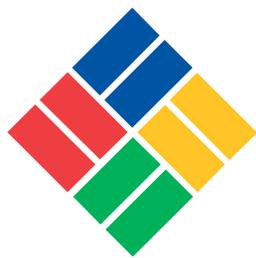


Strategic Plan 2009-2012



La Plaza

◆ Serving ◆ Educating ◆ Celebrating ◆ Connecting

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Background

I. Evolving La Plaza into a valuable asset to the Central Indiana community

La Plaza has completed the period of its first strategic plan having accomplished much of what it set out to do. The more noted accomplishment is that La Plaza, with the diligence of staff and Board of Directors, has become a sustainable entity performing valuable services to the community. The Plan called for a *“focus on the important work of building its organizational capacity and strength”*; we can proudly say that La Plaza has earned good marks on that noted by achieving an Excellent rating from the United Way at its 2008 agency audit.

Among the major accomplishment of the 2006-2009 Strategic Plan are the following:

1. Besides expanding the existing programs, La Plaza started two new programs: Father/Son, patterned after the Mother/Daughter program, and the Leadership Institute for Latino Youth, a 4-week leadership program for middle school students
2. La Plaza increased its financial sustainability by narrowing its main focus to education, expanding collaborations to deliver health and human services, and expanding its development results from Night of the Americas and Fiesta Indianapolis.
3. La Plaza strengthened its board, policies and procedures, and financial strength earning an *“Excellent”* rating by the United Way.

These achievements came during a time the Latino/Hispanic population in Central Indiana grew over 50%.

II. Mission

La Plaza’s mission is to serve, empower and integrate the Hispanic/Latino community of Central Indiana.

Servir, fortalecer, e integrar la comunidad Hispana/Latina del centro de Indiana.

III. Values

La Plaza’s values statement reflects the core principles that ground it as an organization:

1. We celebrate, preserve, and promote Latino culture and its value to the community.
2. We are culturally competent to deliver high quality, relevant programs with positive, measurable outcomes in the services we provide: education and health and social services.
3. We are responsible stewards of the resources entrusted to La Plaza.
4. We perform our work with integrity and the highest ethical standards.
5. We collaborate with other organizations and leverage the talents and expertise brought to La Plaza by our partners for the delivery of programs and services.
6. We are a forum that engenders trust and serves as a liaison between Latinos and the larger community.
7. We foster leadership among Latinos and encourage their full participation in the community.
8. We are a unifying voice for Latinos.

IV. Operating Principles

Operating principles constitute the ground rules for the way in which staff and board work together to accomplish the organization's mission and model its values:

1. The board of directors sets direction and policy. The staff – led by the executive director – executes and implements. (The board will be vigilant in concerning itself with strategic mission, values, and goals.)
2. Board and staff members will make decisions for La Plaza that are grounded in sound data and research.
3. Everyone on the board is equal.

Introduction

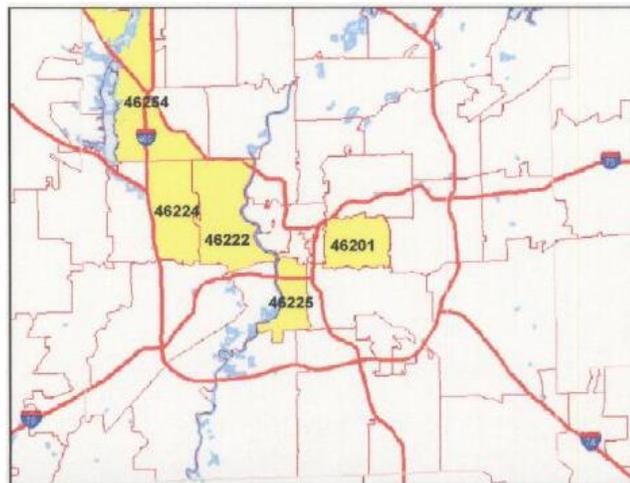
Over the past five years, Central Indiana has become home to a large increase of immigrants from Latin America. The table below shows this population growth by comparing the 2000 Census to population estimates of 2007.

County	2007 Census			2000 Census	% Increase
	Total Population	Total Hispanic or Latino	% Hispanic or Latino	% Hispanic or Latino	
Boone County	53,526	903	1.7%	1.2%	41%
Hamilton County	250,979	6,682	2.7%	1.6%	66%
Hancock County	65,050	782	1.2%	0.9%	34%
Hendricks County	131,204	2,589	2.0%	1.1%	79%
Johnson County	133,316	2,669	2.0%	1.4%	43%
Marion County	865,504	56,811	6.6%	3.9%	68%
Morgan County	70,290	661	0.9%	0.7%	34%
Shelby County	44,114	1,155	2.6%	1.1%	138%

Sources: 2007 U.S. Census Population Estimates Program
2000 U.S. Census

Table 1 –Hispanic Population in Central Indiana

In the Metropolitan Indianapolis Area that La Plaza serves the population is scattered throughout, but high concentrations can be found in zip codes 46201, 46224, 46254, 46222, and 46225 which range from 6% to 9% of the total population of the zip code area.



This population increase is most noticeable in K-12 schools.

According to Indiana Department of Education data, Hispanic students in 2007 represented 6.5% of the student population, almost doubled the percentage in 2001 (3.5%).

While the total number of K-12 students in Indiana increased by 2.7% from 2000 to 2007, the number of Hispanic students increased by 91% (from 37,029 to 70,775).

Some school districts in Central Indiana are rapidly becoming predominant. The table below lists the % of Hispanic students in the Central Indiana counties. The largest percentages correspond to the zip codes with the largest population of Hispanics.

Percent Enrollment – Hispanic Students 2006/07 School Year	
Public School Districts – Metropolitan School District	
MSD Pike Township	12.9%
Indianapolis Public Schools	12.5%
MSD Wayne Township	11.0%
MSD Washington Township	10.9%
School Town of Speedway	9.7%
MSD Lawrence Township	8.0%
MSD Perry Township	7.6%
MSD Warren Township	5.7%
MSD Decatur Township	4.2%

Source: Indiana Department of Education

Table 1 – Percent Enrollment of Hispanic Students by School District in Central Indiana

More specifically, within these school districts there are schools with very high percentage of Hispanics, as shown in Table 3.

Elementary Schools	%	District	Middle Schools	%	District
Meredith Nicholson School 96	57%	IPS	Stephen Foster (K-8)	39%	IPS
Jonathan Jennings School 109	57%	IPS	Willard J. Gambold Middle School	37%	IPS
Carl Wilde School 79	47%	IPS	Guion Creek Middle School	20%	Pike
Thomas Gregg School 15	41%	IPS	Emma Donnan Middle School	17%	IPS
Moorhead Elementary	36%	Warren	Crispus Attucks (6-9)	16%	IPS
Francis Scott Key School 103	36%	IPS	Lincoln Middle School	16%	Pike
Frederick Douglass School 19	36%	IPS	Stonybrook Middle School	15%	Warren
William Penn School 49	34%	IPS	Lynhurst 7th and 8th Grade Center	13%	Wayne
Garden City Elementary	33%	Wayne	Shortridge Middle School	12%	IPS
Ernie Pyle School 90	32%	IPS	Merle Sidener Middle School	12%	IPS
Deer Run Elementary	29%	Pike	Francis W. Parker (K-8)	11%	IPS
College Park Elementary	28%	Pike	Chapel Hill 7th and 8th Grade Center	11%	Wayne
Westlake Elementary	28%	Wayne	John Marshall Middle School	10%	IPS
McClelland Elementary	27%	Wayne	Craig Middle School	10%	Lawrence
Eastbrook Elementary	26%	Pike	High Schools	%	District
Clarence Farrington School 61	26%	IPS	George Washington (7-12)	30%	IPS
Harrison Hill Elementary	25%	Lawrence	Northwest High School	21%	IPS
Snacks Crossing Elementary	22%	Pike	Pacers Academy (6-11)	13%	IPS
Sunny Heights Elementary	22%	Warren	Ben Davis Ninth Grade Center	13%	Wayne
Crestview Elementary	21%	Lawrence	T.C. Howe (7-12)	11%	IPS
James Russell Lowell School 51	21%	IPS	Arsenal Technical High School	11%	IPS
Rhoades Elementary	20%	Wayne	Pike HS	10%	Pike
Wendell Phillips School 63	20%	IPS	Ben Davis HS	10%	Wayne

Source: Indiana Department of Education

Table 2 - % Hispanic Students

Challenges Facing the Latino Community

Despite the growth of Hispanic students in the school districts within the Metropolitan area, the school districts have not allocated sufficient resources and programs that can effectively serve this growing population. Schools lack qualified teachers with the language and cultural competency to communicate with the students and their parents. Additionally, insufficient after-school programs, tutoring, and mentoring programs leave many students without the preparation needed to succeed in school. Usually parents themselves lack the ability, due to language skills barriers, to help their children with homework. Moreover, these families often do not have access to health and social services to provide support. All of these obstacles contribute to the school dropout rate.

Because their parents often work multiple jobs, these students are left unsupervised for long periods after school and vulnerable to be attracted by gangs.

Based on the analysis performed by the board and staff of La Plaza, the following challenges have been identified as key issues to address over the coming years:

In preparing the strategic direction of La Plaza, the organization has identified the most pressing needs to the Latino community in Central Indiana. Although these represent a cross segment of all the needs currently facing the Latino community, these have been identified as the most prevalent needs that La Plaza through its programs and services can address effectively.

- ❖ There currently exists a gap in the needs of elementary school children with regards to the health and social services provided for their success. Therefore a new model must be created to ensure every Latino child has an opportunity to succeed in school and in the community.
- ❖ Impact of economic stress on job availability will grow. This is especially true because the government is cracking down on forms of identification. Therefore, there will be a greater need for emergency services.
- ❖ The demand for secondary education will increase; thus, there will be a greater need for financial aid and access by documented and undocumented students.
- ❖ The increase in crime in the Central Indiana community and its effect on Latino youth.

(UWCI 2008 Community Assessment)

One of the most important issues the Hispanic community in Central Indiana may face over this planning period is the push for immigration reform. The law changes proposed in the legislative session in 2008 had negative implications to not-for-profit agencies that, even unknowingly, provide services to Hispanic immigrants. The completion of similar immigration changes may increase the persons seeking assistance from La Plaza as they flee other public assistance agencies that may not be allowed to assist them. La Plaza board and staff will continue to monitor and advocate for dignified treatment of our community.

The Goals and Objectives the organization has selected to pursue in this period correlates closely with the challenges facing the community.

La Plaza Programs

Summer Discovery

The Summer Discovery program is an educational program for 1st through 6th graders. The program provides academic enrichment in reading, math and technology, physical and health education, visual and performing arts, community service projects, educational field trips and character education.

The program has developed and implemented a technology-based Career Exploration Project for 5th/6th graders, which includes a career inventory on the internet (Indiana Youth Institute's Drive of Your Life), internet research on students' careers of interest, and the creation of a power point presentation about the selected career. All 6th grade students receive the 21st Century Scholar application and follow-up contact to parents is conducted to make sure students apply.

The program organizes field trips to colleges and universities and classroom visits from professionals in various careers (police officer, lawyer, pediatrician, translator/interpreter, chemist, baseball players, and NFL cheerleaders.) Literacy is incorporated throughout the program, including at least 30 minutes of daily reading, book buddies, and participation in Library's Summer Reading program. Over a summer the students read an average of 21 books per student.

In 2009, the program served 107 students with, based on pre and post testing, 80% of students improving reading skills and 89% of students improving math skills.

Mother Daughter/Father-Son programs

The Mother-Daughter and Father-Son programs support the academic and personal development of Latino **middle school** students. The program aims to empower students to continue their education through high school and beyond and to empower mothers/fathers to support their daughters'/sons' education while encouraging their own personal development.

Participating students explore careers and college options through internet resources promoted by the College Readiness Fund (UEP, INCIS and Drive of your Life). They take on-line surveys that measure their career/college interests and their risk levels for dropping out of high school and/or college. Students participate in programming focused on developing their professional skills: interview skills, resume writing, setting academic goals that map their path to college and careers. Students go on college campus tours where they have opportunities to speak to faculty and Latino college students about college life. In addition, students learn about the college application process through presentations and activities through La Plaza's Tu Futuro program.

In 2009, these programs served 244 Latino students and parents.

The Leadership Institute for Latino Youth

This program is a four-week summer leadership program designed to help **middle school** Latino students gain the skills necessary to be better prepared for college, work and life. The Leadership Institute accomplishes this goal through math and English enrichment, group

leadership projects, career and college exploration fieldtrips, community service and the use of technology. Students explore college and careers through field trips to local universities and vocational schools. Their career interests are supported by the use of INCIS in conjunction with the creation of a personalized graduation plan.

In 2009, this program served 50 Latino students and experienced a retention rate of 93%. The results were impressive:

- 100% of students improved skills in English and 70% improved in Math based on pre and post tests;
- 93% of students identified at least one career of interest and completed an academic life plan
- Students reported an average rating of 4.78 (on a scale of 1-5) in response to the prompt "How much more you know about going to college?";
- Parents answered at an average rate of 4.3 (on a scale of 1-5) in response to "How much better prepared your child is for high school and beyond?"

Tu Futuro

This program supports and encourages Latino **high school** and non-traditional students to pursue a post-secondary degree. The program provides information about post-secondary options, the application process, and financial aid opportunities through a series of bilingual workshops at local public and private schools. Outside of the school, students and their families receive individual consultations through phone calls, email messages, and meetings at La Plaza.

Throughout the year, Tu Futuro staff also coordinates college visits, mentoring opportunities, student leadership development, and community service.

Tu Futuro provides post secondary education presentations, workshops, and individual consultations with topics that include: college preparation (Core 40, ACT/SAT tests, extracurricular involvement), finding the right fit (types of post-secondary institutions and degrees), how to apply (individual assistance in completing applications, fee waivers, resumes, etc.), and how to pay for college (individual assistance with finding and applying for financial aid and scholarships, writing essays, asking for letters of recommendation, etc.).

In 2009, this program served over 1,700 unduplicated students and their families. During the 2008-2009 school year there were 1,544 participants in 44 initial presentations, 129 participants in 13 follow-up workshops, and 490 participants in other events such as Education Fairs, college visits, and community service activities. Over 100 additional people were served through individual consultations in person, by phone or email.

In 2009, the program staff worked 158 school seniors during the year yielding very good results:

- Of the 158 students, 85 applied to at least one college or university.
- Although the staff is still in the process of contacting the participating seniors, so far of 58 students contacted, 46 (79%) were enrolled in a post-secondary institution, 11 had graduated from high school but not enrolled in college this semester, and 1 did not graduate from high school.

La Plaza Scholarship Fund Program

Each year La Plaza awards up to six, four-year scholarships to deserving Latino seniors from across Indiana.

La Plaza Access to Health and Social Services Program

La Plaza believes that in order for families to be productive citizens and focus on their own advancement, they must have their basic social and health needs met. During the economic crisis, the community has relied on La Plaza's service to see them through these times. In collaboration with community partners, La Plaza has offered a variety of health and social services to nearly 4,000 central Indiana Latino families including:

- Case Management is carried out by La Plaza staff to help Latino families navigate Indianapolis' health and social services network and to assist families with access to health insurance. La Plaza also provides emergency assistance for rent, utilities, food, etc.
- A Women, Infants and Children (WIC) Clinic is located onsite three times a week with bilingual staff.
- Mental Health Services and referrals are provided onsite three times per week through a partnership with Gallahue Mental Health Services.
- Pediatric Clinic onsite monthly through a partnership with IUPUI.
- Childhood immunizations clinic is onsite once per month.
- Dental Smile Mobile is onsite once per month.
- Dyson Community Pediatric Training Initiatives is a program to educate pediatric residents through hands on experience about the health needs and the culture of the Latino community.
- Wishard Advantage/Medicaid program is offered twice a week for families to sign up for Medicaid and healthcare benefits. Through an intensive intake interview, we screen families to ensure they are connected with insurance. We educate our clients about the importance of insurance (the concept of insurance is new to many of our families). Our partner, Covering Kids and Families sends two staff on Monday and Wednesday afternoons to enroll our families in Medicaid or Hoosier Health Wise. We assist in completing the applications and give referrals. We help families understand the process and how to pick a medical home, etc.

Other services in this program area include a food pantry.

In addition, La Plaza offers Legal Services each month onsite, hosts English as a new language classes, and conducts an annual Holiday Assistance Program.

We serve a total of 11,500 duplicated clients (5,410 unduplicated), of which health and social services account for 8,794 duplicated clients (3,238 unduplicated). From 2008-2009, 4086 duplicated Latinos learned how to access services to meet their basic needs, nearly 4019 duplicated Latinos gained knowledge on how to improve the condition of their health and mental health status, and more than 689 duplicated Latinos seeking employment gained access to linguistically appropriate workplace education. Ninety-five percent of our clients' income is below the poverty line.

Strategic Goals 2009-2012

Policy Level Goals

Goal # 1: Increase Education Program Impact – La Plaza has identified education as its highest priority. Ultimately, we will measure success by our ability to increase the graduation rates of the Latino high school and college students we serve. Our goal is to expand programs and services that support Latino students in attaining high school graduation and college entry/enrollment/success. La Plaza is committed to establishing the necessary metrics to monitor the progress of its programs.

Goal #2: Provide access to health and human services to the Latino community – We will provide assistance to the Latino community with health and human services and programs, often through collaboration and partnerships.

Goal #3: Financial Sustainability – We will grow financial resources for La Plaza from a combination of effective fundraising, board governance, stewardship, and management of current resources, and building relationships that can attract resources from diverse sources of revenue. La Plaza will become financially viable and sustainable through diverse community support.

Goal #4: Facilities and Technology – We will secure facilities that are sufficient in size, well suited for our staff to work and meet with clients, and easily accessible to the people we serve. Internal systems must be secure and well coordinated. We expect electronic communications to become increasingly important in reaching and serving the community.. We will secure the technological capability to support our programs and services.

Goal #5: Structuring for Success – We will hire, train and retain well-qualified staff that are passionate about our work and skilled in working with our community, the people we serve, our board and staff team. We will also attract and retain capable members of the community to participate as board members to shepherd the mission of the organization.

Goal #6: Community Education and Advocacy – We acknowledge and embrace the tremendous need to inform the broader community about the rapidly growing Latino population – both about the opportunities and the challenges. We will become the recognized source for information about Latinos locally.

Operational Goals

GOAL #1: INCREASE EDUCATION PROGRAM IMPACT

- A. RATIONALE: Latinos, the largest ethnic minority group and currently the fastest growing segment of the work force, will play key roles in the development of societal and economic attainments in this country. Common themes that emerge from various research studies, find barriers to Latino academic achievement that include cultural incongruence within the school climate and curriculum, the negative impact of high stakes testing, teacher parent relationships marred by language abilities and access to information on higher education. These concepts demand a cultural understanding of the social, emotional and mental well-being of Latino students and their families. Therefore, La Plaza will develop and offer educational programs that support academic achievement and improve graduation rates based on the following core principles:
1. Academic excellence
 2. College readiness and career exploration
 3. Life skills and leadership development
 4. Technology
- B. OBJECTIVES
1. Objective #1 – Program Development
 - a. Beginning in January 2010 through December 2011, the Education Committee, in collaboration with the staff, will develop a program development plan that focuses on program outreach and curriculum design.
 - b. By the end of the second quarter of 2010, the committee will complete a program development plan for each program.
 - c. By the end of the third quarter of 2010, the committee will review program brochures and technology web sites including Facebook, You Tube, and Twitter
 - d. At the end of each fiscal year, the committee will present an end of the year program performance report.
 2. Objective # 2 - Program Evaluation
 - a. Beginning in January 2010 through December 2011, the Education Committee will review program evaluation plans for each program and work with external evaluators to assess the impact of each program.
 - b. At the end of the second quarter of 2010, program learning objectives for each program will be measured and reported by the committee.
 - c. By the end of the third quarter of 2010, ETO reports will be submitted to the Education Committee to determine effectiveness of the program. If needed, other data processing programs will be used to complete reports.
 - d. In collaboration with CUME, the Education Committee will present to the Board of Directors, a program evaluation for each program at the end of each fiscal year.

C. STRATEGIES

1. For Objective #1 – Program Development

- a. Review program logic models for each program to review core principles, goals and performance measures
- b. Integrate marketing and outreach strategies for the various program participants and stakeholders.

2. For Objective #2 – Program Evaluation

- a. Each program will develop specific learning outcomes by which it can measure success of students who participate in each program.
- b. The committee will work with staff to assess the effectiveness of the ETO program to measure program process, data retrieval and query.
- c. The committee will work with the IUPUI School of Education, Center for Urban and Multicultural Education to assist in the implementation of the evaluation plan.

D. OVERSEEING COMMITTEE: Education Committee

GOAL #2: PROVIDE ACCESS TO HEALTH AND HUMAN SERVICES TO THE LATINO COMMUNITY

A. RATIONALE: Those in need in the Latino community seek health and human services where their culture and language is better understood. Through collaborations and partnerships with community health and human service organizations, La Plaza provides access to these services using the existing infrastructure of those organizations, but adding the cultural competency that gains the trust of the Latino community.

B. OBJECTIVES:

1. By the end of the 1st quarter of 2010 the board will establish a Health and Human Services Committee.
2. By the end of 2nd quarter 2010 the Health and Human Services

C. Committee will establish criteria for partnerships and collaborations with health organizations and service providers.

D. STRATEGIES:

1. Pursue collaborations and partnerships with established health and human service organizations to provide basic human services for our constituents
2. Evaluate current collaboration to ensure the health and human services needs of our constituents are being met.
3. Review current research/literature on the health disparities of Latinos in central Indiana.

E. OVERSEEING COMMITTEE: Health and Human Services Committee

GOAL#3: FINANCIAL SUSTAINABILITY

A. RATIONALE: To achieve financial sustainability, La Plaza commits to implementing an aggressive development plan to diversify its funding streams. The La Plaza board, staff and advisory council

will work together to attract funding from a variety of sources and develop a short term and long term funding strategy.

B. OBJECTIVES:

1. By the end of the 1st quarter of 2010, determine the short and long term funding needs of the organization and implement a plan to meet those needs.

C. STRATEGIES:

1. Develop and implement a fund development plan that reaches the best prospects from individuals, businesses, foundations, schools, and government. The plan should cover long term and short term objectives, including specific targets for Night of the Americas and Fiesta Indianapolis and funding for a permanent facility for the organization.

D. OVERSEEING COMMITTEE: Development Committee

GOAL #4: FACILITIES AND TECHNOLOGY

A. RATIONALE: To fully implement current and future programs La Plaza will need facilities well suited to working with our clients and easily accessible to the people we serve.

B. OBJECTIVES:

1. By the end of 2010, obtain a facility that temporarily accommodates the organization growing needs and brings self-identity to the organization.
2. By the end of 2011, determine the organizational needs and costs of a permanent facility that takes into consideration current and projects future needs.
3. By the end of 2012, determine the feasibility of successfully raising the capital needed to obtain a permanent facility.

C. STRATEGIES:

1. Develop plan for obtaining a temporary facility.
2. Complete facility feasibility study.
3. Complete campaign feasibility study.

D. OVERSEEING COMMITTEE: Facilities Committee.

GOAL #5 STRUCTURING FOR SUCCESS

A. RATIONALE: A strong organization must be led by a strong and diverse board. Our board is now poised to lead La Plaza from a place of knowledge, strength and representation.

B. OBJECTIVES:

1. The Board of Directors will re-establish an Advisory Council by year-end 2010
2. Each Member of the Board will attend a minimum of 2/3 of the Board meetings
3. Each Member of the Board will provide financial support to the organization by giving or getting financial contributions of at least \$3,000 per year
4. Each Member of the Board will provide an individual annual financial contribution to the organization.

C. STRATEGIES:

1. The Executive Committee will assign committees to execute this Strategic Plan
2. The Board will review and renew the strategic plan at an annual retreat for each of the three years in this Strategic Plan.
3. The Governance Committee will review and implement board member responsibilities to comply with objectives

D. OVERSEEING COMMITTEE: Executive Committee and Governance Committee

GOAL #6: COMMUNITY EDUCATION AND ADVOCACY

A. RATIONALE: La Plaza is committed to a leadership role as a promoter and supporter of human services and educational opportunities that address the challenges facing the Latino community. As such La Plaza has a responsibility to educate the community on these issues.

B. OBJECTIVES:

1. By the end of the 2nd quarter of 2010, establish a communications plan that identifies ways to educate the community.
2. By the end of 2012, complete an assessment of the Latino Community in Central Indiana.

C. STRATEGIES:

1. The organization, through a suitable committee, will establish an annual community education plan that will promote La Plaza and its mission.
2. The organization will pursue collaborative partners to complete the assessment of the Latino Community in Central Indiana.

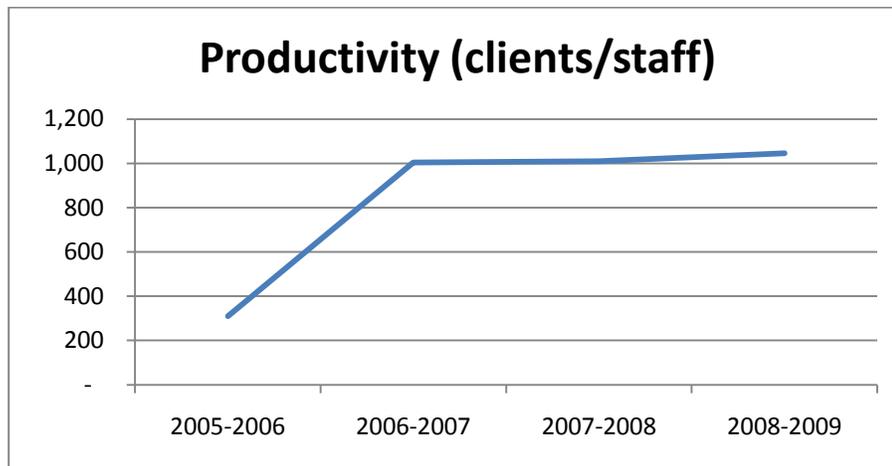
D. OVERSEEING COMMITTEE: Community Education and Advocacy Committee

Conclusion

When La Plaza formed with the merging of three agencies serving the Hispanic community there were two strong arguments made in favor of the merger: Increasing the productivity of the service to the community and focus of mission.

It was recognized then that the three different agencies would often offer overlapping programs and were more inefficient in their execution. The table below demonstrates the success the merger had on these two points:

Programs	2005-2006	2006-2007	2007-2008	2008-2009
Health and Social Services	3,407	7,181	7,201	8,794
Education Programs	939	1,860	1,889	2,706
Total	4,346	9,041	9,090	11,500
Staff	14	9	9	11
Productivity (clients/staff)	310	1,005	1,010	1,045



The Board and staff of La Plaza is proud of the accomplishments of the previous strategic planning period and very optimistic of the opportunities to continue to serve the Hispanic community and increasing the value of its offering to the educational goals of the Hispanic/Latino youth.

At the end of this new strategic planning period in 2012, the Board and staff of La Plaza envision the organization having become a valuable and trusted partner servicing the Latino community and evolving into a recognized leader of Latino services with a major emphasis in education for Latino youth.

The Board and staff recognize that to complete this evolution requires increased financial and infrastructure support from the larger community and commit to seeking this support while continuing a path of performance excellence with identifiable outcomes.