

## **enFAMILIA's STRATEGIC PLAN FOR 2018-2025**

The objective is to Design a Strategy for the development of the programs offered by enFAMILIA for both young people and adults, considering the main factors that affect them. For each program, its objectives, the persons in charge, the activities/actions to be followed, their duration and expected results were defined.

- The strategy as an activity of an organization, is defined as the determination of the goals and objectives of an organization in the long term, and the actions to be undertaken and the allocation of necessary resources to achieve said goals. (Chandler, 2003).

### **1 DESIGN OF THE STRATEGY**

The conception of the strategy to be followed is based on a notion of strategy as a planning instrument that includes actions leading to the achievement of a position of sustainable order in the medium or long term.

#### **The strategy's perspective is:**

- Improve the processes of labor insertion to contribute to its development.
- Considers the functions of the administrative process, planning, organizing, directing, controlling and coordinating for the development process of enFAMILIA programs.

#### **To carry out the strategy, consider the following premises:**

- The strategy will be based on enFAMILIA's strategic plan.
- That enFAMILIA's B.O.D. and management has the political will to carry out the process of formulating the strategy, and commits, participates and involves themselves in the entire process of its design, implementation and control. EnFamilia invites members of its Staff and supervisors of centers to assist in the development of the strategic plan.
- To begin its application, training of the personnel involved for the formulation, implementation and control of the strategy is required.
- The coordinators for the application of the strategy will be the directors of enFAMILIA.

## **The strategy has the following characteristics:**

- It is differentiating because it responds to group and individual characteristics that it identifies.
- It is also characterized by being corrective, formative and executable.
- The strategy is capable of being constantly modified, specified, and delimited based on the changes that are taking place, derived from its application.
- The functionality of the strategy is given by the ability of those involved to make use of their creativity to apply in practice the actions available.
- The acting members that participate in the implementation of the strategy are part of the enFAMILIA staff and their work will be coordinated by the enFAMILIA DIRECTORS and/or supervisors.

## **2 ORGANIZATION OF THE STRATEGY**

The designed strategy has the following components:

- Description of the programs
- PROJECT SCOPE:
  - Specific objectives of the programs
  - People in charge
  - Activities/Actions
  - Participants
  - Duration

## **3 enFAMILIA PROGRAMS**

### **1 ART-IN-ACTION (AIA) SUMMER CAMP**

enFAMILIA's AIA summer camp is a program that targets students from low-income communities with strong emphasis in the arts, and many of them have not been able to attend art programs in the past. The summer camp is designed as a four-week program

that fosters the students' talents in the areas of visual arts, music, dance, film, drama, folklore dance, and culinary arts. Yoga, relaxation techniques, nonviolence practices, and college preparation are also part of the extraordinary experience.

## **2 AFTER SCHOOL: PATH TO SUCCESS (P2S) PROGRAM**

EnFAMILIA Path to Success is a culturally diverse program which ensures that each student successfully passes to the next grade level, along with receiving the tools needed to succeed in life through academic assistance and social support through enrichment activities such as arts, sports, and one on one mentorship.

## **3 NURTURING PARENTING PROGRAM- FAMILIES WITH CHILDREN**

The Nurturing Parenting Program aims at promoting a healthy relationship between parents and their children. The Nurturing Parenting Program has expanded, and classes have been given in Redondo Elementary, Campbell Drive K-8, and West Homestead elementary school. We use evidence-based curriculum during these trainings.

## **4 NURTURING FATHERING- PROMOTING RESPONSIBLE FATHERHOOD- Fathers ONLY**

The fatherhood program intends to promote healthy relationships between fathers and their children. Fathers learn to express more emotions, to be more empathetic, to be more present, and to be more available. This program has also been able to help the fathers in the jail system. The classes are instructed in several schools around the community. We also use evidence-based curriculum during these trainings.

## **5 CARE COORDINATORS:**

Care coordinators navigate and coordinate services for clients. Initially a care coordinator meets with the client, takes the information, and makes an assessment of the basic needs: food, housing, health, legal, parenting classes, mental health counseling referrals, ESOL classes and after school program. Once the client is assessed a care coordinator will make the corresponding referrals to the different partners for assistance and continue monitoring the progress of the client while receiving services.

## **6 YOUTH DEVELOPMENT & SPORTS PROGRAM**

The Youth Development and Sports Program is enFAMILIA's sports/mentoring program and was established to serve our community's youth. At enFAMILIA, we understand how important it is for our youth to establish social bonds with peers and adults who are willing to assist them in overcoming adversity and guide them towards a successful future. Our coaches are trained to create a safe and pleasant environment.

## **7 GROUP LEADERS**

The Group Leaders (GL) Program is designed for local high school students that participated in the AIA (Art-In-Action) summer camp to facilitate community dialogue. The Group Leaders aim to establish themselves as active and productive participants of the community by helping enFAMILIA through events such as parades, beach cleanups, food drives, toy drives, civic work, artwork, and more. Their efforts are directly related to the AIA Summer Camp as they often work on developing activities and planning events for the campers, as well as being teacher assistants for the focus classes. The Group Leader program holds a strong emphasis on the arts as a way of expressing ideas and oneself.

## **8 LIFE SKILLS**

A class for the students focusing on promoting gang prevention, and the prevention of substance abuse and self-defeating behaviors for youth and parents in schools. This class is given annually during the Art-In-Action summer camp.

## **9 FAMILY AND COUPLES COUNSELING SERVICES**

Family counseling services are offered at no cost to the families in conjunction with Carlos Albizu University practicum interns. We offer individual, family, couples and group therapy.

## **10 MDCPS/ESOL PROGRAM**

The Purpose of the MDCPS/ESOL Program is to teach Spanish speaking parents English, so they can better communicate with their children, help their children with daily activities, and have better job opportunities.

## **4 ACTION PLAN**

In this stage, the Action Plan for the development of the Programs is designed, and the stages and activities are implemented with emphasis on what must be achieved.

Likewise, training programs and workshops are planned and executed to make enFAMILIA personnel aware about the importance of their preparation through the ways of working, coordinated by Management, thus contributing to the development of the Programs offered.

### **1 ART-IN-ACTION (AIA) SUMMER CAMP**

People in charge: Rocio Tafur-Salgado, Carlos Salgado, Juanita Olvera

Participants: 90 Students

Duration: four weeks then six weeks starting in 2020

### **2 AFTER SCHOOL: PATH TO SUCCESS (P2S) PROGRAM**

People in charge: Juanita Olvera, Kathiana Torres

Participants: 60 students in the Redland/South Dade afterschool, Homestead, FL. 30 students in the Everglades Community, Florida City, FL.

Total Participants: 90 students

Duration: Throughout the school year (August-June)

### **3 NURTURING PARENTING PROGRAM- FAMILIES WITH CHILDREN**

People in charge: Rocio Tafur-Salgado, 4 certified Nurturing Parenting facilitators

Participants: 6 cohort's total. Each with 10 adult participants and 15 children each. 60 adults in total and 90 children.

Duration: 15 sessions per group

#### **4 NURTURING FATHERING PROGRAM- PROMOTING RESPONSIBLE FATHERHOOD- Fathers ONLY**

People in charge: Carlos Salgado, Juan Landaverde

Participants: 20 fathers

Duration: 13 sessions per group

#### **5 CARE COORDINATORS:**

People in charge: Antonieta Franco-Rincon, Charmaine Dennis

Participants: 20 monthly/240 yearly between both care coordinators

Duration: 6 months of follow-up

#### **6 YOUTH DEVELOPMENT & SPORTS PROGRAM**

People in charge: Leonardo Quevedo, Jacinto Molina

Participants: 60 elementary/middle school students from Redlands (Homestead) and Everglades (Florida City)

Duration: Year-round

#### **7 GROUP LEADERS**

People in charge: Jorge De Jesus Vargas, Karina Ramirez, Ma

Participants: 15 high school students

Duration: 10 months, twice per month

#### **8 LIFE SKILLS**

People in charge: Alma Mendez, Evelyn Sangiovanni

Participants: 30 students from summer camp

Duration: During AIA summer camp (4 weeks)

## 9 FAMILY AND COUPLE COUNSELING SERVICES

People in charge: Rocio Tafur-Salgado, Maria Gonzales, Yenitza Ortiz

Participants: 30

Duration: Long term therapy or short-term therapy as required by the clients' needs

## 10 MDCPS/ESOL PROGRAM

People in charge: Carlos Salgado, Maritza Pingel-Fernandez

Participants: 20 students per semester, 3 semesters per year, 60 total participants

Duration: Throughout the school year (August-June)

### enFAMILIA's STRATEGIC PLAN FOR 2020-2022

PROGRAMS	PERSONS IN CHARGE DIRECTOR	LOCATIONS/SITES	DATE	PARTICIPANTS
ART-IN-ACTION (AIA) / SUMMER CAMP	ROCIO TAFUR-SALGADO CARLOS SALGADO JUANITA OLVERA	THE THREE LOCATIONS Redland/South Dade Homestead & Everglades		90 STUDENTS
AFTER SCHOOL: PATH TO SUCCESS (P2S) PROGRAM	JUANITA OLVERA, KATHIANA TORRES	Redland/South Dade Homestead & Everglades		90 STUDENTS
NURTURING PARENTING PROGRAM - FAMILIES WITH CHILDREN	ROCIO TAFUR-SALGADO 4 certified Nurturing			60 ADULTS 90 CHILDREN
NURTURING FATHERING - FATHERS ONLY	CARLOS SALGADO, JUAN LANDAVERDE			20 FATHERS
CARE COORDINATORS	ANTONIETA FRANCO- RINCON, CHARMAINE DENNIS			20 STUDENTS MONTHLY
YOUTH DEVELOPMENT & SPORTS PROGRAM	LEONARDO QUEVEDO JACINTO MOLINA	THE THREE LOCATIONS Redland/South Dade Homestead & Everglades		60 STUDENTS
GROUP LEADERS	JORGE DE JESUS VARGAS KARINA			15 STDENTS
LIFE SKILLS	ALMA MENDEZ, EVELYN SANGIOVANNI			30 STDENTS
FAMILY AND COUPLES COUNSELING SERVICES	ROCIO TAFUR-SALGADO, MARIA GONZALEZ, YENITZA ORTIZ			30 ADULTS
MDCPS/ESOL PROGRAM - ENGRISH AS A SECOND LANGUAGE	CARLOS SALGADO, MARITZA PINGEL-			60 STUDENTS YEAR

## **5 FOLLOW-UPS**

The Action Plan is the starting point for new goals and processes; among them, monitoring; aware that the evaluation without follow-up does not allow to improve the quality, only to verify its presence or absence. Monitoring allows developing processes that guarantee the expected results.

In the context of planning, it is not only important to determine objectives, (**ANNEX 1: SMART GOALS**), strategies, actions, and tasks, but it is also necessary to follow up on the tasks that have been defined; that they occur on schedule and that those responsible for each one of them comply with the provisions. Good planning allows for the comparison of what is being executed with respect to the expected results and offers timely and valid information that facilitates the feedback and corrective decisions that are necessary.

In the present case, the Action Plan is developed by the program directors and program supervisors.

On the other hand, enFAMILIA has defined a monitoring and control unit, which will allow it to carry out effective monitoring of compliance with the activities of the proposed plan and the achievement of the objectives that are set.

To this extent, the proposed follow-up structure will work under the supervision of the enFAMILIA directors and will have permanence, periodicity, and the capacity to make decisions in which to carry it out and in which those responsible for the programs will participate.

In this stage, a control will be carried out, which must be executed periodically to make corrective decisions, if necessary, as the proposed strategy is developed. Once the actions planned in the previous stages of the strategy have been executed, it is necessary to know their effectiveness, for which the evaluation of the results corresponds; therefore, at this stage the proposed strategy should be evaluated.

Specific goal: Evaluate the strategy for the development of the programs considering the results that are being achieved, according to the controls carried out, offering suggestions and recommendations for possible changes or adjustments in the proposals.



The following aspects can be considered to carry out the evaluation of the strategy:

- Compliance with the schedule.
- Quality of compliance.
- Responsibility in the fulfillment of the tasks.
- Contribution to collective work.

The design of a strategy for the development of the enFAMILIA programs presented constitutes an answer of indisputable value, which is revalidated by the results achieved.

## **6 RESULTS AND FINAL OBSERVATION**

Given the situation caused by the COVID-19 pandemic starting in March 16th of 2020, all face-to-face activities were suspended from 2020 to 2022, so it was not possible to comply with enFAMILIA's Strategic Plan from 2020 to 2022, so it is recommended to prepare a new plan for enFAMILIA for 2023 to 2025. Although face-to-face activities were suspended, enFamilia was able to continue to provide services and to adjust to the needs of the community. Students were continuously supported academically via zoom or via throughout 2021.

Summer camp for the first time was able to extend services for 6 weeks through zoom in 2020. The most difficult moment that we encountered was the crisis with people contracting COVID-19, losing employment, and losing loved ones; however, enFAMILIA was available to the families to support them in there moment of need. We are ready now to conduct a new plan for the next 3 years, which is 2023-2025.

## 7 RESULTS enFAMILIA's STRATEGIC PLAN FOR 2023-2025

Below are the results of the enFAMILIA Strategic Plan for the period from 2023 to 2025, starting August 23, 2023. Six programs sponsored by The Children Trust have projections until 2027 as their Grants have been extended until that year.

### enFAMILIA's STRATEGIC PLAN FOR 2023-2025

PROGRAMS	PERSONS IN CHARGE DIRECTOR	LOCATIONS/SITES	DATE	EXPECTED STUDENTS				
				2023	2024	2025	2026	2027
ART-IN-ACTION (AIA) / SUMMER CAMP	ROCIO TAFUR-SALGADO, CARLOS SALGADO, JUANITA OLVERA	THE THREE LOCATIONS Redland/South Dade Homestead & Everglades	YEARLY	110	110	110	110	110
AFTER SCHOOL: PATH TO SUCCESS (P2S) PROGRAM	ROCIO TAFUR-SALGADO, JUANITA OLVERA & SITE COORDINATORS	THE THREE LOCATIONS Redland/South Dade Homestead & Everglades	YEARLY	110	110	110	110	110
NURTURING PARENTING PROGRAM - FAMILIES WITH CHILDREN	ROCIO TAFUR-SALGADO, CLAUDIO CASTELLANOS	FOUR LOCATIONS	YEARLY	60	60	6060	60	60
NURTURING FATHERS - FATHERS ONLY (SPANISH, ENGLISH & CREOLE)	CARLOS SALGADO, JUAN LANDAVERDE, FERNANDO TAFUR		YEARLY	20	20	20	20	20
SUCCESS COACHES	ANTONIETA FRANCO-RINCON (SPANISH), CHARMAINE DENNIS (ENGLISH)	MAIN OFFICE	YEARLY	200	200	200	200	200
NATURAE HELPER	ARTURO KANNEE		YEARLY					
YOUTH DEVELOPMENT & SPORTS PROGRAM / SPARK	ROCIO TAFUR-SALGADO, JUANITA OLVERA	THE THREE LOCATIONS Redland/South Dade Homestead & Everglades	YEARLY	110	110	110		
GROUP LEADERS / SATURDAYS	ARACELY AVALOS, ANDRES RODRIGUEZ	LA CASITA	YEARLY	10	12	15		
LIFE SKILLS / MIDDLE SCHOOL & SUMMER CAMP	TBC		YEARLY	110	110	110		
INDIVIDUAL & FAMILY COUNSELING SERVICES	ROCIO TAFUR-SALGADO, MARIA GONZALEZ, ANTONIETA FRANCO- RINCON	MAIN OFFICE	YEARLY	50	50	50		
SATURDAY ART ACADEMY	TBC / JUAN LANDAVERDE	TBD	YEARLY	5	10	15		
CONTINUE EDUCATION PROGRAMS / TRUST ACADEMY	ROCIO TAFUR-SALGADO, JUANITA OLVERA & KATHIANA TORRES		YEARLY	11	11	11	11	11
COMMUNITY EVENTS	CLAUDIO CASTELLANO, ARTURO KANNEE		YEARLY					
THANKSGIVEN / X-MAS / BACK TO SCHOOL	CHARMAINE DENNIS, ISABEL PADILLA		YEARLY	2	2	2		
EESAC & TOGETHER FOR CHILDREN MEETINGS (TFC)	CONSOLACION PICHARDO		YEARLY	12	12	12		
MDCPS/ESOL PROGRAM - ENGLISH AS A SECOND LANGUAGE	CARLOS SALGADO, MARITZA PINGEL-FERNANDEZ	LA CASITA	EVENINGS	20	20	20		