

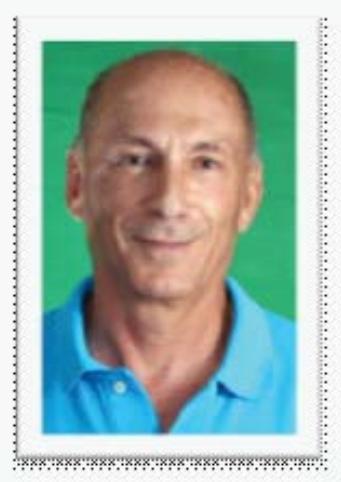


# Our Legacy, Our Future.

2023 - 2025 Strategic Plan

[www.centrohispano.org](http://www.centrohispano.org)

# Our Legacy, Our Future.



Though the influence and potential of Latinos in our community may have been news to some, the Centro Hispano's tireless work for over half a century has been rooted in belief of the community's strength. At the Centro Hispano we know that the work that we do on the local, regional, and state level is important. Mobilizing a community doesn't start with the federal government. It starts with neighbors, friends, and family coming together and speaking out about the issues that affect their daily lives.

The work of Centro Hispano across the county is at the foundation of our successes and our mission. From our work addressing food insecurities among our most vulnerable children, to safe guarding our senior citizens, and bringing our community together with National partners like the Harwood Institute on Public Innovation. Now more than ever, the strength of our community depends on the strength of the Hispanic community. Please join and support the Centro Hispano in propelling our mission of service in the community forward.

*Bradley Hall*

**Board Chair**



*Michael Toledo*

**President & CEO**

## CORE VALUES

- C:** Convener
- E:** Empowerment
- N:** Navigator
- T:** Transformative
- R:** Resourceful
- O:** Openhearted

## MISSION

To support and enhance the acculturation of the Latino population in the Greater Reading area through collaborative initiatives designed to enable individuals and families to improve their quality of life and the quality of life in their communities.

## VISION

*Centro Hispano inspires the community to embrace its diversity, and to attain its utmost potential through a shared future.*



# **STRATEGIC IMPACTS 2023-2025**



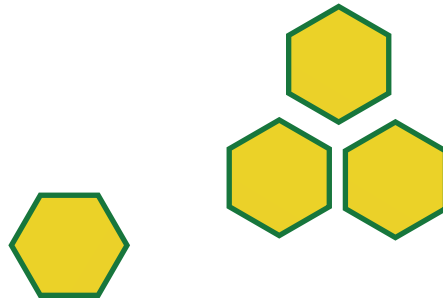


# HEALTH

## Food Security & Health Equity

**Priority:** Improve health outcomes in Berks County through scaled access to nutritional meals and healthcare resources.

Increase nutritional meals served to the most vulnerable children & seniors in the county by 10% year over year. Preparing and distributing 3000 meals served daily in 2022 to 4000 served in 2025.



Serve as a premier access hub to internal and external health and wellness resources through strategic partnerships and in-house expertise to reach over 500 families annually.

# SAFETY

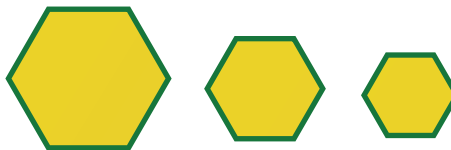
## Personal Wellness & Safety

**Priority: Create safe spaces for community members to thrive socially and emotionally.**



Increase breadth and depth of wellness programming for our community. Including on-site community education programs & resources for at risk youth & families as well as establish new satellite branches to meet the demands of Berks County's aging population.

- o Centro's core program participation will increase by 15% year over year.
- o Centro will pilot youth & family violence initiative impacting 250 city youth in 2023.



Establish strategic partnerships to meet the social and emotional wellness needs of various demographic populations in Berks County. Emphasize and apply trauma-informed care practices, education and support to all crisis intervention cases through our Information & Referral program to build a stronger sense of community, belonging and trust.



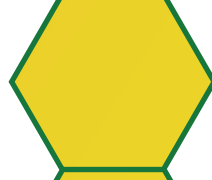
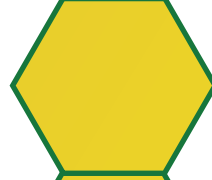
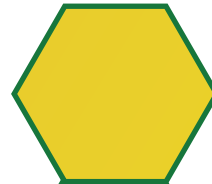
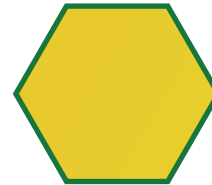
# EDUCATION

## Upward Mobility & Workforce Readiness

**Priority:** Scale workforce readiness to ensure that every client obtains a specific and achievable plan for their future



Centro serves as both a provider and resource hub to develop labor and career readiness skills. Offer year-round formal and informal training opportunities for lifelong learning and social mobility.



Build capacity among 50 community leaders to Champion and be more effective in enhancing educational outcomes for youth in school and beyond.



The background features a pattern of hexagons in shades of yellow and orange, arranged in a honeycomb-like structure. The hexagons are outlined in a dark green color. The pattern is most dense on the left side and becomes sparser towards the right.

# **THREE-YEAR OBJECTIVES & STRATEGIES**

# HEALTHY BERKS

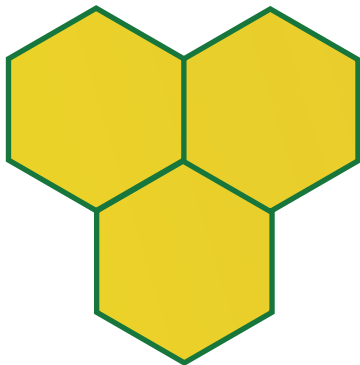
Expand and promote better impacts for the health of Berks County

## 2023-2025 OBJECTIVES

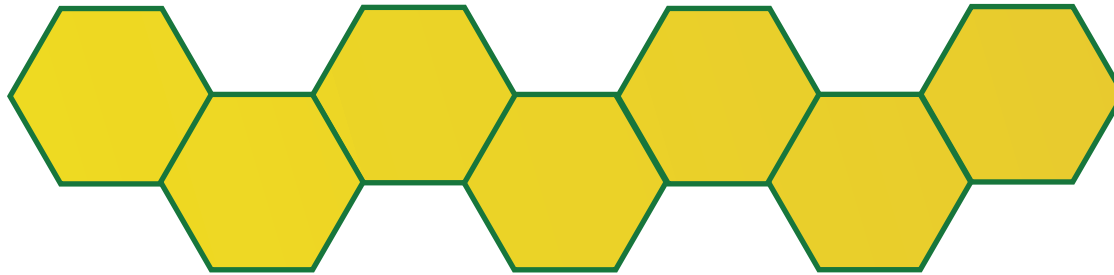
- Create value: Increase Marketing and communication efforts countywide beyond our social media platform.
- Strengthen County Partnerships: Embrace 5 new partners to help scale services countywide.

## 2023-2025 STRATEGIES

- Facilitate shared vision and direction across the County.
- Strengthen Partnerships and deepen relationships with stakeholders.
- Streamline and coordinate communications across the County.
- Increase efficiencies and scale services to support vulnerable communities countywide.







# **STRONGER CENTRO**

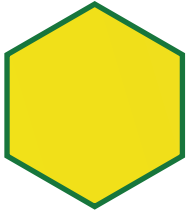
**Strengthen programs & partners to work together  
to achieve quality results**

## **2023-2025 OBJECTIVES**

- All staff, volunteers, board plus partners will be on-boarded and trained year-round.
- Strengthen Centro's Board and Board committees.
- 100% of client facing staff will be trained in trauma informed care.
- Provide Corporate Volunteer Opportunities 4 times per year.
- Create an employee engagement council.
- Reach annual public and private revenue targets.

## **2023-2025 STRATEGIES**

- Acquire top talent and build leadership pipelines, with a focus on diversity.
- Deliver effective centralized orientation for key roles.
- Strengthen outcomes/impact & aligned to key priorities.
- Hire RD/HR professionals and build a stronger leadership team.
- Rebalance RD's revenue distribution to ensure long-term sustainability.

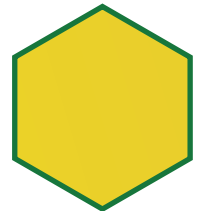


# STATEWIDE INFLUENCE

Establish Centro Hispano as a recognized leader in  
the commonwealth

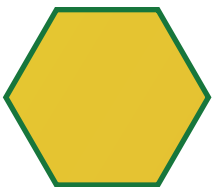
## 2023-2025 OBJECTIVES

- Increase advocacy efforts statewide.
- Increase Centro brand awareness along the 222 corridor.
- Increase Public funds locally to support Centro's mission and its partners.
- Coordinate 1 statewide advocacy partner annually on efforts along the 222 corridor.



## 2023-2025 STRATEGIES

- Lead an Advocacy day event in Harrisburg for Latino serving institutions.
- Execute a consumer-facing multi-channel (focus on digital) marketing campaign.
- Collaborate on a Latino leadership communication plan.
- Execute a statewide advocacy plan leveraging existing and new partners.



# A UNIFYING VOICE

Strengthen Centro's internal & external capabilities  
to deliver on our mission

## 2023-2025 OBJECTIVES

- Build a talent pipeline with intentional support from local universities and school districts.
- Engage community partners across sectors to collectively focus on addressing community education agenda
- Hire staff with specific niche skills/capabilities to serve the staff and clients

## 2023-2025 STRATEGIES

- Formalize 2 MOU's with 2 of the 5 Colleges in Berks County.
- Enhance alignment with National Latino Led Organizations.
- Adoption of findings in Harwood Report to leverage opportunities for strategic community partnership.
- Leverage surveys to collect employee & partners perspectives and chart progress on measures



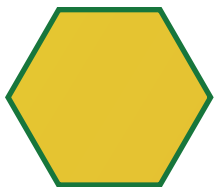
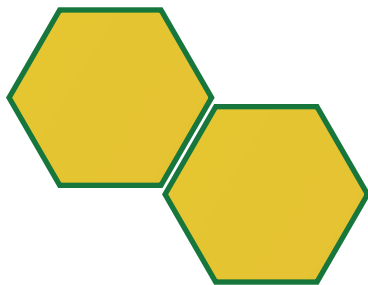
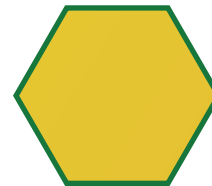
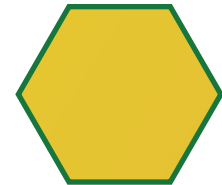
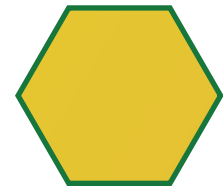
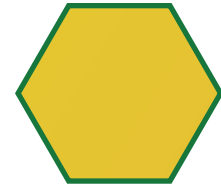


# 2023/24 SHARED GOALS

## CENTRO'S METRICS

### Growth

- Grow senior center average daily attendance by 10% this year. (Add current #)
- Increase core program participants served by 15% this year. (Add current #)
- Grow average of daily consumers served from 800 in 2022 to 900 in 2024.
- Establish 10 new formalized MOU partnerships with CBOs in the community.
- Grow Board membership from 8 to 11 Board members.
- Grow Budget sustainability from \$3M to ~\$4M



## FINANCIAL STRENGTH

- Raise \$200K in private revenue by 2024 (\$500K by 2026)
- Secure grant funding \$500K by 2024 (with \$1M by 2026)
- Raise \$500K in government funding in 2024. (\$1M in public revenue by 2026)
- Manage operating expenses to achieve targeted goals.



**2023-2024  
PRIORITY  
INITIATIVES &  
MEASURES**

# HEALTHY BERKS

## Expand and promote better impacts for the health of Berks County

- Develop and execute a multi-year messaging plan aligned with Centro's mission, including Centro's Strategic Plan.
- Adopt 3 Key collaborative goals to build a Healthier Berks for All with community agency partners.
- Participate in 3 community wide events to build positive narrative & experience and Centro's brand.

# STRONGER CENTRO

## Strengthen programs & partners to work together to achieve quality results

- Develop & coordinate annual training plan for staff, volunteer, board and partners.
- Hire Resource & Development Vice President and grants manager to build Centro's sustainability plan.
- Hire HR professional to develop and support HR protocols/performance evaluations/trainings.
- Finalize Centro's Value statement aligned with mission and future direction to support implementation of the Strategic Plan.
- 100% client facing staff trained in trauma informed care practices.
- Launch an employee resource/engagement Group.







# STATEWIDE INFLUENCE

## Establish Centro Hispano as a recognized leader in the commonwealth

- Establish relationships with other Latino serving organizations along the 222 corridor.
- Work with leaders at the State level to assess State funding for Centro and its partners.
- Define market geographies in Berks for growth with a collaborative approach.
- Develop a countywide voter's education and enrollment plan to ensure increased Latino electoral participation.

# A UNIFYING VOICE

## Strengthen Centro's internal & external capabilities to deliver on our mission

- Strengthen current staff knowledge with additional training opportunities for growth of Centro.
- Identify & support future leaders to build leadership capacity within the community.
- Become the convener of resources, support, and the go-to Latino organization for all institutions.
- Create a one-stop service environment that is user friendly, seamless and outcome driven.
- Increase corporate engagement opportunities to provide learning and giving opportunities with various communities.

# January 1 2023 – June 30 2024

# CENTRO HISPANO SCORECARD

HEALTHY BERKS	GOAL	Current result	+/- goal	% to goal	Notes
<b>Build 2-3 Key collaborative Initiatives that support the community County wide</b>	Expand three new schools for Abriendo Puertas parent engagement program through collaborations with 21st Century, Communities in Schools and Pathstone				
	Multidisciplinary approach to health and wellness by inviting five new providers to Centro to discuss potential partnerships				
	Partner with three new organizations for new youth & family programming focused on trauma-informed care and violence prevention				
<b>Market Centro SP through multiple platforms</b>	Establish budget for marketing materials and swag				
	Hold in person/virtual town halls in the community				
	Participate in 3 local community events including a Be Wise event				
	Invest in information board for the community				
	Create a media marketing calendar to have a more concrete communication timeline with community.				
	Hold social media training for senior leadership team to optimize marketing of Centro Hispano.				
<b>Expand health equity programming through community partners</b>	Formalize agreements with healthcare providers partnering with Centro (safeguards in place for our seniors) <i>**Talk with Jeannie about this</i>				
	Host/Organize quarterly health/ employment/ resource/ engagement events/ fairs				

<b>STRONGER CENTRO</b>	<b>GOAL</b>	<b>Current result</b>	<b>+/- goal</b>	<b>% to goal</b>	<b>Notes</b>
<b>Increase Board Membership through 2025</b>	Increase board membership by 2 in 2023				
	Increase board membership by 2 in 2024				
	Increase board membership by 2 in 2025				
<b>Develop Strong Board Committee with active committees by 2025</b>	Work with PANO to provide board training to support the development of active board committees				
<b>Hire RD VP and Grant Manager by 2023</b>	Work with Berks Regional Chapter of the Association of Fundraising Professionals to identify potential Development and Grant Writing Manager				
<b>Align Performance Evaluation for Staff and Board with SP Goals</b>	Goal for '24: Review benefits and compensation plans for staff/management to improve recruiting and retention				
	Work with HR consultants to review current job descriptions of staff/management to assess current and future needs to better align with mission				
<b>Increase Centro's fundraising capacity to meet growing program needs</b>	Increase unrestricted funds by 20% \$160,000 through Gala and Breakfast of Thanks event in 2024 through corporate giving.				

<b>STATE INFLUENCE</b>	<b>GOAL</b>	<b>Current result</b>	<b>+/- goal</b>	<b>% to goal</b>	<b>Notes</b>
<b>Raise 1 Million Dollars of new State/Fed by 2024</b>	Goal for '24: In collaboration with elected representatives identify and pursue grants to raise 1 million new funding to support SP objectives.				
<b>1-3 Statewide collaborative advocacy efforts</b>	Goal for '24: Voter engagement projects. Record 3 PSAs for voter engagement around elections and distribute via social media platforms.				
<b>Work through corridor with other organizations</b>	Identify and collaborate with 2 organizations in Lancaster/Allentown				



<b>A UNIFYING VOICE</b>	<b>GOAL</b>	<b>Current result</b>	<b>+/- goal</b>	<b>% to goal</b>	<b>Notes</b>
<b>Develop Year Round training for Staff(2023), Volunteers(2024), Board(2023) and Partners(2025)</b>	(STAFF) Work with Chamber Alliance, PANO, Corporate partners and HR consultants on identifying online training opportunities. Work with HR to develop a list of training areas both general and organization specific topics.				
	(BOARD) Work with PANO to create an on-boarding training for board members to better understand what is expected as a Centro board member.				
	(PARTNERS & VOLUNTEERS) Create a fact based video that explains the history and future (SP) of Centro Hispano, and include many opportunities for potential partners/volunteers. Use these opportunities to access new employees as well.				
<b>Develop 4 corporate partners that leads to volunteer experience and a corporate gift by 2025</b>	Identify corporate partner to participate in volunteer opportunities at Centro.				
	Ask a new corporate organization to consider participating on the next event, using coverage as door opening.				
	Work with Chamber Alliance and board to create list of possible new corporate giving opportunities.				
<b>Engage the community as the go-to for information, education, and workforce growth.</b>	Activate the Employee Engagement Team.				
	Create one stop service environment that is user friendly, seamless and outcome driven with a computer lab that is available to community.				
	Identify through community partners/local institutions of higher education a computer knowledgeable technical support specialist to assist the lab and staff. Research best practices for apps to help community.				
	Reach out to all COB organizations in the area to get most updated contact information and programs/assistance provided. Create the same thing for Centro.				

# THANKS TO ALL THAT CONTRIBUTED TO THIS STRATEGIC PLAN EFFORT

## Centro Leadership Team

Mike Toledo  
Ineavelle Ruiz  
Rick Olmos  
Laura Cordero

## Board Members

Brad Hall, Board Chair  
Desha Dickson , Board Vice Chair  
Leo Martinez  
Raquel Lopez  
Jenn Rivera  
Dr. Latrice Mumin  
Dr. Yamil Sanchez  
Pablo Tejada

## Former Board Members

Johanny Cepeda-Freitz  
Don Smith

## Staff Members

Rosa Mejia-Cruz  
Herman Colon  
Darimar Pena-Nolasco  
Jeannie Rubero  
Marleny Jimenez  
Margarita Cosme  
Neftali Rivera  
Omar Panchame  
Guadalupe Munoz  
Marcelino Colon

## Community Participants

Gabriela Raful  
Waldo Alvarado  
Todd Reinert  
Dr. Raquel Yiengst  
Dan Langdon  
Karen Rightmire  
Kevin Murphy  
Sue Perrotty  
Jeff Russ  
Sandy Solmon  
Chris Heinly  
Jessica Jones  
John Kramer  
Heather Adams

## Corporate Partners

Highmark Wholecare  
Customers Bank  
White Star Tours  
Aetna  
Carpenter Technologies  
Bodden Construction Group  
First Energy  
Comcast  
Sweet Street  
UGI Energy Services  
Truist  
East Penn

United Healthcare  
Fulton Bank  
Gage Personnel  
Boscov's  
HGSK Attorneys  
Reading Fightin' Phils  
RKL Advisors  
The Rockland Group  
Visions FCU  
Greater Reading Chamber Alliance  
Ethosource Office Furniture  
Giorgio Mushroom  
Penn Entertainment  
Novick Corporation  
Herbein CPA  
SAFEberks  
Reading Area Community College  
Reading School District  
Reading Hospital  
Tower Health  
Tompkins Bank  
Schlouch Industries  
Weidenhammer  
UPMC Health Plan  
Kozloff Stoudt Attorney



## Centro Hispano Daniel Torres

PO Box 8652

Reading, PA 19603

### CASA Senior Center

25 N 2nd Street, Reading, PA 19601

M-F 8am - 4pm

### Information & Referral

201 Penn Street, Reading, PA 19601

M-F 9am - 12pm, 1pm - 5pm

[www.centrohispano.org](http://www.centrohispano.org)



**EL CENTRO ... the HEART of Reading**