

## STRATEGIC PLAN 2019 EXECUTIVE SUMMARY

### OUR THREE BIG IDEAS

- Achieve financial **SUSTAINABILITY** with improved planning, budgeting, and fundraising practices that foster accountability and expand, diversify, and better steward our revenue sources and donor base.
- Right-**SIZE** and right-focus our organization through sensible integration of programs and services that support the core educational mission, while fostering effective partnerships to complement our programs and scale our impact.
- Become a **SUCCESS** and results-driven school through a commitment to the collection of high-quality data, effective education for our students, and leadership decisions that are outcome-based and adapt to our community's changing needs.

## **FOCUS AREAS**

### **1. MISSION**

**Mission:** Safe Passage works to break the cycle of poverty for the youth of the Guatemala City Garbage Dump community through innovative education, family engagement, and viable careers for our students.

**Vision:** Safe Passage is an international model for how a transformational education of the whole child-focused on wellness, lifelong learning, vocational skills, and community engagement, can break the cycle of poverty.

**Values:** Community, Responsibility, Grit (Perseverancia), Compassion, Diversity

## 2. SCHOOL AND PROGRAMS

- Extend full day formal school program into *Básico* with proof of concept of “A School of our Own” up to 9th Grade.
- Conduct partner outreach efforts and appropriate market research to create the optimal design for 10th through 12th grade, in addition, to post-graduation support to ensure effective employment for all students exiting our program (*Próximo Paso Plus*).
- Align programming and curriculum, lesson plans, and pedagogy for Pre-K to 9th grade with a commitment to Expeditionary Learning, while refining established student and teacher profiles.
- Right-size and reform our programs that support whole child-oriented, but are ancillary to our full-day school (Adult Education, Parent Training, *Creamos*, and *Oportunidades/CRE*).
- Evaluate and modify compensation scales and retention efforts for both teaching faculty and staff, while providing the necessary financial resources to reinforce school-wide quality in instruction.
- Allocate resources, curricular support, and the necessary staffing to build school-wide focus on literacy in English and technology.
- Align needs, accountability, and procedures for all supporting programs for our students from nutrition and medical care to social work and psychology.
- Reform and expand Volunteer Programs and Support Teams as both an outreach and development aspect of our overall organization.

### 3. FACILITIES

- Propose and decide the future design and fundraising plan for a new *Básico*/Administrative building.
- Create transitional space for *Básico* students in Primary Building for 2019 and in 2-level building on playground land in 2020.
- Implement a higher and better use plan for Multipurpose Center:
  - 1) expand *Creamos*, *Oportunidades*, and *Próximo Paso*
  - 2) move Bodega storage space here. Continue environmental testing and appropriate environmental interventions.
- Resolve land ownership for both Multipurpose Center and *Jardin* before confirming future structural upgrades and investments.
- Complete needed fundraising and construction of McAdams Family Learning Garden and Annex, with the addition of multi-use space that can be used for *Básico* classes in the short term, and relocation of a medical clinic in the future.
- Maintain a broader contingency spacing plan for *Básico* classes up to 9th grade that utilizes a combination of existing classrooms at the *Colegio*, new space located at the McAdams Family Learning Garden and Annex and the option of portable classrooms, while board deliberations regarding a future *Básico* building continue.

## 4. FINANCE

- End each fiscal year in a positive net performance position.
- Finalize transition to cost center budgeting approach and calendar year planning while maintaining existing fiscal year parameters for auditing and external reporting.
- Reduce endowment annual spending rate from 5% to 3%; increase annual fundraising accordingly.
- Refine and annually calculate organizational investment per Positive Student Result (PSR) as a metric for the success of academic and vocational programs across all educational cost centers.
- Transfer management and budgetary responsibility of adult-centered support programming to *Creamos* as well as associated program, salaries, and overhead costs.
- Make the necessary reductions in other programming and management expenses to ensure by 2021 that the cost of adding two additional grades to *Básico* is approximately equal to what would have resulted from customary inflation adjustments to present-day programming (3% per annum, and 7% aggregate between 2019 and 2021).

## 5. DEVELOPMENT

- Expand Development and revenue goals to meet the strategic growth needs of the organization.
- Implement a regional approach to the US, European, and Guatemalan fundraising, with specific monetary goals for each region and fundraising category.
- Strengthen the Guatemalan Leadership Committee, with Executive Director, solicit gifts-in-kind for all goods and services, foundation support, and broader Guatemalan cash donations.
- Meet \$50,000 goal in Guatemala to complete the standing US donor match.
- Detail a strategy and funding plan for: Playground and *Básico* building, VIP tours, expanded sponsorship for each class entering Pre-K, and Support Team follow-up.

## **6. DATA ANALYSIS** (For June 1)

- Define all annual key indicators and targets for all areas and operations.
- Complete reporting formats for all key indicators.
- Implement annual program planning with key targets.
- Establish a working structure for coordination with all divisional leaders, finance team, and Executive Director for data types needed for decision making and reporting protocols.

In the 20th Anniversary of our founding, the Safe Passage Board of Directors, Staff, and Volunteers participating in the process are committed to the Vision of Hanley Denning in providing a pathway for families to break the cycle of poverty through holistic education, nutrition, healthcare, and the essential services for our students to succeed.

We invite you to join us in this effort.