

Council for the Spanish Speaking, Inc.



STRATEGIC PLAN

2007 to 2010



614 West National Avenue, Milwaukee, WI 53204
Tel. 414-384-3700, Webpage: <http://www.councilforthespanishspeakingmilw.org/>

TABLE OF CONTENTS

	Page
Executive Summary	3
Board of Directors' Authorization.....	4
Mission, Vision Statement, and Core Values.....	5
Organizational History.....	6
Description of Programs and Services.....	6
Continued Community Need for Programs, Services and Advocacy.....	10
Human Resources - Organizational Chart and Staff Demographics.....	11
Financial Health and Assets.....	12
Financial Assumptions and Forecast.....	12
Strategic Goals, 2007 to 2010	16
-Section I: Sustaining and Expanding Programs and Services.....	17
-Section II: New Program Initiatives	19
-Section III: Information Management and Technology Enhancement...	20
-Section IV: Involvement in Community Planning and Development.....	22
-Section V: Facilities Development and Acquisitions.....	23
-Section VI: Personnel Policies, Professional Development, Competitive Salaries and Affordable Benefits	25
-Section VII: Revenue Streams and New Capital Development	26
-Section VIII: Organizational Image-Communication of Plan	29

EXECUTIVE SUMMARY

In 1963, El Centro Hispano became the first Latino serving non-profit community based organization in Milwaukee. A few years later, El Centro evolved into the Council for the Spanish Speaking, Inc.

Today, the Council for the Spanish Speaking, Inc. has grown into a larger, more comprehensive organization, thanks to the support of the community, the good work of its staff and a committed board of directors.

Broadly speaking, the Council's mission is to advocate for and empower the socially and economically challenged, with a focus on the needs of Milwaukee Latinos. It's bilingual (Spanish/English) and culturally competent staff delivers educational programs and social and human services to families, children, youth and the aging, to help them overcome the social, economic, linguistic and cultural barriers to self sufficiency. The Council manages six housing complexes for low income elders able to live independently, and offer them wraparound support services. Annually, it sponsors a series of major events that support families, promote cultural and artistic expression, and celebrate children, their parents and the civic leaders whose advocacy helps improve their quality of life.

The Board of Directors of the Council is comprised of highly committed volunteers –community and corporate members who embrace the mission, vision and core values of the organization. The board sets policy and strategic direction, and it hires and supervises the President/CEO, who in turn is responsible for an administrative and supervisory staff of 13, and a program staff of 108.

In 2005-06, the Council's income was \$6,824,863 with expenses of \$6,920,366. Its mixed revenue base includes: 64.25% government grants and contracts; 8.24% in contracted services; 6.5% HUD subsidies; 2.21% United Way; 1.4% contributions; 9.4% In-kind; 1.14% direct client income; 5.85% rent income; and, 1% management fees. The Council's 2006-07 budget as of July 1, 2006 is \$6, 166, 575.

Throughout the years, the Council has served thousands of individuals, families and children. Annually, it serves approximately 12,000 individuals. Those served this past 2006 included 78% Latinos, 10% Caucasian, 8% African American, 3% Asian, and 1% Native American.

With the rapid growth of the Latino population, Council programs will need to expand. Because of a struggling economy and employment market in Milwaukee, the Council will need to increase its involvement in community planning, economic development, pre-employment training, and health and human services. It will also have to increase its advocacy to improve social and economic conditions for all. Aware of the complex nature of social interactions in diverse communities, the Council will also help those who work in our communities attain greater social, linguistic and cultural competency –skills necessary to effectively reach and serve newcomers and the previously excluded.

To adequately support its plans for growth, the Council will aggressively pursue a larger share of existing funding streams, and will implement initiatives that generate their own revenues, moving the organization towards greater fiscal self-sufficiency. It will also partner with other community-based organizations and service providers to bring greater coherence and efficiency to how we meet all community needs.

An organization with such broad scope, reach, and purposes needs to look strategically into the future. During the fall of 2006, the staff and Board of Directors engaged in a reflective planning process leading to this strategic plan, a blue print for Council initiatives during the next three years. This plan describes strategies that will change the organization into one that plans, collects data on its practices, self reviews, assesses, adjusts and reports on its effectiveness to the community, those it serves, and those who support it. It signals a new era in an organization that will be a key player in transforming the Milwaukee area into a more socially just and equitable place to live, grow, work and pursue the good life.

BOARD OF DIRECTORS

OFFICERS

Dr. Gary L. Williams, Chair
UWM-School of Education
Educational Policy & Community Studies

Patricia Villarreal, Vice Chair
Office of Equity and Diversity Services
UW-Milwaukee

Oscar Tovar, Secretary
Mortgage Banker - M & I Bank

Julio Guix, Treasurer
Retired Banker, Formerly with M&I

Rafael Fernandez, Social Worker
Milwaukee Public Schools

Fred N. Tabak, Attorney At Law
Tabak & Tepper, S.C.

Dr. Keenan D. Grenell,
Associate Provost for Diversity
Marquette University

Robin Hix, Financial Advisor
Morgan Stanley

Julia Luna, Realtor/Estate Broker
Luna Realty, LLC, Milwaukee

MEMBERS

Dr. Wilma L. Bonaparte,
Associate Dean of Liberal Arts,
Milwaukee Area Technical College

Renee Booker, Executive Director
North Avenue Community
Development Corp.

Ben Dipasquale, Attorney,
Retired Partner, Milwaukee office of
Foley & Lardner LLP

Michael R. Mueller, Low Income
Policy and Medical Holder
WE Energies

Kimberly C. Porter, MA
Family Support Professional
Development Coordinator,
Milwaukee County UW
Cooperative Extension

Clare Reardon, Director,
Strategic Initiatives, Office of the
President, Froedtert Hospital

Thomas J. Zeise, IT Architect
Rockwell Automation

MISSION STATEMENT

The Council for the Spanish Speaking, Inc. advocates on behalf of Latinos and the socially and economically challenged. It offers programs in education, housing and human services to improve quality of life for families, children, youth, and the aging; promotes cultural, racial and linguistic understanding; and community planning and development supportive of social and economic equity.

VISION STATEMENT

The Council for the Spanish Speaking, Inc. will be a leader in the delivery of quality bilingual programs and services to Latinos and the socially and economically challenged; it will create opportunities for advancement, promote equal access to the tools necessary to fulfill personal and family goals and economic self-sufficiency; and, it will advocate for social and economic conditions that improve quality of life for all.

CORE VALUES

- ◆ Committed to a lifetime of advocacy and services to the socially and economically challenged and to partnerships with those who advance these purposes
- ◆ Committed to initiatives that promote education, housing, health, and the welfare of children, youth, families and the aging, so as to improve their chances for a better life
- ◆ Committed to peaceful communities free from violence
- ◆ Committed to social justice and educational, economic, racial/ethnic, language and gender equity for all members of the community
- ◆ Committed to sustaining linguistic, cultural, and art traditions
- ◆ Committed to improving economic conditions which create sustainable jobs that lead to individual and community social productivity and self sufficiency.
- ◆ Committed to the principles of a learning organization –one that self reviews for improvement and advocates on behalf of the individuals that work for it.

ORGANIZATIONAL HISTORY

In the early 1960's a new breed of young, politically-sophisticated, visionary Latino leaders worked closely with church and other civic leaders to advocate on behalf of underserved sectors of the community and promote Latino advancement. The new leadership was well connected to other civil rights groups in the city, to other parts of the country, and to the faith community. It was also influenced by social movements in Mexico and Puerto Rico. More importantly, it espoused a message of people empowerment –not social welfare. Marching side-by-side with African Americans, other community action groups and church leaders, Latinos attained a new, socially radical voice, and moved quickly to establish their own community based institutions.

The first community based organization (CBO) specifically created to serve Latinos was *El Centro Hispano Americano*. It started in 1963 as a small storefront operation located at 818 S. 6th Street, run by volunteers. It served migrants who wanted to settle in Milwaukee. One of its founders, John Maurice, with connections to the Catholic Church, was able secure funding from the Archdiocese of Milwaukee. In 1964, the organization incorporated as a non-profit. Now under the name, *Council for the Spanish Speaking, Inc.*, it rented a larger storefront at 524 W. National Ave., which it occupied until 1977, when it moved to its current location, a building on 614 W. National Avenue, donated by the Zonta Club in memory of one of its members, Ms. Meta Steinfert.

During its early years, Latino residents of the area alternatively related to the Council as *El Centro Hispano* or "*the Spanish Center*." The Council grew quickly, as it acquired a reputation for advocating on behalf of Latinos with employers, property owners, utility companies, the public schools and colleges and universities. It later expanded and helped create other organizations to meet Latino needs, such as the United Migrant Opportunities Services (UMOS), the Latin American Union for Civil Rights, the United Community Spot, and many other community-based storefront centers. Most of the Latino serving CBOs established during the late 60's and early 70's were located in the near south side of the city. But there were others in the northeast side of the city (The Puerto Rican Center and United Youth Federation) and in the west side (Westside Community Center). With the dramatic growth of the Latino population over the past four decades, there has been an increase in the number of Latino serving CBOs. Both the early and more recently established organizations have contributed to a rich practice of advocacy and community service.

The Council has grown into a larger, more comprehensive organization since 1963, thanks to the hard work and vision of its leadership, its staff, and its volunteer board of directors. Special thanks are owed to its presidents and chief executives. These included John Maurice, Carlos Sevilla, Dr. Filiberto Murguía and Rosa Dominguez. In July of 2006, the Board of Directors retained Dr. Tony Báez, a long-time educator and community advocate, as its new President/CEO.

DESCRIPTION OF PROGRAMS AND SERVICES

Over the years the Council has offered a wide array of programs including medical and dental services (in cooperation with other agencies and colleges), summer camps, and opportunities to participate in recreational and cultural activities. It offered a consumer advocacy center; immigrant legal advocacy services; energy education programs; health education; and preventive drug and alcohol abuse education. For years it sponsored a community grassroots Latino newspaper (El Universal). From 1966 to 1980, it operated a credit union, staffed by bilingual personnel.

In spite of significant budgetary cuts over the past decade, the Council continues to provide a healthy mix of bilingual services and programs in the area of education, family support, social and human services,

immigration, subsidized housing and related support services for the aging. Most important, the organization continues its advocacy on behalf of the people it serves.

Council staff and board members also take the lead organizing four other major annual events that support and celebrate Latino children and families. Since 1969, the Council holds its annual ***Thanksgiving Food Drive***, which served approximately 800 families and over 3,000 individuals and children in 2005. Every spring, they lead the coordination of ***Cantos de las Américas***, a remarkable evening concert in Milwaukee's renowned Performing Arts Center. Approximately 2,000 family members enjoy a program of music, song, dance and theater depicting the cultures of the Américas, performed, mostly, by Milwaukee Latino school children. They also take the lead in the coordination of ***Education, A Family Affair***. This event celebrates the contributions of families to the educational processes and of community leaders to the quality of life in Milwaukee. This past spring, over 800 teachers, principals, civic leaders, parents and their children attended dinner and a recognition ceremony at UW-Milwaukee's Union Ballroom. The Council also coordinates ***El día de los Niños (Children's Day)***, an event celebrating children, attended by some 2,000 individuals in 2005. Participating families enjoy educational activities, dance, music and other cultural presentations, and receive important information on educational, health and human services offered by the Council, other community-based organizations, and public institutions.

The September 2000 and 2004 issues of the National Hispanic Business Magazine included the Council among the top 25 Hispanic community-based, non-profit agencies in the United States, based on a nationwide survey.

Current Departments and Programs

The Council is organized by departments and programs. These include: Adult Education and Training, Youth Education, Early Childhood and Head Start Programs, Housing, and Social Services.

Adult Education and Training Department

Established in 1966, this program was the first in the city fully accessible to Latino adult English language learners. In its early years, it offered English as a Second Language (ESL) and preparation for the GED in Spanish and English. Today, the program is accessible to any academically under prepared adult. Monthly, over 300 adults receive ESL, basic literacy, adult secondary education, GED/HSED, Drivers' Education, Citizenship classes, financial literacy directed at immigrants, vocational training classes, such as computer skills, and other basic educational skills. This program is a gateway to social participation and mobility for recent arrivals and other economically challenged adults. It is well underway to become an adult life-long learning institute that will offer adult enrichment courses, opportunities for pre-college preparation, and transition to sustainable job training programs. It will also advocate for more educational opportunities for adults, research and funding for adult learning.

Youth Education

Between 90 and 100 at risk youth are served by the Loyola Alternative High School in grades 9 through 12. Parents of these students are also beneficiaries of other educational and social services offered by the Council. Soon, the Council will add to its programs another high school, the Aurora Weier Early College High School, serving another 80 to 90 youth on Milwaukee's northeast side, where some 3,000 Latinos reside. These two high schools are public entities providing at risk youth the opportunity to obtain a high school diploma and to prepare for college. Loyola Academy is under contract with the Milwaukee Public Schools (MPS); Aurora Weier is a public charter authorized by MPS. Both schools were selected by the National Council of La Raza to receive funds from the Bill and Melinda Gates Foundation to convert to a model known as early college high schools. Both have a five-year Memorandum of Understanding with the Milwaukee Area Technical College (MATC) that will allow

students to take courses for both high school and college credit starting in the 11th grade. To better support students and their families, these schools partner with UW-Milwaukee, Marquette University, Alverno College, the Urban Ecology Center, the Milwaukee Public Theater, and several community-based organizations. The Council's Board of Directors is considering a merger of the two schools at a new location beginning in academic year 2007.

Guadalupe Head Start

In 1965, the Archdiocese of Milwaukee allowed the use of Our Lady of Guadalupe Church (239 W. Washington Street) to house the first federally funded bilingual Head Start in the city (and one of the first in the nation). Renamed later *Guadalupe Head Start Program*, it has expanded significantly in a partnership with the Social Development Commission. This program currently serves approximately 600 children and their families at six (6) sites throughout the inner city.

In 2000, the Council also established a pre-Head Start Infant and Toddler Center for children (6 months – 3 years old), accredited by the National Association for the Education of Young Children (NAEYC). Most served are Latino children.

In addition to early childhood education, Head Start provides child health and nutrition services as well as specialized support to children with special needs. Through the Family Resource Center, family support and training is provided to parents. In collaboration with *Parents Plus*, Head Start parents may enroll in a program called Home Instruction for Parents of Preschool Children (HIPPY) and in the *Parents as Teachers* program. Both promote school readiness and early literacy through parent education and child development; these services are provided bilingually.

Today, Guadalupe Center staff and parents are themselves at the center of important pioneering work, supporting universal early education for all children. The Council's early education programs will surely contribute to improved academic performance when these children enter elementary education.

The Council's first Guadalupe Head Start Center served as a model for other bilingual programs in the U.S. Parents and staff members of this center were the first to demand bilingual programs from the Milwaukee Public Schools. After the establishment of the first bilingual program in Vieau Elementary School in 1967, MPS Latino parents led a grassroots movement in support of bilingual education in Milwaukee. This created the only K-12 bilingual program in the nation fully supportive of bilingualism as a goal for all children. Today, Milwaukee children can choose from an array of language programs that promote learning in English and another language.

The Council has vast experience in bilingual early childhood education and is recognized as a leader by key child advocacy organizations at the local and national level. Agencies such as the Wisconsin Early Childhood Centers of Excellence, the NAEYC, St. Joseph Hospital, United Community Center, Curative Care Network, Social Development Commission, Milwaukee Public Schools, the Parenting Network, Parents Plus, and the Milwaukee Public Library have partnerships with the Guadalupe Head Start.

Recent studies show that there continues to be a great need among Milwaukee's low-income families for a comprehensive, family supportive, bilingual child development program.

Housing Programs

In 1979, the Council entered into a partnership with the federal department of Housing and Urban Development to secure resources for a housing initiative to serve low income individuals and the elderly. In 1982, more housing units were constructed. The program was the first in the city to focus on

the housing needs of Latino and other low income elderly. Additionally, the Council provided bilingual social, educational and other support services to residents. Today, the Housing Department manages 132 apartments at five (5) housing complexes throughout the city and continues to provide subsidized quality and safe housing to low income elderly and mobility impaired individuals. The Council has partnerships with the Wisconsin Housing and Economic Development Authority (WHEDA), the City and County to serve elderly individuals who are capable of independent living. The need for these services continues.

During 2005, for instance, approximately 151 seniors and mobility impaired individuals were served. Of these, 78% were Latinos, 17% were White; 3.3% were African American, and 2.6% were of other origin. In addition, 96% had annual incomes below \$12,000. Case management and bilingual social services were provided in 1,000 instances/visits.

Recreational and educational programs for the elderly and disabled are aligned with the Council's Social Services Program. Partially supported with United Way funds, the Special Living Arrangements Program provides a Coordinator for education and social support services, including special needs. Through social and recreational activities, residents reduce their isolation, offset depression, and are assisted when they reveal mental illness. Healthy living and community involvement are strongly promoted, as well as positive interactions among residents. Efforts are made to connect individual elderly residents with their families. Many of these services are offered in partnership with various social service agencies, the Alzheimer's Association, Community Advocates, the Social Security Administration, the City's Fire Department, the Red Cross, the American Heart Association, and the Milwaukee Conservatory of Music.

Social Services Department

The first Spanish bilingual social services program in the city began when the Council first opened its doors in 1964. In 1975, the Council became Milwaukee's first Latino serving United Way agency.

Among its most significant accomplishments, the Council received accreditation to provide immigration assistance services from the Board of Immigration Appeals (BIA) in 1982. Later, it established the country's first bilingual volunteer income tax assistance (VITA) program in collaboration with the Internal Revenue Services. Soon after, it became a bilingual certifying site assisting immigrants with the documentation necessary to apply for the Individual Tax Identification Number (ITIN), a process helpful to those seeking residency or citizenship. Over the past few years, the citizenship and immigration assistance program has served an average of 400 clients per month with document translations and advocacy related to obtaining residency or citizenship.

In collaboration with banking institutions, the Council provides referrals for assistance in financial management and home ownership. Bilingual workshops are provided to the public on these subjects.

During 2005, the Comprehensive Bilingual Social Services Program served over 2,300 individuals. Add the impact on their families and this number multiplies by several thousand. Most served were Latinos residing in four counties in southeast Wisconsin (Milwaukee, Ozaukee, Washington, and Waukesha). Of these, 79% resided in zip codes 53204 and 53215. Most of these clients returned for additional services. Those visits added up to 6,172 encounters or interventions, averaging more than 30 minutes each.

Bilingual/bicultural staff assisted clients resolving matters with Social Security, taxes, utilities, consumer problems, transportation, licenses, immigration and naturalization, landlord/tenant concerns, translations, emergency referrals to food/pantry sites, medical bills, health providers, legal problems, and many more.

Due to reductions in funding, this program no longer offers services it used to provide, such as domestic violence and sexual assault prevention and support, child abuse prevention, AODA, consumer and homemaking programs, energy efficiency education, a Parent Anonymous Project for at risk parents, a teen parent self sufficiency program, family and parenting early intervention services, family wellness, and health advocacy. Some of these services are now offered by other agencies; others need to be restored.

With expected immigration reform, the program expects a dramatic increase in the number of those seeking assistance to attain citizenship. Completing residency and citizenship applications is a very involved process requiring much time and diligence.

CONTINUED NEED IN THE COMMUNITY FOR PROGRAMS, SERVICES AND ADVOCACY

The Council's programs address a growing need for bilingual services in education, social and human services, immigration, housing, and care for the aging. Most of those served by Council programs come from zip code 53204 and 53215. According to 2000 census figures, Latinos are 38% of the residents of 53215. They are also 65% of the residents of zip code 53204 (of these, 68% are of Mexican descent, 23% are Puerto Rican, and 9% are of other Latino origin).

In zip code 53204 alone, 57% of adults do not have a high school diploma or GED; only 5.2% have a college degree; unemployment is around 8%; the median household income is \$24,632; the per capita income is \$22,621 for females and \$20,735 for males; 55% of families with children under 18 years of age live below the poverty level; 31% of grandparents are responsible for grandchildren; 33% of residents are foreign born; 28% are not citizens (with 24% entering the U.S. after 1990); 38% speak English less than very well; and only 28% of households are owner occupied (as opposed to 45% in the city). Housing prices are rising above affordability for renters in this zip code. Latino workers make up 62% of the resident workforce, but hold only 18% of jobs. In 2005, 3 times as many driver's license suspension orders (5,277) were issued for failure to pay fines as orders for traffic violations, driving while intoxicated, and drug convictions combined (1,720 suspensions). The large number of residents without a valid driver's license remains an ongoing impediment to employment.¹

By the end of FY 2006-07, the Council will add to its mix of programs the Aurora Weier Educational Center (AWEC), an agency located in the Riverwest, northeast side of the city, which includes a high school charter and offers some social and educational programs to residents of zip code 53212. AWEC serves a racially integrated area, and has the highest concentration of Latinos outside of the south side – 3,181 or 12%, according to the 2000 U.S. Census. African American and Latino residents of the area are more educationally, socially and economically challenged than in zip codes in the south side of the city.

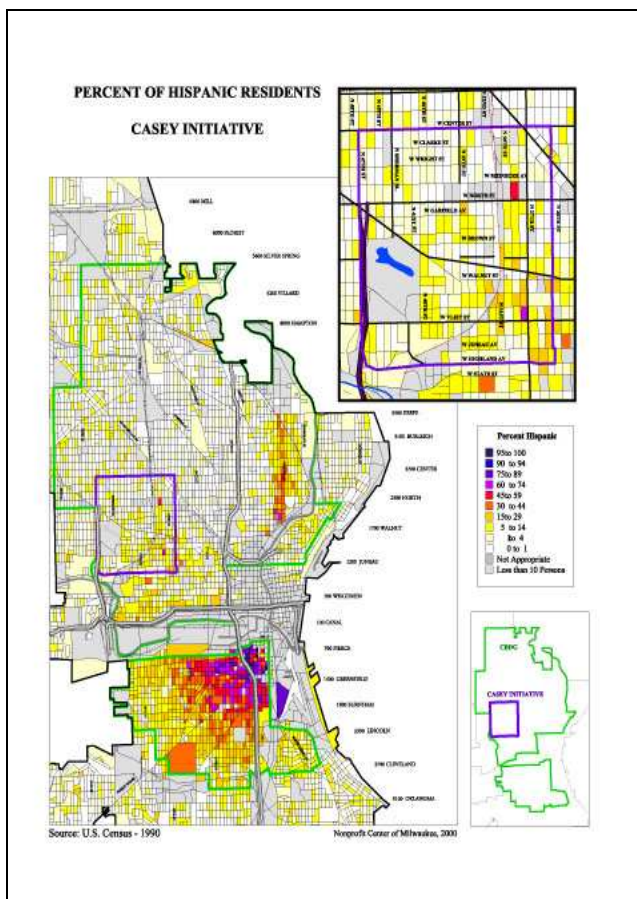
The city of Milwaukee has the highest concentration of children in poverty in Wisconsin. Many of these children live within the Council's service area. In 2005-06, 85% of those served by the Council met the federal low to moderate income level. Latinos in the Council's service area continue to be significantly underserved by health providers; a greater percentage than in other areas of the city have no medical insurance; Latinos are approximately seven times more likely than others to suffer from asthma and lead poisoning; have a high incidence of diabetes; and women and men alike are less likely to seek preventive medical services for health and death threatening diseases. The large concentration of children and adults

¹ Data from UW-M Employment and Training Institute, 2005

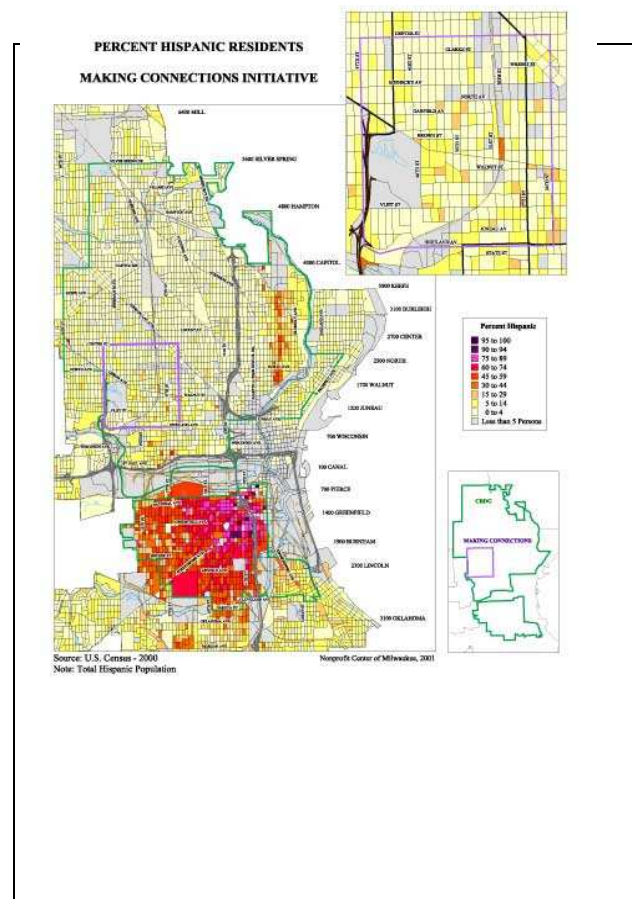
who are undocumented complicates efforts to count and serve them. This will be a factor in increasing the health problems of the area as new punitive anti-immigrant laws are implemented.

Immigration and natural growth continue to feed Latino population growth, which doubled in Milwaukee and Wisconsin between 1990 and 2000, and grew again by 23% from 2000 to 2004. It now constitutes 12% of city residents and 22% of the student enrollment in the Milwaukee Public Schools. Most Latino immigrants live within the Council's service area. While they add to the city's diversity, Latinos are adversely affected by the city's economic and social challenges. The need for the Council is as important as it was in 1964.

Red: Latinos in Milwaukee's south side, 1990



Red: Latinos in Milwaukee's south side, 2000



HUMAN RESOURCES - ORGANIZATIONAL CHART AND STAFF DEMOGRAPHICS

The Council hires a President/CEO, who in turn is responsible for an administrative and supervisory staff of 13, and a program staff of 108. The composition of the Council's staff is driven, mostly, by its programs. Of the 121 employees, 88% are full-time; 17% are male, 83% female, 53% Latinos, 39 % white, 7.5% African American and 0.8 % are other. Early in the spring of 2007, the Council will add to its mix of programs the Aurora Weier Educational Center.

This will add 11 full-time and 6 part-time to the staff of the Council; 59% are minority. It will also add close to a \$1 million budget, most of which goes to salaries and benefits.

Limited resources are the cause of a poorly competitive salary schedule and benefits package for all employees at the Council. This represents a major challenge, because the quality, continuity, and commitment of employees may be affected by these conditions.

Administrative staff, for instance, is paid wages that are significantly below their counterparts in other community based organizations. The case managers of the comprehensive social services program are earning wages that are way below the compensation level of comparable employees anywhere in the Milwaukee area. If this program is expanded, the Council will not be able to attract new case managers unless it makes an upward adjustment to the salaries of current employees to make salaries in this department competitive.

In the two high schools, the salary and benefits package cannot compete with the Milwaukee Public Schools, a cause of high staff turnover, because they leave to take jobs in MPS.

As noted above, 83% of Council employees are female, and most are employed in the educational programs of the organization. These are programs, such as early childhood, that have historically funded positions at very low salary levels. State and federal agencies are now requiring that employees in these programs be appropriately certified, which often involves completing college degrees. As they attain these credentials, increased compensation and benefits will have to follow, or the organization will not be able to retain them.

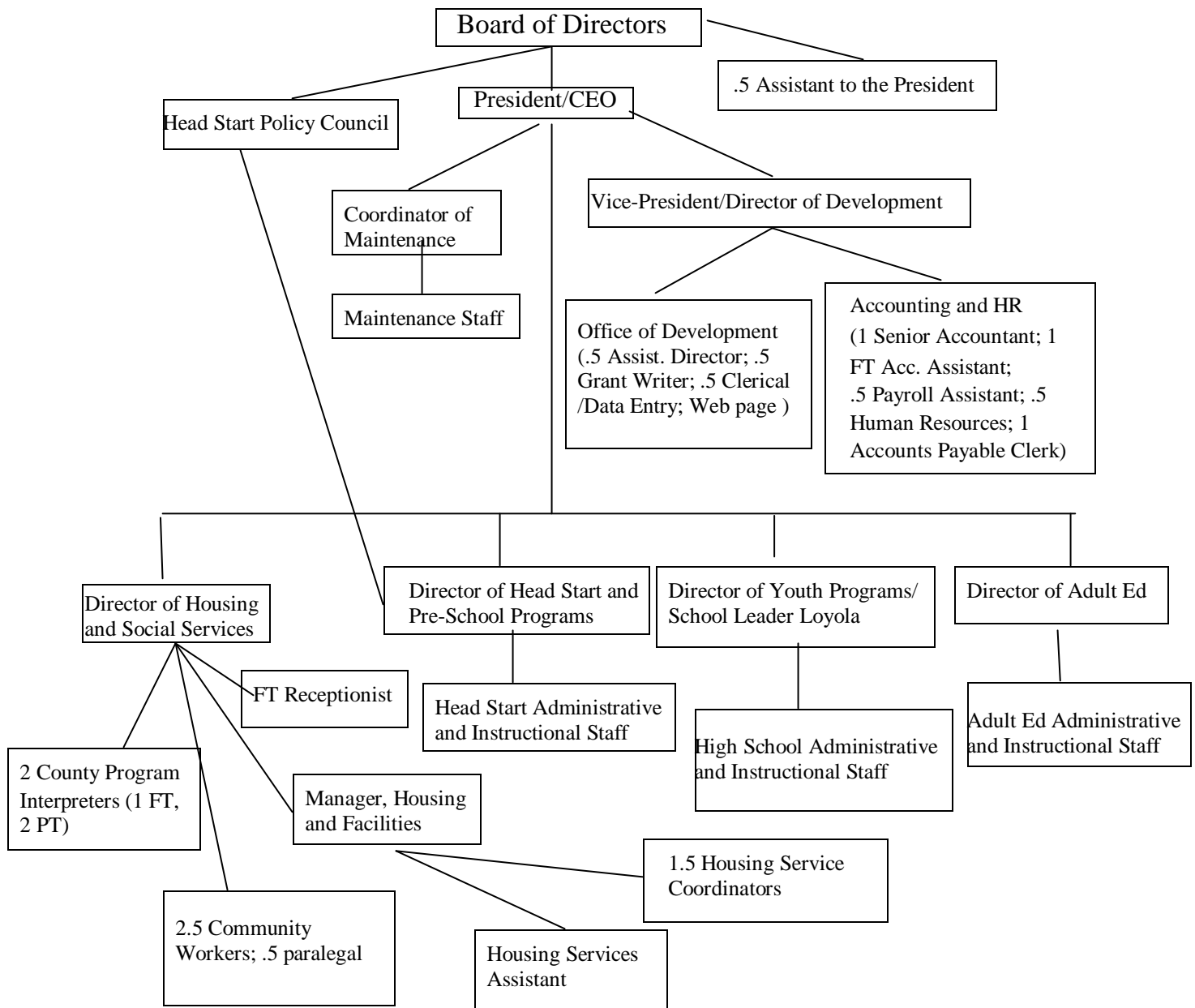
Adult Education program staff members are also required to have higher education degrees. This has made it difficult to attract a more diversified professional staff, because the Council's level of compensation for teachers and other staff with appropriate degrees is not competitive. Only those with other family income can fill openings, and often not for long.

The Council's ability to provide an affordable employee medical benefits package is affected by a high proportion of aging employees. The share of the cost of medical benefits burdens an already poorly paid staff. Many chose not to accept benefits because they cannot afford them, placing them at great risk. Because a large proportion of employees cannot be retained during the summer, they apply for unemployment compensation, which raised the rate of unemployment compensation insurance to 9.7% when the average is approximately 4% for other non-profits.

The above are challenges that the Council must address to remain a viable organization.

The Council's organizational chart follows.

**Council for the Spanish Speaking, Inc.
Organizational Chart**



Effective September 1, 2007
File: councilorganizationalchart2

FINANCIAL HEALTH AND ASSETS

In 2005-06, the Council's income was \$6,824, 863 with total expenses of \$6,920,366. This included a mixed revenue base: 64.25% government grants and contracts; 8.24% in contracted services; 6.5% HUD subsidies; 2.21% United Way of Greater Milwaukee; 1.4% contributions; 9.4% In-kind; 1.14% direct client income; 5.85% rent income; and, 1% management fees.

The Council's 2006-07 budget as of July 1, 2006 is \$6,166,575.

Over the past few years the Council experienced serious fiscal challenges as its government sources of revenue were threatened and, occasionally, reduced. The organization focused on fiscal efficiencies and debt reduction strategies making improvements with regards to year-end results. In FY 2004-05 it showed a small profit, larger when depreciation was not factored in.

At the end of June 2006, the organization showed a small deficit, attributable to the lost of state funds used to support the Infant Toddler Center. The President/CEO convened an Ad Hoc Committee –comprised of staff and individuals with strong expertise in early childhood education and the fiscal methodologies associated with the complex systems of early education financing—that studied the situation and formulated recommendations that are helping to reduce the deficit to a minimum. Prospects for increases in funding opportunities that support pre-Head Start programs appear to be improving at the national level as a result of changes in the composition of the U.S. Congress, as recently announced by the National Head Start Association. This signals opportunities to secure funds to make the Toddler Center fiscally viable.

The Council operates programs in 13 locations. Nine (9) are facilities owned by the Council or under the Council's management through its housing corporations, which are assets managed through contracts with the federal housing authority (HUD). The total consolidated debt on Council properties and the Housing Corporations is approximately \$2.8 million. The total value of Council properties could be estimated at approximately \$12 million, which may translate into an estimated \$7 to \$8 million in property equity.

The Council has not conducted a formal appraisal of its facilities because of prohibitive costs, but will do so by the end of 2007 to use its equity to leverage financial opportunities. The real equity immediately available may be less than that quoted above due to housing contracts with HUD.

FISCAL ASSUMPTIONS AND FORECAST

With new leadership and a strategic plan leading to new fund development initiatives, the Council projects a healthier fiscal condition over the next three years.

Revenues for the Council's **education programs** will increase over the next three years as a function of:

- The growth and expansion of early childhood and Head Start programs. It is very likely that the new U.S. Congress will increase funding for these programs starting in 2008. The Council is in a unique position to attract new funds, thanks to its bilingual focus and its commitment to wraparound support services to parents/families. The Council is also contemplating the creation of a *Bilingual Family Support and Empowerment Center* that will also attract new government contracts and fee for service revenues.
- The consolidation of its two high schools into one larger high school in Milwaukee's south side, where the high school population is growing and more seats are needed for at-risk students, especially those who have bilingual needs. This will increase the size of the MPS contract and will

position the school to attract more resources from national foundations supportive of educational reform and small schools, such as the Gates Foundation.

- The transformation of the Adult Education Program into an Adult Learning Institute. This change will attract new contracts with government agencies for pre-employment training and courses to support students transitioning to college. It will also generate new revenue as a result of an increase in the number of training activities and courses offered on a fee basis.
- New revenue generated by a greater involvement in health education programs and projects to help clients connect to educational and health benefits. The Council has already negotiated the acquisition of two new programs previously under the now defunct Latino Health Organization. These started with the Council in February 2007.

Revenues for the **social service program** will increase over the next three years as a function of:

- A projected increase in resources from United Way and other foundations to target the expansion of the Council's social and human services, including resources to hire a Director of Social Services, who will in turn make this program more effective and grow its services and revenues.
- Increases in revenues to be generated by putting in place better systems for charge backs to government agencies when social services are provided to their clients.
- Increases in revenues as a function of new programs directed at serving immigrant populations. The new U.S. Congress is likely to pass immigration reform by 2007; with this, it is likely that new federal dollars will be appropriated to support the transition of this population to citizenship. The Council, because of its renowned efforts with immigrants is likely to secure some of these funds.

Revenues for the Council's **housing programs** will increase over the next three years as a function of:

- The development of two new housing programs, one for low income elderly residents in Milwaukee's Riverwest/Holton Street area and another for low to moderate income families in the city's south side.
- The expansion of wraparound bilingual support services to elderly residents, which will attract new foundation funding for full-time positions and fee for service contracts with government agencies that work with the aging.

New revenues will also be generated by **new programs** to be created by the Council over the next three years. Enhanced fiscal strategies will allow the Council to ensure that every program is fiscally viable and self-sufficient, while setting aside funds to increase the organization's reserves. Central to its fiscal strategies is the goal of increasing unrestricted funds. These will be generated by a new Office of Development and Grants Management that will also undertake a capital giving campaign.

Through this strategic plan, the Council predicts greater fiscal stability and increased revenues at a rate of \$500,000 in FY 2007-08, \$1 million in FY 2008-09, and \$1.5 million in FY 2009-10, all in all a positive outlook for the fiscal health of the organization.

STRATEGIC GOALS

2007 to 2010

The goals, objectives and activities delineated in this three-year plan will go through further unfolding, making them more specific in content and reach, as board and staff committees continue to review and evaluate the plan and its implementation.

The Council will institute an annual process where strategic goals and objectives are reviewed, evaluated, and rewritten, some dropped, and new ones added as needed, to refine the strategic direction of the organization and in response to annual evaluations of the plan's implementation.

Section I: SUSTAINING AND EXPANDING PROGRAMS AND SERVICES

In spite of significant budgetary cuts over the past decade, the Council continues to provide a healthy mix of bilingual services and programs in the areas of education, family support, social services, immigration, subsidized housing and wraparound support services for the aging. Most important, the organization continues its advocacy on behalf of the people it serves.

Latino demographic growth and a growing need among Latinos (and other economically challenged individuals and ethnic/racial groups) for the types of services provided by the Council, call for the expansion of current programs and the creation of new ones over the next three years.

Strategic Goal #1: *To sustain and expand existing programs and services over the next three years.*

Objectives/Activities	Time Frame	Accountability	Measures of Performance
1.0 Each program area (Education, Social Services, and Housing) will develop detailed plans, goals and objectives to sustain and grow programs during the next three years.	Start in 2007, continue thru 2010	President/CEO and program Directors	Prepare plans on how to sustain and expanded programs for board review and action in March 2007.
1.2 There will be a focus on increasing enrollment in early childhood education by adding k-3 and k-4 classrooms and expanding the Head Start program.	Starting in fall of 2007, continue thru 2010	President/CEO; Director, Early Childhood	Submit plans to Board of Directors for appropriate action by May 2007.
1.3 Implement fiscal and program strategies to retain the Infant Toddler Center as part of a continuum of child care services to families, so that services start at six month of age through pre-elementary, with the objective of helping individual working parents to retain their jobs and sustain quality family living.	Start in 2007 continue thru 2010	President/CEO; Board of Directors; Ad Hoc Committee on Early Childhood Education	The Ad Hoc Committee to submit recommendations to the board for review and action in February 2007
1.4 Transform the Adult Education Program into a bilingual Adult Learning Institute that includes expansion of existing programs, such as literacy, ESL, and GED preparation in English and Spanish; courses in family/parent development; courses in financial literacy, entrepreneurship, and computer and software usage; pre-employment training, and courses to prepare for transition to college. Add new enrichment courses to be offered for a fee in the arts and music; refresher and skill preparatory courses for those enrolling in college; and courses and projects that empower adult learners with knowledge of community transformation and social change, so as to promote their involvement in the civic life of the community.	Begin in 2007; continue expansion thru 2010	President/CEO and Director of Adult Program	Periodic reviews by board of progress made towards implementation of this objective. Develop plan for board review and approval to move program to new and expanded facilities by 2008.

1.5 Add a full-time Director to the Comprehensive Social Services Program, as well as additional community workers, AmeriCorp Volunteers. Add new program components, such as health education, bilingual transitional and liaison interpretative services to connect Council clients to institutional services, services designed to meet immigrant needs, paralegal services and legal referrals, and other key human services directed at families, the aging, immigrants and those with special needs.	Begin in 2007 and continue expansion of program by 2008.	President/CEO and staff	Submit report on progress of this objective for board review by end of fiscal year. Secure funding to fill position of Director of Social Services, another community worker, and a paralegal by summer of 2007.
1.6 Expand bilingual and other wraparound social and human services to the residents of all Council elderly housing units; seek funds to add a full-time Aging Services Coordinator / Advocate and expand partnerships with agencies that provide services to the aging.	Begin in 2007 and continue expansion of services by 2008.	President/CEO and staff	Submit report on progress of this objective for board review by end of fiscal year. Secure funds for full-time position by summer 2007.
1.7 Explore expansion of the elderly housing program by adding one more low income complex in a location close to the Aurora Weier Center (Riverwest/Holton Street area), and one new housing complex for low to moderate income families in the south side.	Begin in 2007 for full expansion by 2010.	President/CEO, Housing director and CFO, and Ad Hoc Committee on Facilities	Submit business plan for this objective for board review by fall 2007.
1.8 Explore consolidation of the Loyola Academy high school and the Aurora Weier Center's Early College High School in one new location in the south side. Secure a new facility and lease it for this purpose, or explore possibility of building a new facility. The new consolidated school to have enrollment between 175-200 students to facilitate full implementation of the bilingual early college high school model in partnership with MPS, MATC, the National Council of La Raza, and the Gates Foundation.	Move to a leased facility in summer of 2007. If new building is necessary, seek funds to begin construction in spring of 2008.	President/CEO and School leaders of Loyola Academy and AWEC	Develop consolidation plan and submit to the board for appropriate action in March 2007
1.9 Continue and expand the annual Thanksgiving Food Drive under the Council's leadership, but organize and deliver the program in collaboration with other community-based organizations; include in the current group of high schools now collecting food and funds for the <i>drive</i> a high schools from Milwaukee's south side –this will help engage their students, many of whom are Latinos, in community service.	Begin in the fall of 2007 and continue thru 2010.	Thanksgiving food drive Committee	Implement new approach in fall of 2007.

1.10 Continue to support the coordination of: <i>Cantos de las Américas</i> , <i>Día de los Niños</i> , and, <i>Education: A Family Affair</i> , and collaborate with its organizers to secure ongoing funding and sponsorship of these three important activities celebrating children and families.	Ongoing Thru 2010 and beyond	Coordinating Committee for these events.	Document the events via video and other media and use to educate and disseminate their messages in Council literature and communications with the community, institutions and funding sources.
---	------------------------------	--	--

Section II: NEW PROGRAM INITIATIVES

The Council will evolve into an entity that advances new programmatic ideas and projects that will help enrich and advance educationally and culturally the community it serves. While developing self-sufficiency is a stated purpose of the organization, to date the Council's programs have primarily *served* the community, playing a very limited role in developing individual, family, and community capacity to for self-transformation.

Second and third generation Latino adults and their children also need to be connected to learning opportunities that allow them to reclaim language and culture and to reconnect to their roots, so that future Latino working and middle classes are sensitized and aware of the needs of the newer immigrant community and can help facilitate their transition to their new host society.

The Council will also reach out to professionals who work with the economically and socially challenged in our community to help them become better equipped to serve them. Courses and training will be offered to help them acquire greater linguistic, social, and cultural competency.

There is a great need for increase access to technology among Latinos and other economically challenged families—who are by far less likely to have access to computers and the Internet at home—at a time when the lack of such access adds to the social inequalities that are so pervasive, particularly, in communities of color. The Council will partner with UWM, MATC, Foundations, the Business community, and others committed to advancing access to technology. The goal is to develop programs that put technology and Internet access in the hands of those that do not have it.

Some new programs may be funded with government grants; others need to be self-sufficient or designed to generate unrestricted revenue.

Strategic Goal # 2: *To develop new initiatives consistent with the Council's mission, including programs and activities that are self-supporting, and which generate unrestricted revenues.*

Objectives/Activities	Time Frame	Accountability	Measures of Performance
2.1 Move Loyola Academy to a new location; explore use of the space it currently occupies to house additional Head Start seats or a <i>Bilingual Parents/Family Support and Empowerment Center</i> , which provides parents with access to educational, wraparound social and human services, and teaches empowering skills—the Center to be funded government funds, in partnership with other organizations serving Latino and economically challenge parents/families.	Start in fall 2007	President/CEO, Head Start and Social Services Staff	Develop a plan for the implementation of this new initiative for board review and action in April 2007.

2.2 Establish an <i>Academy for the Teaching of Spanish</i> to offer courses/activities on a fee basis to Latinos who wish to reclaim or further develop Spanish in their children and family. Make learning Spanish available on a fee basis to other ethnic/racial groups and their children.	Open Academy in 2008	Create committee of experts to work with the President /CEO to design the Academy and its curriculum	Provide business plan for board review and action in October 2007.
2.3 Add to the <i>Academy for the Teaching of Spanish</i> the capacity to provide professional development opportunities, courses, and immersion programs in places like Mexico, to expand cultural and linguistic competence among professionals working with Latinos and other diverse communities in the Milwaukee area –all these services on a per fee basis.	Open Academy in 2008	President/CEO; Staff	Plans for the Academy to be reviewed and approved by the board in May 2007.
2.4 Explore creating a for profit arm of the Council that will establish a fee for service food catering program to provide school lunches and other food catering needs to Council programs and other schools and organizations in the Council's service area.	Begin planning in fall of 2007; fully implement by 2008-09	President/CEO, staff, board, consultants	Submit plans for board review and action by October 2007
2.5 In partnership with others, provide computers, Internet access, and computer / software training to participants in the Council's educational, social services, and elderly housing programs. Offer courses on a per fee basis to Council clients and others.	Begin in fall of 2007; continue implementation thru 2010	President/CEO in partnership with MPS, the City, UWM, MATC, and others.	Submit plans for board review and action in October of 2007.

Section III: INFORMATION MANAGEMENT AND TECHNOLOGY ENHANCEMENT

The Council needs to create a culture that views information as a valuable asset. Scholars of information management² recommend that in a non-profit community-based organization, its board and key staff need to value information, make it a priority, and support it with appropriate resources and policies. A mini data summit conducted in late fall 2006 by the Council, in collaboration with Milwaukee's Non-Profit Center, reaffirmed this view, with participants urging that the Council place priority on improving its use of technology for administrative and educational purposes.

The Council needs an Information Management Action Plan to end its current fragmented approach to data management. The plan should delineate how to collect, store and use the information the Council needs to operate effectively, generate reports, proposals, and make good data-based programmatic, budgetary, fund development, and staff related decisions. It must also include strategies on collecting, analyzing, and effectively using external environmental data to inform decisions about how to best meet the needs of the

² Mark Osten of the Summit Collaborative provides good insights on how to develop a plan. See: http://www.dotorgmmedia.org/special_projects.html

community it serves; how to be a part of neighborhood economic development; and, how to make sound long-term decisions about facilities, other assets and acquisitions.

Implementation of such a plan requires an information management system that operates across all Council locations; consistency in the use of administrative computers, related accessories, printers, and other hardware; common software applications; and increase use of web-based data management. At present the Council is lacking in all these areas. To equip the organization with basic tools will require at least 32 new administrative computers, 9 laser printers, 8 basic color printers, a new server, and a common across-sites windows based operating system, such as Windows XP. These resources are needed to re-tool and bring up to date the technology in the entire organization.

Effective implementation of the plan will also require that staff be adequately trained to effectively use the technology and whatever information management system is adopted.

Good data and a more effective web presence will help the Council better serve its clients. It will also help the Council tell its story of long term service and commitment to Latino and other underserved sectors of the Milwaukee community.

Strategic Goal #3: *To develop a three-year Information Management and Technology Enhancement Plan to help strengthen the Council's technology infrastructure, improve client intake data and other outcomes data collection, analysis and reporting, improve use of demographic and environmental data, and develop an organizational culture that values data and uses it to assess its condition and the quality of its services.*

Objectives/Activities	Time Frame	Accountability	Measures of Performance
3.1 Develop a three-year Information Management and Technology Enhancement Plan that delineates: (1) The steps to be taken by the Council to institute a culture that views data as a valuable asset; (2) how the Council will acquire the technology it needs to strengthen its information management; and (3) how staff will be trained to effectively use technology to support the growth and effectiveness of the organization.	Begin in spring 2007 and continue implementation thru 2010	President/CEO; Vice-President/CFO; Technology consultants	Submit the three-year plan to the board for review in June 2007.
3.2 Conduct an assessment of administrative computing across all Council locations with help from UW-M's ENTECH program.	By May of 2007	President/CEO; VP/CFO and ENTECH	Report to the board on completion of this assessment in May 2007.
3.3 Seek funding from Foundations and other public and private sources to purchase new administrative computers equipped with an up to date operating system that can be used across all Council sites, and to purchase printers and other supporting technology.	By summer of 2007	President/CEO; Staff	Report to board on progress of this objective in August of 2007

3.4 Engage in partnerships with other organizations and agencies that provide computer and software training to the staff of non-profit organizations to ensure that Council staff is adequately trained.	By summer of 2007	President/CEO; Staff	Report to board on progress of this objective in August of 2007
3.5 Explore a partnership with another non-profit agency to share the cost of a full-time IT specialist to maintain the Council's technology and assist with the implementation of the Information Management Plan.	By July 2007	President/CEO	Reach agreement with other agency and hire an IT specialist by fall of 2007.

Section IV: INVOLVEMENT IN COMMUNITY PLANNING AND DEVELOPMENT

There is ongoing social planning and economic development taking place in the geographical areas served by the Council. The organization will secure a presence in such processes. The President/CEO is now a member of a Department of City Development committee formulating plans for the area.

There are also upcoming City and County initiatives in economic development, job creation and employment training that will affect the neighborhoods served by the Council, both in the south side and Riverwest/Holton Street areas of the city. The Council will seek to have voice in these initiatives, and will develop new programs and partnerships with other agencies and organizations to ensure its proper place in the delivery of pre-employment training and employment referral services for Latino and other adults.

To the extent that new resources allow it, the Council will engage in creating forums (*think tanks*) where community leaders and others gather to assess the economic, civic, social, cultural, and educational needs of the community, and to develop strategies for community development and improvement.

Strategic Goal #4: *To be part of social planning and economic development initiatives in progress in the near south side and northeast side of the city to attain greater visibility and influence as an organization and to position itself to offer new programs leading to expanded educational, housing, human services and employment opportunities.*

Objectives/Activities	Time Frame	Accountability	Measures of Performance
4.1 The Council will seek voice and participation in the forums where social, economic, and employment development, and cultural expression are being planned in the near south side and Riverwest / Holton communities, to secure its proper place as an organization that advocates for the residents of the area and the economically challenged.	Begin in February 2007	Staff and Board of Directors	Agency directors/staff and board members will join committees doing social planning, educational, economic, and employment development in the neighborhoods served by the Council.

4.2 The Council will engage in partnerships with other non-profits, the business community, social advocacy organizations, and cultural institutions to promote and develop new educational and pre-employment training programs and services that lead to improved economic opportunities and sustainable employment for its clients.	Begin in February 2007	President/CEO and Board	The Council will develop a list of its partnerships with non-profits, business, and social advocacy organizations and will periodically report to the board on how partnerships are working and improving delivery of services.
4.3 The Council will partner with other institutions, organizations, clients, and community leaders to promote a series of forums and mini summits to assess the needs of the community in areas such as social planning, education, housing, the aging, social services and health, and to develop collective responses with appropriate action plans.	Begin in summer of 2007 and continue through 2008	President/CEO, Board, and other community and institutional partners	A schedule of such forums and mini summits will be developed and presented to the board for review and action in May 2007.

Section V: FACILITIES DEVELOPMENT AND ACQUISITION

Over the next three years, the Council will pursue partnerships with the City, the County, and private developers involved with social planning initiatives in the geographical area it serves. Informed by these processes, the Council will explore how to improve and/or expand its properties and how to acquire or built new properties to house expanded and new programs and initiatives in strategically selected neighborhoods and locations. This is necessary if the Council is to reach a growing and mobile Latino community and other sectors of Milwaukee's economically challenged population.

Of particular importance is the involvement of the Council in the development that is taking place around the 614 W. National Ave. building, currently used as the Council's administrative offices and the home of the Social Services, Housing and Adult Education programs. This neighborhood is dramatically changing into an upscale *Latin Quarters* attracting investors, businesses, and the fine arts community. The Council's building is strategically located in the vicinity of the 6th street and National Ave. corridors, which enjoy bus lines and provide close and easy access to the south side of downtown, its economic development, and its cultural and business resources. Also accessible are the Milwaukee Area Technical College, the Public Museum, the Main Library, and the forthcoming Harley-Davidson Museum. The Council should promote access to these resources for the community it serves. It should also develop new programs that offer opportunities to acquire language skills and cultural competency to those new to the community or who work in agencies and institutions that serve Latinos and other ethnic/racial groups.

The Council will also re-assess the viability and soundness of where programs are located and whether certain programs should move to other locations. Specific instances requiring difficult decisions include:

1. In early spring of 2007 the Council will complete the process of adding the programs of the Aurora Weier Educational Center (AWEC) to its mix of programs. The AWEC is an educational and social service agency located in the northeast side of Milwaukee, a neighborhood with a population of some 3,100 plus Latinos that have been significantly underserved by Latino serving agencies, mostly located in the south side of the city. The Council's board of Directors passed appropriate resolutions in the summer of 2006 to guide merging actions, and added three members of the AWEC board to its own membership. The most important program located in the AWEC is the Aurora Weier Early College Bilingual High School. Plans are to combine the AWEC School with

Loyola Academy, and to create one school in the city's south side. During the spring of 2007, the board will have to make several important decisions regarding this particular merger.

2. To move other programs to the AWEC building, the Council will need to retire the mortgages and debt of the AWEC and purchase the building. By doing so, it will acquire a property it can use to provide services to Latinos and others in the Riverwest/Holton Street area. A potential benefit of this transaction is the acquisition of a building that will increase significantly in value because of new developments in the area where it is located (between real estate developments on Martin Luther King Drive to the west, Humboldt Ave. to the east, and Brewers Hill to the south). This will add to the Council's aggregate building equity, which it may later use to secure other properties or resources to further house expanded or new programs and services.
3. If the Council's board does not consolidate the AWEC School with Loyola Academy, it will have to decide whether to move the Loyola Academy high school to another building/location or to keep it where it is. The latter would require modifications to the facility to make it more apt for an expanded high school (and some after school adult programming). It would also require building of a gym. This in turn would require moving in part or in total the Head Start administration and the Head Start and Infant Toddler centers to another location. Merging the two high schools continues to appear as a better option. If this route is taken, the next action is to move the Guadalupe Head Start North and other educational and social services to the AWEC building.

An Ad Hoc committee comprised of board members, staff and other experts was convened to give special attention to facilities related strategies. The Committee met and explored possibilities that it wishes to pursue, after appropriate board authorization, for inclusion in a three-year facilities plan. Some of its proposals are included as objectives connected to Strategic Goal # 4.

Strategic Goal #5: *To develop and implement a Three-Year Facilities Development and Acquisitions Plan that will lead to an increase in the value of the Council's physical assets and provide improved and new facilities to deliver its programs and services.*

Objectives/Activities	Time Frame	Accountability	Measures of Performance
5.1 Conduct an appraisal of the value of each Council property and estimate the available equity.	Spring 2007	Vice President/Chief Financial Officer; Director of Housing	Produce report for board review by May 2007
5.2 Refinance current loans to attain significant reductions in interest rates	By end of 2006-07	Vice President/Chief Financial Officer; Director of Housing	Produce report for board review by May 2007
5.3 Develop a business plan delineating the possible acquisition of property around the 614 W. National building, with the goal of controlling the entire block to house new programmatic and economic development initiatives and to create facilities that can accommodate office and meeting space, and space for employment and professional development training on diversity issues, language and cultural competency.	Ongoing over next three years	President/CEO, Staff, Facilities Committee	Complete and submit a business plan for board review and action by June 2007

5.4 Explore benefits and/or shortcomings of expanding Loyola Academy high school at its current location and moving Head Start and related programs currently in the Loyola complex to a new locations	Spring 2007	President/CEO, Staff , Facilities Committee, Consultants	Complete report for board review and action by April 2007
5.5 Acquire the Aurora Weier building; move out the AWEC school; move Guadalupe North Head Start Program to AWEC, as well as various staff to provide basic educational and social services to the Riverwest/Holton Street neighborhood.	Moves to take place in Summer 2007	President/CEO, Director of Head Start and Director of Social Services	Develop a plan delineating purchase of AWEC building for board review and action in March 2007. Develop moving plans and plans for new services for board review and action by April 2007
5.6 Explore addition of a housing complex in the south side to provide affordable and safe senior housing to the mentally ill, with wraparound bilingual social and human services	Spring 2007	President/CEO, Staff, Facilities Committee, Consultants	Complete plans for board review and action by June 2007
5.7 Explore adding an affordable housing program that provides bilingual wraparound social and human services to low to middle income families in the area of that runs from 6 th and Virginia to 20 th and National Ave.; turn this into a larger economic development strategy to develop workers for new jobs created by planned development in the area.	Ongoing planning over next three years; complete by 2010.	President/CEO, Staff, Facilities Committee, Consultants	Complete plans for board review and action by June 2007
5.8 Explore establishment of a new housing complex for low income elderly in a location in the Riverwest / Holton St. area of the city, which is close to the Aurora Weier Educational Center.	Ongoing planning over next three years; complete by 2010	President/CEO, Staff, Facilities Committee, Consultants	Complete plans for board review and action by June 2007

Section VI: PERSONNEL POLICIES, PROFESSIONAL DEVELOPMENT, COMPETITIVE SALARIES AND AFFORDABLE MEDICAL BENEFITS

An organization with such important and challenging purposes needs to function effectively and with fairness towards one of its most valuable assets: its own employees.

The Council lacks an internal management system to address personnel issues in a systemic and equitable manner. To truly support, nurture and develop the staff of its diverse program mix, the Council needs an Office of Human Resources.

The Council will update its personnel policies and procedures consistent with the principles of learning organizations. It will create additional opportunities to support staff in becoming more effective and successful on the job, and to improve and/or expand their professional preparation.

Currently, the Council's salary schedule and employee benefits package are not competitive nor equitable in regards to fair pay for the type and level of work perform. The organization will evaluate its own employee compensation and benefits system and will take action to make these competitive. It will also develop strategies to secure operational resources and funding streams that can help implement these goals.

Strategic Goal #6: *To make improvements in personnel management policies and procedures, personnel retention, support and professional development, and to become competitive in both compensation and affordable employee medical benefits.*

Objectives/Activities	Time Frame	Accountability	Measures of Performance
6.1 Create an Office of Human Resources (HR) to centralize all employment actions, documentation, orientation and the administration of personnel procedures in one location in the organization, while working together with all program Directors and managers.	Create the new Office of Human Resources by March 2007	President/CEO, VP/CFO	Report to the Board on the creation of the office of HR, its staff and functions in April 2007
6.2 The new office of HR to lead a revision of personnel policies and procedures, and an assessment of compensation and benefits.	May 2007 to September 2007	Office of HR; Board members; HR consultants	Report with recommendations for board action by October 2007
6.3 Develop a three-year action plan for improvements in personnel compensation and benefits at all levels of the organization.	Complete plan by September of 2007	Office of HR, President/CEO, VP/CFO, board members	Submit plan for board review and action in October of 2007.
6.4 Each department/program in the organization will prepare a professional development and succession plan that provides individual staff members with opportunities to prepare for organizational upward mobility and personal development.	Each department / program to submit plans for review by October of 2007.	Office of HR, President/CEO, VP/CFO	Summit report to board summarizing professional development and succession plans by November of 2007.

Section VII: REVENUE STREAMS & NEW CAPITAL DEVELOPMENT

During the last decade, funding opportunities for CBOs became more competitive, data and results driven and, more than often, determined by aggressive marketing of programs and services. During this period, the Council began to lag behind other community based organizations led by leadership more aligned with the competitive and business-like disposition of the times; it also experienced diminishing capacity to attract resources to support its programs and lost funding due to poor fiscal and reporting practices. The organization also failed to engage in systemic fund development, relying, mostly on consultants to write grants to support existing programs, and suffered financial setbacks because of its billing practices for services already provided.

In the last three years, new fiscal leadership in the Council put in place strategies that eliminated end-of-year deficits. But no new funds were secured to support programs already operating at a minimum or to offer new services needed by its clients.

The Council needs a three-year revenue and capital development plan that will serve as a blueprint leading to improved solvency and financial stability, revenue streams that adequately support and expand existing programs and the creation of new ones. It also needs to build its reserves and investment capital, and it needs to assess its equity to determine how much of it can be use to leverage the maintenance of its properties and new acquisitions. Such a plan must also secure sufficient resources to adequately compensate staff and to improve benefits, if the Council is to recruit and retain a quality workforce.

The President/CEO, staff and board will complete the plan by May of 2007. By July of 2007, the Council will secure funding to create an **Office of Development and Grants Management** to begin implementation of the plan. This office will be initially staffed with a strong fund developer that takes the lead in grant writing and a giving and capital campaign. S/he will also assist the President/CEO with organizational and program marketing. Over the next three years, the office will be expanded with a grant writer and other support personnel working on capital campaigns. Under the leadership of the President/CEO and board members, this new Office will also explore establishing an endowment for the organization.

Concurrent with the implementation of these broad revenue development goals and objectives, the Council will immediately work to develop a stronger infrastructure to support its day-to-day growth efforts. It will assess the fiscal viability of its current programs and proposed new programs; increase its proposal writing, networking, and reach to foundations and the private sector; aggressively pursue funds from state, county and federal agencies; partner with other community-based organizations to bring more of these resources and services to the community; and explore new program initiatives that can be initially supported by foundations, grants and the private sector and that can generate revenue based on a fee for service approach. All new initiatives will advance the mission, vision, and core values of the organization, increase program revenues, and create new funding streams to increase unrestricted funds and the Council's reserves.

Strategic Goal # 7: *To develop a Three-Year Development Plan that helps to increase the Council's revenues, investment capital, assets and reserves to support its growth, reach, and effectiveness, and to better meet the needs of the community it serves.*

Objectives/Activities	Time Frame	Accountability	Measures of Performance
7.1 Conduct an assessment of the fiscal viability of every program to determine long term potential, funding needs, and fiscal efficiencies needed to attain savings in spending.	By end of FY 2007	President/CEO; Vice-President/CFO; Board of Directors	Complete report for board review and action in May 2007
7.2 Establish an <i>Office of Development and Grants Management</i> with a director and proposal writer.	Hire Director of Development by July 2007; continue expansion of the office thru 2008	President/CEO; Board	Development Office begins operating in July 2007

7.3 Include specific strategies within a Three-year Development Plan to increase new funding over the next three years. On average, the Council will increase its revenues by \$500,000 in 2007-08; by \$1 million in 2008-09; and by \$1.5 million in 2009-10.	Complete plan by June 2007	President/CEO; VP/CFO; other staff; Board of Directors	Board review and action on fund development campaign plans by May 2007
7.4 Recruit at least three new board members with financial and fund development experience	By March 2007	Board of Directors	Three new board members added by March 2007
7.5 Submit at least 8 new proposals seeking new funding for programs and services before end of 2006-07.	By June 2007	President/CEO; Staff	Board to receive report on proposals submitted by June 2007
7.6 Explore transforming every major Council activity into a fund raising event starting in January 2007	Ongoing	President/CEO; Staff	Board to receive report at end of year on results of this objective
7.8 Develop a strong giving campaign that creates a culture of giving to support the Council among board members, staff, and those served by its programs and activities.	Include strategies in Development Plan and start giving program in spring 2007	President/CEO; board, staff; new Office of Development staff	Board to receive periodic reports on progress of this objective.
7.9 Explore partnering with for profit developers when such ventures have the potential of increasing the Council's revenue streams	Ongoing	President/CEO; Vice-President/CFO; Directors and board members	Review partner-by-partner-arrangements at regular board meetings
7.10 Begin a process to establish an endowment to support Council programs by 2010.	Fall 2008	President/CEO and Board of Directors	Board periodic review of status of this strategy.
7.11 Expand selected programs (e.g., schools, Head Start, adult education, food service, etc.) as means to increase program revenue and administrative operational costs	Ongoing over next three years	President/CEO and staff	End of year board review of implementation of this objective
7.12 Explore creation of social business enterprises as a means to generate unrestricted funds to support Council programs and future growth	Ongoing over next three years	President/CEO, staff, and board	End of year board review of implementation of this objective

Section VIII: ORGANIZATIONAL IMAGE-COMMUNICATION OF PLAN

In spite of the Council's history of over 40 years of advocacy, service, and sponsorship of very visible events in support of families, children, the aging and immigrants, there continues to be a limited awareness in the broader Milwaukee community about its mission and offerings.

Funding sources and local and state agencies know of the Council, but appear unaware of its centrality in meeting the needs of a growing Latino community. To date, they have provided very limited fiscal support.

Presently the Council exist in the shadow of organizations in the Latino community that have evolved into highly visible providers of specialized services and entities that are politically active and influential among funding sources, the corporate sector and government. Some have developed great capacity to attract funds; constructed new facilities that give them much exposure and visibility; market themselves very well; and, yes, serve well the community. But alone they cannot meet the large need for educational, housing and social services. There is little doubt that the Council provides services that most other organizations do not, and the community is served well through its initiatives.

Therefore, over the next three years, the Council must improve its visibility and expand its social and political influence, it must position itself to secure funding for programs and services that address unmet needs, and it must communicate much better its mission, plans for the future, information about its programs and services, and its centrality in the affairs of the community. It must also play a lead role in promoting partnerships among non-profits, government service providers, and funding sources committed to the needs of the community, to give coherence to efforts to empower the economically and socially challenged.

The Council must treat this strategic plan as a blueprint for the future and an organizational tool that will help improve its image in the community it serves and beyond.

Strategic Goal # 8: *To more effectively communicate with clients, the community at large, funding sources, and other service providers regarding the Council's mission, programs, and plans for the future through marketing and image campaigns, a new web page, and a stronger presence in the community.*

Objectives/Activities	Time Frame	Accountability	Measures of Performance
8.1 The Council will develop a awareness/marketing plan to disseminate the strategic plan and the new direction it signals for the organization; the plan will include strategies to broadly advertise Council programs and services through new brochures, informational flyers, radio, television, and other Media.	Develop plan by April 2007; sustain an awareness campaign over next three years	President/CEO; new Office of Development; Staff and Board members	Awareness/Marketing Plan to be submitted to the board for review and action in May 2007; staff will revise and enhance the plan every year over the next three years, and to evaluate its impact.
8.2 The Strategic Plan will be made available on the new organization's website together with other documents delineating actions specific to its implementation.	March 2007	President/CEO	The plan and other documents will be posted on Council's new web site by March of 2007

8.3 The Strategic Plan will be widely distributed among Council stakeholders electronically, and hard copies available at every Council location where services are provided; meetings with staff and focus groups will be conducted with clients.	Begin in May of 2007; ongoing over the 2008	President/CEO; Staff and Board members	Develop feedback protocols to be collected and analyze in periodic reports to the board. Make such feedback part of data collection on Council services, and on clients perception of the new directions in the organizations
8.3 Copies of the full or abbreviated plan will be made available to donors, potential collaborators, vendors/suppliers; meetings will be held with funding sources to explain the plan and resources needed for its implementation.	Begin in March 2007; continue over the rest of the year. Sustain discussions and dissemination on new strategic direction over the next three years.	President/CEO; Staff and Board	There will be documented meetings with every major funding source and Foundations in the Milwaukee area. The board will receive periodic reports on implementation of this objective.
8.4 Highlights of plan will be distributed to the media through a general press release; meetings will be held with mainstream Media representatives and Latino Media (TV, Radio, written press).	Begin in March 2007; continue over the rest of the year.	President/CEO; Staff and Board	There will be documented meetings with Media. The board will receive periodic reports on implementation of this objective.