



The Center for People of All Races

A voice and a hub for the Latino community  
as we advocate on behalf of our people  
and work to achieve social justice.

## Strategic Plan 2009-2013

***“As a voice and hub for the Latino community for services, advocacy and social justice, we continue to grow our programs to strengthen and empower our communities.”***

– Roberto Maestas, Founder/Executive Director and David Gasca, Board President

## MISSION, VISION, PURPOSE, STRATEGIC VISION, CORE OUTCOMES

### **Mission Statement**

As an organization grounded in the Latino community, our mission is to build unity across all racial and economic sectors, to organize, empower, and defend our most vulnerable and marginalized populations and to bring justice, dignity, equality, and freedom to all the peoples of the world.

El Centro de la Raza, with its successful educational and human service programs, its well-utilized community center, and its well-documented history as a passionate and effective advocate for the rights and opportunities of vulnerable and marginalized people, is viewed by many as the hub of Seattle's Latino community.

### **Vision**

We envision a world free of oppression based on poverty, racism, sexism, sexual orientation, and discrimination of any kind that limits equal access to the resources that ensure a healthy and productive life for all peoples and future generations in peace, love, and harmony. As a voice and hub for the Latino community for services, advocacy and social justice, we continue to grow our programs to strengthen and empower our communities.

### **Strategic Vision**

El Centro must continue to respond to changing world and societal conditions and the evolving circumstances and needs of the populations we serve. We seek to ensure that El Centro grows, remains relevant, responds in a caring and proactive fashion to the needs of our citizens; offers comprehensive programs across the entire lifespan; and continues to be an activist around public policy on behalf of the people and communities we serve. As light rail comes to Beacon Hill, we also must be prepared to open up greater access to our child and youth programs, comprehensive services for families and seniors, important cultural events and social justice activities.

### **Fifteen Core Outcomes**

El Centro de la Raza strives to have a positive and measurable impact on people's lives. The organization uses evaluation tools to ensure that quantifiable, positive change occurs through the services we deliver. Each of El Centro's programs listed has established an outcomes framework involving immediate and intermediate milestones that help participants progress toward one of the "Fifteen Core Outcomes," which are as follows:

1. People meet their basic food needs
2. People transitioning out of homelessness secure permanent housing
3. People retain jobs
4. Low/moderate income people are able to purchase a home
5. Increased knowledge of banking and personal money management
6. Successful default counseling; families remain their homes
7. Infants/young children meet development milestones
8. Young children are prepared to enter kindergarten
9. Students develop/strengthen skills and/or habits that support academic success
10. Educationally at-risk students make academic progress
11. Older adults maintain the highest possible quality of life
12. People acquire/improve English language and literacy skills
13. Parents/guardians participate in children's learning
14. Latina/(o) teens will become self-reliant as teen parents caring for their children
15. Identify, alleviate and meet the needs of at-risk pregnant women

### **Rationale for Strategic Growth – Trends and Community Needs**

- Challenging economic times will have a disproportionate impact on vulnerable populations
- An increasing Latino population and immigration reform remain important issues for our community
- The needs of seniors and those on fixed incomes will be challenged in this environment
- The need for affordable, permanent, stable housing will also increase
- The increasing need for economic development and jobs will become paramount, especially for low-income populations
- Children and youth are always the most vulnerable population and need education, care and protection

## STRATEGIC PROGRAMMATIC PRIORITIES FOR 2009-13

While El Centro de la Raza will continue to provide and maintain its programs in its four primary service areas, Child and Youth Programs, Human Services, Education and Skill Building Programs, and Community Building and Development Programs, it has identified the following strategic priorities for expanding its services and strengthening its infrastructure in order to best meet our community's current and emerging needs – including the needed responses to challenging economic times and the likelihood of imminent immigration reform:

- 1.0 MEET EMERGENCY NEEDS/STABILIZE FAMILIES IN THE ECONOMIC DOWNTURN**
  - 1.1 Develop crisis intervention services, e.g. case management, to assist and help stabilize those families in crisis who otherwise would fall through the cracks
  - 1.2 Prepare for and expand such emergency and survival programs as food, emergency housing, child care, senior programs and employment services, to meet the increased demand for these services during the economic downturn
  - 1.3 Track the growth in demand for such services to document the need and to provide justification for emergency social service funding
  
- 2.0 PREPARE MORE CHILDREN AND YOUTH FOR ACADEMIC AND LIFE SUCCESS:**

**Ensure that more young children, ages birth to 5, in our community meet developmental milestones and are ready for kindergarten; and their parents participate in their learning**

  - 2.1 Serve more children and families through the José Martí Child Development Center
  - 2.2 Expand services to the birth to three populations
  - 2.3 Increase quality and comprehensiveness of parent education and involvement programs

**Ensure increasing numbers of children and youth, ages 6 to 18 develop skills and/or habits that support academic success and are involved meaningfully and constructively in community life**

  - 2.4 Significantly expand after school programs, from 24 children now to an additional classroom
  - 2.5 Add more programming for middle school aged youth in new middle schools (Hope for Youth and after school program)
  - 2.6 Expand life coaching and mentoring programs for high school age youth
  - 2.7 Sustain College Readiness, currently serving 100-150 youth
  - 2.8 Increase the Hope for Youth program, currently serving 300-400 youth
  - 2.9 Expand meaningful volunteer/community involvement opportunities for youth
  
- 3.0 STRENGTHEN JOB TRAINING, ECONOMIC DEVELOPMENT OPPORTUNITIES, HOUSING AND COMMUNITY INVOLVEMENT FOR YOUNG ADULTS/FAMILIES**
  - 3.1 Expand job training and apprenticeship partnerships e.g. with Vulcan, the Center for Career Alternatives programs, to offer more training/employment opportunities for young adults
  - 3.2 Leverage opportunities from the upcoming Economic Recovery Plan through the new administration for economic and job development in our communities
  - 3.3 Offer more financial literacy programs
  - 3.4 Expand the Home Ownership program, for first-time home buyers and to prevent foreclosures, from 200 to 300 households
  - 3.5 Develop a new program to promote greater civic engagement – so young adults can play a greater, more activist participatory and leadership role in their communities
  - 3.6 Expand opportunities for meaningful community involvement, including mentoring young people

- 4.0 ENSURE THAT SENIORS IN OUR COMMUNITY MAINTAIN A HIGH QUALITY OF LIFE**
  - 4.1 Serve more seniors from the Beacon Hill community in onsite congregant meals program
  - 4.2 Expand health/wellness programs for seniors, e.g. nutrition education, exercise, gardening
  - 4.3 Increase quality of life programs for seniors
  - 4.4 Expand programs to help with financial issues for seniors
  - 4.5 Create more of an all-day senior center program on-site
  
- 5.0 PROMOTE SOCIAL JUSTICE EMPHASIZING IMMIGRATION REFORM AND LEADERSHIP DEVELOPMENT**
  - 5.1 Prioritize and effectively advance El Centro's advocacy agenda of critical social justice issues that affect the Latino community and other minority communities, with a eye toward imminent immigration reform and the pressures that will place on communities
  - 5.2 Advocate to ensure that the emergency needs of Seattle's most vulnerable populations do not get overlooked during the economic downturn
  - 5.3 Develop and promote social justice leadership development and education
  
- 6.0 ENSURE EL CENTRO REMAINS A VITAL CULTURAL CENTER AND LINK FOR AN EXPANDING LATINO COMMUNITY**
  - 6.1 Continue to promote utilization of El Centro's facility by other organizations and community groups – as a way of supporting and promoting the building of community
  - 6.2 Promote and conduct periodic major cultural events and celebrations at El Centro that build community and promote cultural pride
  - 6.3 Identify, develop and expand partnerships and collaborations with other organizations to provide culturally appropriate services to the growing Latino leaving the inner city and moving into suburbs of Seattle

### **STRATEGIC CAPACITY BUILDING PRIORITIES FOR 2009-13**

To successfully achieve its strategic plan goals, El Centro de la Raza has identified the following capacity building priorities:

- 1.0 STRENGTHEN FUND DEVELOPMENT AND COMPLETE BUILDING RENOVATIONS**
  - 1.1 Build ongoing fundraising capacities and increase annual giving
  - 1.2 Secure ample private and governmental contributions and grants to complete building renovations Complete the capital campaign and building renovations
  - 1.3 Secure added government contracts and/or United Way/foundation support to expand programs to meet the needs of our growing population and to ensure targeted emergency assistance support during the economic downturn
  
- 2.0 REFINE OPERATIONAL INFRASTRUCTURE**
  - 2.1 Add staff and resources, including crisis case management staff, to enable El Centro to respond effectively to emergency/crisis needs during the economic downturn
  - 2.2 Enhance the use of technology for more internal efficiencies and effectiveness
  - 2.3 Expand volunteerism
  - 2.4 Implement Emergency Preparedness Plan (natural disaster, epidemic, etc.)
  
- 3.0 COMPLETE PLANNING AND PRE-DEVELOPMENT WORK ON SOUTH END – WITH AN EMPHASIS ON ECONOMIC DEVELOPMENT**
  - 3.1 Develop a master plan for the South End Development by the end of 2010
  - 3.2 Work closely with the neighborhood in developing the plan
  - 3.3 Leverage the south end development to provide space to enable El Centro to expand many of its existing programs such as the Child Care Center, Youth Programs, etc.
  - 3.4 Promote economic development in the neighborhood by planning for retail spaces, office spaces and affordable housing in the new development that will bring in earned revenue and provide employment and training opportunities for youth and young adults