

**EL CENTRITO DE LA COLONIA
2005-2010 STRATEGIC PLAN**

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EXECUTIVE SUMMARY

This report summarizes the results of El Centrito de La Colonia's (El Centrito's) strategic planning process. The Strategic Plan's purpose is to establish goals, measures of success, and strategies that will guide the efforts of Board and staff from July 2005-June 2010. The Plan also places goals, measures, and strategies in the context of the organization's mission, vision, and values, and the internal and external environment in which it operates.

This planning process comes at a key time for El Centrito as it works to become a sustainable organization by:

- Building on the quality of its core programs,
- Expanding geographically from Oxnard into greater Ventura County,
- Strengthening its infrastructure, and
- Diversifying its revenue base.

The Plan was developed over January-August 2005 through a participatory approach involving El Centrito's Board, staff, participants, and outside stakeholders. A Futures Committee comprised of representatives from these four groups guided the process. Consultant Mark Levine assisted the Futures Committee and senior management.

The core of El Centrito's Strategic Plan is the below directional statement, which outlines where the organization will go over the coming five years as a result of implementing its strategic goals:

El Centrito educates and contributes to the development of successful youth and families in Ventura County in partnership with the Latino community. In the next five years, El Centrito plans to go from "good to great" and achieve excellence by:

- *Strengthening and expanding programs*
- *Increasing Board capacity and engagement*
- *Increasing staff capacity*
- *Diversifying revenue sources*
- *Increasing visibility*
- *Improving facilities*

Specific goals, measures, and strategies are listed across five goal areas (enhancing and expanding programs, strengthening infrastructure, diversifying resources, increasing visibility, and improving facilities). To lay a strong foundation for meeting its goals, El Centrito will first prioritize investing in Board development, hiring a Fund Development consultant, hiring an Assistant Executive Director, making short-term improvements to the current central facility, and establishing a plan for securing a long-term facility.

Finally, an Implementation Guide was created to help the Board and senior management monitor the many simultaneous strategies detailed in this document.

ACKNOWLEDGMENTS

El Centrito thanks its Board of Directors, staff, and outside stakeholders for participating in and providing input toward this Strategic Plan. Special thanks go to the following:

Futures Committee

Board Officer: Pete Favero

Senior Management: Luann Rocha, Lizeth Barretto, Patricia Fausto-Rodriguez, Kimphat Nguyen, Jesus Rocha, Indalecio Valencia

External Stakeholders: Jill Bangser, Barbara Dettlaff, Rodney Fernandez, Pat Luis, Kate McLean, Dennis O’Leary, Stacy Roscoe

Consultant: Mark Levine

Focus Group Participants

Family Literacy/
School Readiness: Maria Aceves, Martha Alcalá, Elizabeth Alvarez, Maria Beatriz Alvarez, Maria Teresa Benavidez, Maria Dolores Borunda, Bertina Dirzo, Roselia Flores, Alicia Hernandez, Nelba Cecilia Leyva, Imelda Martinez, Rosalia Ramirez

Driffill School NfL: Elsa Bugarin, Claudia Camarena, Maria Flores, Elsa Jesso, Guadalupe Limones, Ramona Lopez, Berta Murillo, Martha Reyes, Francisco Reyes, Consuelo Rodales, Irma Tapia, Lourdes Vasquez, Fabiola Vasquez

Youth Technology
Participants: Michael Andrade, Humberto Bautista, Daniel Diaz, Diego Espinoza, Justin Guzman, Juan Meza, Efrén Nava

Countywide Representatives: Debbie Bergevin, Susan Englund, John Flynn, Claudia Harrison, Tina Knight, Kate McLean, Creda Nowlin, Carmen Ramirez, Robert Valles, Chuck Weis

Interviews

Funding Partners: Raul Bustillos, Susan Englund, Barbara Kaze, Tina Knight, Susan Perlstein, Garland Reiter

Collaborating Non-Profits
and Other Stakeholders: Rodney Fernandez, Gilbert Guevara, Yvonne Gutierrez, Jon Light, Cherie Moraga, Maryanne Rooney

Community Representatives: Socorro and Gabino Aguirre, Anna Alcalá, Theresa Carranza, Patricia Cervantes, Brenda Hunter, Frances Kurowski, Irma Magana, James Medina, Everado Gutierrez Rivera, Katherine Strong, Tanya Zimmerman

INTRODUCTION

From January-July 2005, El Centrito de la Colonia conducted a comprehensive strategic planning process with the purpose of establishing goals, measures of success, and strategies that will guide the organization's work from July 2005- June 2010. This planning process comes at a key time for El Centrito as it works to become a sustainable organization by:

- Building on the high quality of its core programs,
- Expanding geographically from Oxnard into greater Ventura County,
- Strengthening its infrastructure, and
- Diversifying its revenue base.

The core planning team was a Futures Committee comprised of a Board officer, El Centrito senior management, and outside stakeholders. Consultant Mark Levine facilitated the planning process and Futures Committee meetings. The Committee met three times as a full group in February, April, and May, and a final time in July to comment on the draft plan. The Strategic Plan was developed with participatory input from a variety of stakeholders and with data collected from several sources. These include:

- Surveys of staff and Board members
- Interviews with key stakeholders, including funders, non-profit partners, and individuals representing areas for possible geographic expansion
- Focus groups with youth and adult clients
- A focus group of countywide representatives
- Data on demographics and educational attainment across Ventura County
- Summary data from previous planning processes
- Information on cost and availability of facilities

The Strategic Plan first lays out background information on El Centrito's mission, values, and programs, and the current internal and external context in which the organization operates. This information presents a helpful framework for the organization's goals. The Plan then provides an overall strategic direction for the organization and details goals, measures, and strategies across five areas:

- I. Enhancing and Expanding Programs
- II. Strengthening Infrastructure
- III. Diversifying Resources
- IV. Increasing Visibility
- V. Improving Facilities

Finally, the plan highlights priority goals that will position El Centrito to accomplish the rest of its long-term objectives, and concludes with a framework to monitor progress in implementing the Strategic Plan over the five-year timeframe.

ORGANIZATIONAL BACKGROUND

Organizational Overview and History

El Centrito De La Colonia is a bilingual bicultural community center located in Oxnard, California. El Centrito has provided families with preventive, supportive and educationally enhancing services since its inception. El Centrito was founded in 1992 by community leaders Jesus and Luann Rocha under the sponsorship of Sisters of St. Joseph Ministerial Services. In 1999, El Centrito began operating as its own non-profit entity. As an indication of El Centrito's growth, in 2004-2005 the agency served 1,826 participants, 1,210 children, and 616 adults.

Mission Statement

El Centrito prepares children, youth and families of Ventura County to meet the future and become productive members of the community by providing bilingual, bicultural family and youth educational programs in partnership with parents, schools, and neighborhoods.

Operational Environment

El Centrito addresses participants' educational needs in a bilingual community setting and provides an environment that nurtures relationships and trust. For families with young children, the agency serves as an educational entrance point. El Centrito also serves as a "cool" place to learn and provides participants with an opportunity to establish relationships with other youth and adults outside of school and home.

Programs

El Centrito's three interlinked programs are designed to serve the entire family and provide children and parents with tools to build their educational skills.

- **Family Literacy:** The Family Literacy program provides intensive, integrated, and comprehensive family literacy and support services to children ages 2-5 years and their parents. The program provides parents with English as a Second Language classes to promote their own literacy and educational growth, as well as early childhood education classes to support their children's educational growth. Program components are: Adult Education; Early Childhood Education, including Toddler and Pre-School Program; Parent and Child Time Together; Parent Education; and Family Support Services.

El Centrito conducts Community Literacy Workshops at Oxnard elementary schools, open for parents and their preschool children. The workshops provides an opportunity for parents and their children to learn and play together, and apply what they learn.

El Centrito also operates a School Readiness Program that includes two daily 2.5-hour sessions on pre-literacy skills that help prepare children for school. Each nine-month session prepares 33 preschoolers ages four to six years. The sessions include 15 minutes on a computer terminal, operating the *Waterford Early Reading* software program specifically designed to help prepare young children with pre-reading skills. The sessions

are complemented by bilingual reading readiness activities, such as letter and number formation, singing, creative free play, and story-time.

- **Community Technology Centers:** El Centrito operates two community technology sites that focus on using computers as an educational and resource tool for academic enrichment and personal development. The computer labs enable youth of all ages and adults to take advantage of the latest computer technology and provide youth and families of the Oxnard community who have limited computer access with the opportunity to use computers outside of school and work. The Labs serve ages five years to adult, are free, open daily, and are a place to learn essential computer skills and participate in educational enrichment activities. La Colonia Computer Lab is located in La Colonia Recreation Center, and the Downtown Lab is located at the old Oxnard High School.
- **Family Resource Centers:** The center, also known as the Neighborhood for Learning (NFL) Program, is located at Driffill Elementary School in Oxnard. City Center NFL provides information and referrals, parent education, and case management services to families with children ages 0 months to five years.

Staffing, Facilities, and Infrastructure

In its first 13 years in operation, El Centrito de la Colonia placed a significant emphasis on program quality and has established a reputation within Oxnard and Ventura County for well-run programs. Increasing attention is being given to building an infrastructure of a quality equal to that of El Centrito's program delivery.

- **Staffing and Oversight:** El Centrito currently has a 23-person staff (14 F/T and 9 P/T) and a nine-person Board of Directors. The Board can have as many as 15 members according to the organization's current Bylaws.
- **Management Team:** Over the past year, the five-person management team (Executive Director, Family Literacy Director, Technology Manager, Bookkeeper/Human Resource Manager, Family Resource Center Coordinator), has played a more prominent role in goal-setting and coordination of operations.
- **Financials:** In FY 2004-05, El Centrito's actual operating budget was \$836,994. The majority of revenue came from local government (39% of total revenue), private and corporate grants (30% of the total), and federal and state government funds (19% of the total). Smaller percentages came from the United Way of Ventura County, fees for service, in-kind rent, and donations/fundraisers.
- **Facilities:** El Centrito currently is housed in three locations. The organization's administrative offices, Family Literacy Program, and Downtown Computer Lab are located in Oxnard's Campus Park, referred to as the old Oxnard High School. The agency's second computer lab is housed in Oxnard's Recreation Center in the La Colonia neighborhood. The Family Resource Center is operated out of Driffill Elementary School in partnership with the Oxnard School District.

STRATEGIC SITUATION

El Centrito's Futures Committee documented the current context for its work through: 1) a summary of big-picture trends and indicators, including an analysis of demographic, early childhood education, and facilities data, and 2) a situation analysis based on data collected from surveys, focus groups, and interviews.

Big-Picture Trends and Indicators

As El Centrito plans for the future and expands its work past Oxnard boundaries, it must consider the demographic, economic, educational, and social context of all of Ventura County. Key themes are as follows:

- According to the 2000 U.S. Census, 33 percent of Ventura County's population is Latino. The Latino population is highest in the communities of Santa Paula (71% of the total population), Oxnard (66 percent), and Fillmore (66 percent). These same communities have the lowest median household income. However, it is also clear from interviews with stakeholders that a need exists throughout Ventura County for culturally competent services, even in communities with relatively low numbers of Latinos.
- Demand for quality school readiness services, like those provided by El Centrito, is high, particularly in Oxnard and Santa Paula. El Centrito is one of only two community agencies in Ventura County providing the Even Start Family Literacy Program.
- Several school districts in Ventura County that serve elementary and middle-school age children are falling behind on measures of student performance. In particular, schools in the Fillmore, Hueneme, Ocean View, Oxnard, Santa Paula, and Rio districts have below-average state Academic Performance Index (API) rankings.
- Few if any locations across Ventura County outside of El Centrito's technology labs offer bilingual technology access, staff support, and a high level of customer service. While more schools and homes are now equipped with computers, the new challenge is employing adequately trained staff who can teach the benefits of technology and train users on how to use technology as an effective tool.
- El Centrito will need to consider creative solutions and partnerships to addressing its facility needs, given the cost of commercial real estate and the unique requirements for early childhood centers.

Situation Analysis

The Situation Analysis was completed at the Futures Committee's April 26th retreat, analyzing the organization's strengths, weaknesses, opportunities, and challenges. Key themes in each category are below:

- **Strengths:** The most significant strength of El Centrito (and strongest theme throughout the planning process) is its high-quality, unique, and culturally competent programs. Other strengths include the commitment of staff, a strong Executive Director, and trust and confidence of the community.
- **Weaknesses:** While El Centrito has spent a great deal of time establishing strong programs, its organizational infrastructure has not developed to the same degree. Themes included an under-active Board of Directors, substandard operating facilities, and lack of diverse funding. Another weakness is a lack of community visibility.
- **Opportunities:** There is great need throughout Oxnard and many places in Ventura County for the high-quality, culturally competent services that El Centrito provides. With this goes the potential for expanded partnerships and marketing/public relations. In addition, the Board and staff are open to change, development, and improvement.
- **Challenges:** External challenges include an over-reliance on government and foundation funding, which can be subject to cuts or reductions. The organization must also focus on staff recruitment and retention in light of potential burnout and as the organization expands its programs and services. Finally, the current location at Oxnard High School is substandard and does not offer a long-term facility solution.

MISSION, VISION, VALUES

MISSION

El Centrito prepares children, youth and families of Ventura County to meet the future and become productive members of the community by providing bilingual, bicultural family and youth educational programs in partnership with parents, schools, and neighborhoods.

VISION

The *vision* of El Centrito de La Colonia is to promote education and empowerment, and build a community of trust, respect, and responsibility.

VALUES

In conducting El Centrito's daily mission, the organization will:

- **Respect the dignity of each person served**
- **Respect the bilingual and bicultural identity of people served**
- **Empower people to give back to their community**
- **Value input, resources and strengths within the community**
- **Maintain a neighborhood focus as a basis for program design**

STRATEGIC GOALS, MEASURES AND STRATEGIES

Overall Directional Statement

In addition to establishing goals, measures, and strategies for El Centrito's work, the Futures Committee developed an overall directional statement that presents, in summary form, where El Centrito will go over the coming five years as a result of implementing its strategic goals. Below is a summary of their ideas:

El Centrito educates and contributes to the development of successful youth and families in Ventura County in partnership with the Latino community.

In the next five years we will go from "good to great" and achieve excellence by:

- *Strengthening and expanding programs*
- *Increasing Board capacity and engagement*
- *Increasing staff capacity*
- *Diversifying revenue sources*
- *Increasing Visibility*
- *Improving facilities*

The next several pages outline goals, measures, and strategies in five major areas for El Centrito operations. The 'goal' lists the overall objective for that topic. The 'measure' details how El Centrito will know if the goal was met, and is specific and time-bound. Strategies list key milestones that are vital to reaching the goal.

I. ENHANCING AND EXPANDING PROGRAMS

This section is divided into four parts:

- A) Enhancing Core Programs
- B) Expanding Core Programs
- C) Developing New Programs
- D) Expanding Presence in Ventura County

A. Enhancing Core Programs

El Centrito currently offers three core programs: Family Literacy, Community Technology Centers (using a drop-in approach), and Family Resource Centers. The organization focuses on delivering these programs in a high-quality manner in a unique bilingual bicultural environment that values the whole family.

The goal below applies to all three program areas, with distinct measures and strategies listed for each core program. By all accounts, the quality of El Centrito's programs is one of the organization's greatest strengths; the measures and strategies below will help El Centrito to continue this high quality.

Goal: Over the coming five years, El Centrito will prepare children to have successful academic outcomes utilizing a comprehensive family approach.

Family Literacy

Person Responsible: Family Literacy Director

Measures

- By the time children complete El Centrito's annual early childhood education program, they will have increased one level or mastered growth in all social, motor, and literacy indicators, as measured by the Desired Results Developmental Profile (a recognized California assessment tool).
- Achieve 75% participation by parents in learning activities that develop skills, and teach tools to help parents be successful as their child's first teacher.
- Increase the number of participants in Family Literacy - Community Literacy Workshop component by 10%, from 332 to 365, by 2009

Strategies

- Conduct monthly and annual review of children's progress reports and assessment tools beginning in Fall of 2005
Who: Family Literacy Teaching staff

- Review parent attendance reports monthly and implement a plan for parents to meet program standards by 2006–07 school year
Who: Family Support Coordinator and Family Literacy Director

Community Technology Centers *Person Responsible: Program Director*

Measures

- 100% of participants engage in computer skill development or academic activity measured by a daily check-in system
- Increase the number of participants by 20% in the current Community Technology Centers from 385 to 460 by 2009

Strategies

- Develop calendar of technology workshops and curriculum by January 2006
Who: Technology Coordinators
- Prepare weekly set of activities for drop-in participants that build computer and academic skills. Implement system by Spring 2006.
Who: Technology Coordinators
- Establish a referral system with school districts and community agencies starting in Fall 2006
Who: Program Directors
- Market the technology centers through multimedia presentations of sample programs at off-site locations starting no later than January 2007
Who: Program Directors and Technology Coordinators

Family Resource Centers *Person Responsible: Family Resource Director*

Measures

- 100% of parents who participate in family resource activities acquire knowledge on family resources and child development as measured by a currently available Ventura County Assessment Tool beginning in Fall 2006
- Establish a parent steering committee by Winter 2006
- Identify alternate funding sources and expand programs to serve children older than five years old by Fall 2007
- Increase the number of participants in Family Resource Center programs by 10%, from 870 to 955 by 2009

Strategies

- Provide parent education workshops, case management, and referrals to community resources starting in Fall 2006
Who: Family Resource Director and Family Liaisons
- Define roles and develop job descriptions for parent steering committee members by Spring 2006
Who: Family Resource Director
- Assist parents to be proactive public advocates for services starting in Fall 2006
Who: Family Resource Director and Family Liaisons
- Educate school administration on programs and ongoing needs through outreach to superintendents and school boards, hold a minimum of one meeting per year with Trustees and two meetings per year with Superintendent starting in Fall 2006
Who: Executive Director

Goal: Standardize El Centrito's approach to operating programs by producing pamphlets on the agency's core programs

Measure

- Produce four pamphlets in both English and Spanish by Winter 2006
 - General Agency
 - Community Technology Centers
 - Family Literacy
 - Family Resource Centers

Strategies

- Contract with marketing consultant by Summer 2005
Who: Executive Director
- Finalize English version of pamphlets with staff input by Summer 2005
Who: Executive Director and Program Directors
- Finalize Spanish version of pamphlets by Fall 2005
Who: Program Directors
- Print and widely distribute pamphlets that lists programs goals, eligibility requirements, services, and the value of El Centrito's unique approach to delivering services by Winter 2006
Who: All Staff

B. Expanding Core Programs

In addition to strengthening existing programs, El Centrito will expand the scope of its three core areas: Family Literacy, Community Technology Centers, and Family Resource Centers. By doing so, the organization will be able to serve more children and families. This goal is also connected with geographic expansion.

A standardized **New Program Operational Protocol** will be pursued in the following sequential order for each expansion project:

1. Conduct feasibility study that includes facilities and funding considerations
2. Select high priority location/s
3. Prepare a prospectus for El Centrito to operate these new programs
4. Prepare preliminary budget
5. Establish partnerships with schools and other institutions
6. Procure start-up funds and agreements
7. Identify and secure facilities
8. Finalize program budget
9. Create or modify curriculum
10. Print pamphlet that lists program's goals, eligibility requirements, services, and the value of El Centrito's unique approach to delivering services
11. Recruit and promote program
12. Hire staff and begin offering services
13. Assess, evaluate program, and make program modifications on an ongoing basis

Goal: Over the coming five years, El Centrito will expand each of its current core programs as follows:

1. Family Literacy

Measure

- By 2009, open up at least two additional school readiness programs, one of which is full-day, serving a total of 72 children at any one time

Strategies

- Follow standardized New Program Operational Protocol and open two School Readiness Programs by Fall 2009
Who: Family Literacy Director

2. Community Technology Centers

Measure

- Begin operating two after-school technology centers at underutilized school/community based locations under agreements with outside partners by 2008

Strategies

- Follow standardized New Program Operational Protocol and open two After School Technology Centers by Summer 2009
Who: Technology Manager and Program Directors

3. Family Resource Centers

Measure

- Open two additional Family Resource Centers by Winter 2009

Strategies

- Follow standardized New Program Operational Protocol and open two Family Resource Centers by Winter 2009
Who: Family Resource Director

C. Developing New Programs

El Centrito also plans to develop new programs to better serve three targeted age groups: children, teenagers, and adults. This may include reinstating programs previously operated by the organization.

C1. Children - Goal: Offer a program for primary low level academic performers

Measure

- Serve a minimum of 15 primary-grade level children per session from 2007-2009

Strategies

- Follow standardized New Program Operational Protocol to offer program by Winter 2007
Who: Family Literacy and Program Director

C2. Teenagers - Goal: Offer a curriculum of young adult development workshops and support groups for teenagers at community and high school facilities

Measures

- Operate two series of workshops at two high schools starting in Winter 2007
- Graduate 64 teens from the workshops by December 2007
- Establish support groups by Spring 2008 at two high schools that become formally integrated into the school beyond the pilot period

Strategies

- Follow standardized New Program Operational Protocol to offer program by Fall 2007
Who: Program Director
- Serve as support group advisor in first year of pilot period, and develop plan for transfer of advisor role to school personnel by Winter 2009
Who: Program Staff

**C3. Adults and Children - Goal: Offer a fee for service program(s) for children and/or adults
*Who: Assistant Executive Director***

Measure

- Offer fee for service program to 25 participants by Fall 2009.

Strategies

- Follow standardized New Program Operational Protocol to offer program by Spring 2008
Who: Assistant Executive Director
- Select a second service on which to focus by Fall 2009
Who: Assistant Executive Director

D. Expanding Presence in Ventura County

To date, El Centrito has focused its work in the City of Oxnard. Through the strategic planning process, the organization decided to expand geographically past Oxnard to other parts of Ventura County. This decision is also linked to goals around expanding core programs, developing new programs, and improving facilities.

Goal: Expand geographically to selected areas of Ventura County by 2009

Measures

- Secure partnership for program sites by Spring 2008
- Expand a program (most likely workshop-based activities) into at least three communities in Ventura County, at least one of which is in East Ventura County, by Fall 2009

Strategies – Programs

- Network and build relationships with community stakeholders and conduct ongoing outreach with potential partners, and individuals who influence decision making beginning in Fall of 2005 and ongoing.
Who: Executive Director
- Follow standardized **New Program Operational Protocol** and open sites three new communities by Fall 2009
Who: Assistant Executive Director

Strategies – Facilities

- Formalize partnership with Cabrillo Economic Development Corporation (CEDC) by December 2005 to pursue expansion sites
Who: Executive Director
- Network and create partnerships with public, private developers and institutions starting in 2006 and beyond
Who: Executive Director and Board of Directors
- Identify communities and facility locations by Fall 2008
Who: Executive Director and Board of Directors

II. STRENGTHENING INFRASTRUCTURE

One of the themes that arose through stakeholder research and Futures Committee discussion was the need to strengthen the El Centrito Board of Directors, hire additional senior staff, and improve internal reporting systems. If addressed relatively quickly, these changes will greatly aid the organization in accomplishing many of its other strategic plan goals. Below are goals, measures, and strategies related to these and other infrastructure issues.

Goal: Build the diversity, capacity, and strength of the Board of Directors so that it is a driving force in governing and leading El Centrito

Measures

- Recruit/retain five active, engaged members by 2005
- Reestablish a Board committee structure by December 2006 and ongoing
- Recruit/retain 100% active engaged members by December 2006 and ongoing
- Achieve strategic plan goals by 2009

Strategies

- Revisit Bylaws and revise as necessary by October, 2005
Who: Board of Directors
- Hire a consultant for fund development by January 2006
Who: Executive Director
- Develop board committee structure and identify board members and volunteers to serve on committees by Spring 2006
Who: Board of Directors
- Define roles and job descriptions of Board members to accomplish strategic plan by Spring 2006
Who: Board of Directors
- Hire an independent consultant by Fall 2006 to conduct board training
Who: Board of Directors
- Develop Board Composition Plan by Fall 2006
Who: Board of Directors
- Recruit Board members to match Board composition plan by July 2007
Who: Board of Directors

Goal: Expand El Centrito's management capacity so the Executive Director can concentrate on external partnerships and expansion

Measures

- By July 2006, hire one new senior staff position with program operations responsibility
- From 2006-2009, 100% of management staff attend a minimum of one yearly management/supervision training

Strategies

- Prepare job description and raise funds for new senior staff position by July 2006
Who: Executive Director
- Continue monthly goal-setting and accountability system with Management Team through July 2009
Who: Executive Director and Management Team
- Maintain annual performance reviews for all staff through 2009
Who: All Supervisors
- Enroll managers in a minimum of one management/supervision training yearly through 2009
Who: All Managers

Goal: Establish a system for staff development

Measures

- Adopt Board resolution and approve budget allocation in support of staff development by June 2006
- Ensure that all staff participate in at least one staff development activity per year starting in the 2006-07 fiscal year

Strategies

- Develop a budget and cost allocation plan for staff development by June 2006
Who: Bookkeeper
- Coach staff on professional development options and opportunities as part of regular supervision meetings beginning in July 2006
Who: All Supervisors

9/20/2005

- Develop professional development plans for all staff as part of performance evaluation systems by June 2007
Who: All Supervisors
- Require all employees to share and demonstrate at least once per year a best practice learned in staff development activities, starting in June 2007
Who: All Staff

Goal: Establish an efficient and user-friendly database system to help with evaluation of El Centrito's programs

Measure

- Print clear and useful reports of program activities by June 30, 2007

Strategies

- Research and evaluate various databases by December 2006
Who: Technology Manager
- Procure funding sources to develop customized participant database by February 2007
Who: Technology Manager
- Purchase database to track program participants by Spring 2007
Who: Technology Manager
- Train staff by May 2007
Who: Technology Manager
- Transfer data by June 2007
Who: Technology Manager

III. DIVERSIFYING RESOURCES

El Centrito currently relies heavily on government and foundation funding. Over the next five years, the organization will work to diversify its funding across foundations and government, fee for service, and individual and business donors. This strategy will enable El Centrito to better handle uncontrollable changes in funding availability and will offer a wider source of support for programs and operations.

Goal: Diversify funding to effectively support El Centrito's programs

Measures

	Current Distribution	2009 Goal	Future Distribution
Foundations and Government	94%	80%	66%
Fee for service	1%	3%	10%
Individual and Business Donors	4%	17%	24%

- Develop a donor program that will result in an increase of donation income in the annual budget from 4% to 17% by June 2009
- Hold the number of foundation and government supporters steady, at 80% of the budget by June 2009
- Develop a fee for service program that provides a minimum of 3% of overall budget by June 2009
- Increase number of individual donors from 68 to 250 by June 2009
- Increase number of business donors from 17 to 50 and the average business gift from \$290 to \$500 by June 2009

Strategies

- Hire expert development consultant by April 2006 to develop fund development plan and train Executive Director and Board of Directors
Who: Executive Director
- Purchase donor development software by June 2006
Who: Executive Director
- Secure 100% Board participation as donors by December 2006
Who: Board of Directors

- Develop fee for service component for existing and new programs by Summer 2008
Who: Assistant Executive Director

IV. INCREASING VISIBILITY

As El Centrito deepens program offerings, begins new programs, and expands geographically, it must also work to increase visibility and attract new clients, partners, and supporters. The visibility goal below attempts to quantify this difficult area and put an emphasis on this important aspect of organizational success.

Goal: Increase visibility, leading to increased participation by partners, clients, donors, and Board members

Measures

- Increase in number of active engaged Board members from 30% in 2005 to 100% by December 2006
- Increase in number of major organizational partnerships from three partners (City of Oxnard, Oxnard School District, Oxnard Union High School District) to nine by June 2009
- Increase in annual budget from \$1 million to \$1.5 million by June 2009
- Increase in donor revenue from 4% to 17% by June 2009
- Increase number of times in any year that El Centrito is covered in major media outlets from three times to nine times by June 2009

Strategies

- Receive one-on-one coaching in Marketing and Public Relations beginning in January 2006
Who: Executive Director
- Write press releases for all new programs and special events beginning January 2006
Who: Director responsible for Program or event
- Outreach to donors, funders, associations, service clubs, educational groups, and non-profits by hosting monthly formal site visits and program observations starting in Spring 2006
Who: Management Team
- Complete marketing plan, with Board adoption, by Fall 2006
Who: Executive Director

- Host a signature event (e.g. awards dinner) to increase visibility to outside groups starting in Fall 2007
Who: Board of Directors

V. IMPROVING FACILITIES

El Centrito currently operates out of a wing of the former Oxnard High School near the Oxnard Airport. This facility is sub-par for El Centrito's programmatic and professional needs. This section details a short-term goal around improving the existing facility and a longer-term goal to secure a high-quality facility that better suits the organization.

Goal: Make short term improvements to current facility through a community-driven volunteer clean-up activity

Measures

- Paint El Centrito building by October 31, 2005
- Improve existing bathrooms to safe and comfortable standard by October 31, 2005
- Upgrade current play area for children by October 31, 2005

Strategies

- Identify Board member to coordinate effort by July 15, 2005
Who: Executive Director
- Establish facilities improvements committee, including Futures Committee members and outside volunteers, by July 30, 2005
Who: Executive Director
- Reach approval with the City of Oxnard by August 30, 2005
Who: Executive Director
- Secure commitment for donated supply and labor by September 30, 2005
Who: Executive Director
- Schedule and carry out work by October 31, 2005
Who: Facilities Improvement Committee

Goal: Secure a high-quality facility for programmatic and administrative use

Measure

- Obtain long term formal use or ownership of a facility by June 30, 2009

Strategies

- Establish Board Facility Team and outside resource people to explore site facilities by the November 2005
Who: Board of Directors

- Create a long term facilities plan by March 2006
Who: Board of Directors

- Dependent on the results of the facilities plan, set up Board Capital Campaign team by the end of 2006
Who: Board of Directors

- Continue ongoing dialogues with City of Oxnard elected officials, staff and community stakeholders about Marquita site and other city-owned buildings until facility secured
Who: Executive Director and Board of Directors

PRIORITY GOALS AND MONITORING IMPLEMENTATION

The final section of the Strategic Plan outlines priority goal areas for El Centrito to emphasize in the next year to 18 months, and lists ways that El Centrito's staff and Board will monitor progress toward meeting goals over the Plan's five-year timeframe.

Priority Goals

All the goals, measures, and strategies outlined in the Strategic Plan are important to El Centrito's success and growth. However, certain goals are crucial to emphasize in the next 12-18 months to lay a strong foundation for meeting the balance of the organization's goals during the remainder of the planning cycle. El Centrito will:

- Invest in Board development, including recruiting Board members and Board training
- Hire a Fund Development consultant who can train the Executive Director and develop a comprehensive long term fund development plan for the agency
- Hire an Assistant Executive Director that focuses on program operations, management, and development, thereby freeing up the Executive Director's time for resource development and partnership-building
- Make short-term improvements to the current central facility and establishing a plan for securing a long-term facility

Monitoring Implementation

The Strategic Plan is a living, active document that forms the basis for El Centrito de la Colonia's work over the next five years. In order to ensure its usefulness, El Centrito will monitor the Plan in the following ways:

- Staff will use the Plan as an overall framework for monthly meetings within departments and between supervisors and staff, and for annual goal-setting
- The Board will receive progress reports Strategic Plan goals at least once a quarter
- The organization will hold an annual full-staff evaluation and goal-setting retreat to reflect back as a group on progress toward meeting Strategic Plan goals. During this time, El Centrito's major divisions will establish annual goals, measures, and strategies that align with Strategic Plan five-year goals.
- Hold annual Board-management evaluation and goal-setting retreats starting in 2006-07

Also accompanying the Strategic Plan is an Implementation Guide that chronologically presents goals and strategies. This document will prove useful to the Board of Directors and Executive Director in monitoring short-term benchmarks over the five-year period.