our overall giving program structure and portfolio.		•			
	D.	Develop and implement New Donor Acquisition Strategy.		•			
	E.	Develop and implement a Text-to-Give platform.		•			
	F.	Develop Capital Campaign. Facilities & Systems 1.B)		•			
	G.	Link fundraising to services and locations.			•		
	H.	Explore ways to replace event revenue.			•		
	I.	Develop and implement fund development training for Board members and interested volunteers.			•		
Staff & Volunteer Development							
1. Define organizational / workplace culture and values	A.	Formally assess and define organizational and workplace culture and values using various methods.		•			
	B.	Develop a roadmap and implementation plan to transition from current state to future state.		•			
2. Determine operating requirements and structure necessary to achieve program and infrastructure initiatives	A.	Assess and document current status of operations and organizational structure.		•			
	B.	Identify the operational impact resulting from future state programmatic activities including changes in services and additional locations. Identify structural and operational requirements and changes necessary to deliver programmatic future state activities. (3.C & 4.B)			•		
	C.	Develop an operational plan, timeline and operational costs to achieve the changes identified in 2.B.			•		
3. Determine volunteer program requirements and structure needed to utilize volunteers in achieving program initiatives	A.	Assess & document current volunteer program.		•			
	B.	Review volunteer programs of other organizations and identify their best practices.		•			
	C.	Assess and develop ideas to enhance volunteer recruitment based upon future needs. Develop a plan for training and retention.		•			
	D.	Create a volunteer matrix to understand current state and future state of volunteer diversity, knowledge, and skills. Develop a plan to evolve diversity and obtain any needed knowledge and skills.		•			
	E.	Identify the operational impact resulting from future state programmatic activities including changes in services and additional locations. Identify structural and operational requirements and changes where volunteer support and assistance can be utilized. (2.B & 4.B)			•		

Infrastructure Goals and Objectives						
Key Initiatives	Key Tasks	FY21	FY22	FY23	FY24	FY25
	F. Formalize our future state volunteer program. Develop an operational plan, timeline, and costs to achieve the changes identified.			●		
4. Assess and determine the positions, skills, and compensation requirements needed to meet current and future program initiatives	A. Assess and document current status of operations and specific positions, skills, and compensation.		●			
	B. Identify the operational impact resulting from future state programmatic and infrastructure activities. Identify operational and personnel requirements and changes necessary to deliver programmatic and infrastructure future state activities. (2.B & 3.C)		●			
	C. Develop an operational and personnel plan, timeline and operational costs to achieve the changes identified in 4.B.		●			
	D. Based upon 4.C, revise (and create) job descriptions, qualifications and success metrics of future state personnel positions.			●		
	E. Determine our compensation philosophy using a task force of senior staff, Board members and outside Human Resources consultant.			●		
	F. Develop appropriate salary structures for future state personnel organization.			●		
	G. Enhance the performance review process to link performance and compensation.			●		
	H. Develop annual staff salary review process.			●		
5. Establish staff development program and identify continued activities to maintain workplace culture in evolving organization	A. Assess current staff development needs and develop a short–term plan to address priority needs.		●			
	B. Assess the strengths of other organizations' professional development programs.		●			
	C. Based upon key tasks 4.B and 4.D, determine future state staff development program requirements.			●		
	D. Determine changes needed in practices and policies to support 5.C.			●		
	E. Develop an operational and personnel plan, timeline and operational costs to achieve the changes identified in 5.C.			●		
Facilities & Systems						
1. Determine physical footprint, facilities, and timeframes needed to meet initiatives	A. Use facility needs output from Access Key Tasks 1 & 4 and Services Key Tasks 1,2,3 and 4 to assess physical footprint and facilities requirements.		●			
	B. Develop costs to achieve these requirements. Link with Capital Campaign (FRD 4.F) to determine fundraising and timetable.		●			
2. Determine systems, tools, and timeframes needed to meet program initiatives	A. Develop a services assessment system (Service 1.B).		●			
	B. Develop hybrid (online & offline) delivery for applicable services (Access 5.B).		●			

Infrastructure Goals and Objectives						
Key Initiatives	Key Tasks	FY21	FY22	FY23	FY24	FY25
	C. Develop a technology system to support the CYS-wide formal feedback/assessment process. (Access 1.C, 3.E,4.B, Services 5.A, Awareness 2.B, 4.D).			●		
	D. Develop, as needed, an expanded crisis line using alternative technologies (Access 1.E).			●		
	E. Create a portal for current and former clients and parents to access services (Access 1.F).			●		
	F. Update technology and systems used in client service (Access 5.A, Services 4.A).			●		
	G. Improve existing and implement new technology tools and systems needed to expand access to and delivery of our services; and training to our staff (Access 5.C).			●		
	H. Update website and digital marketing for multiple language access (Access 5.D).			●		
	I. Develop text-for-help/crisis hotline app (Access 5.E).			●		
	J. Implement technology tools to expand access to and delivery of services online. (Services 3.A, 4.B).			●		
	K. Develop costs to achieve these requirements and to determine funding within the adoption timetable.			●		
3. Determine processes, policies, and timeframes needed to meet program initiatives	A. Implement a policy for language education and training requirements (Access 2.C).		●			
	B. Expand our diversity, equity and inclusion statement and ongoing process(es) (Access 3.D).		●			
	C. Develop new policies or adjust existing policies for expanded services portfolio and/or geographic locations (Services).		●	●	●	
	D. Develop assessment processes necessary to meet Programmatic assessment key tasks. (Access 1.C, 3.E, 4.B; Services1. B, 5.A; Awareness 2.B, 4.D)		●	●	●	
	E. Develop a CYS-wide formal feedback/assessment process (Access 1.C, 3.E,4.B, Services 5.A, Awareness 2.B, 4.D).			●		
	F. Develop a data collection and analysis process (Access 1.D, Services 5.B)			●		
	G. Adjust, if necessary, existing operating policy to allow staff or volunteers to transport a potential client (Access 4.A).			●		
	H. Develop short-term and long-term metrics system (Services 1.C).			●		
	I. Develop a logical service process flow (Service 1.E).			●		
	J. Develop policies for street outreach (Access 4.E).				●	

Infrastructure Goals and Objectives							
Key Initiatives	Key Tasks		FY21	FY22	FY23	FY24	FY25
4. Determine implementation plan based on financial resources	A.	Develop a 5-year Operating Plan and Capital Expenditures Plan with assumptions and key tasks implementation timetable		●			
5. Monitor facility security issues (physical and electronic) to ensure CYS remains a safe place	A.	Annually assess physical security requirements, document activities to meet the requirements, and develop processes to fill any gaps. Develop timetable and costs for implementation of any changes.	●				
	B.	Annually assess electronic, including IT, security requirements, document activities to meet the requirements, and develop processes to fill any gaps. Develop timetable and costs for implementation of any changes.	●				
6. Annually develop metrics for all programs and departments to measure success	A.	Annually update short-term, and long-term metrics within the metrics system (3.H, Services 1.C).		●			