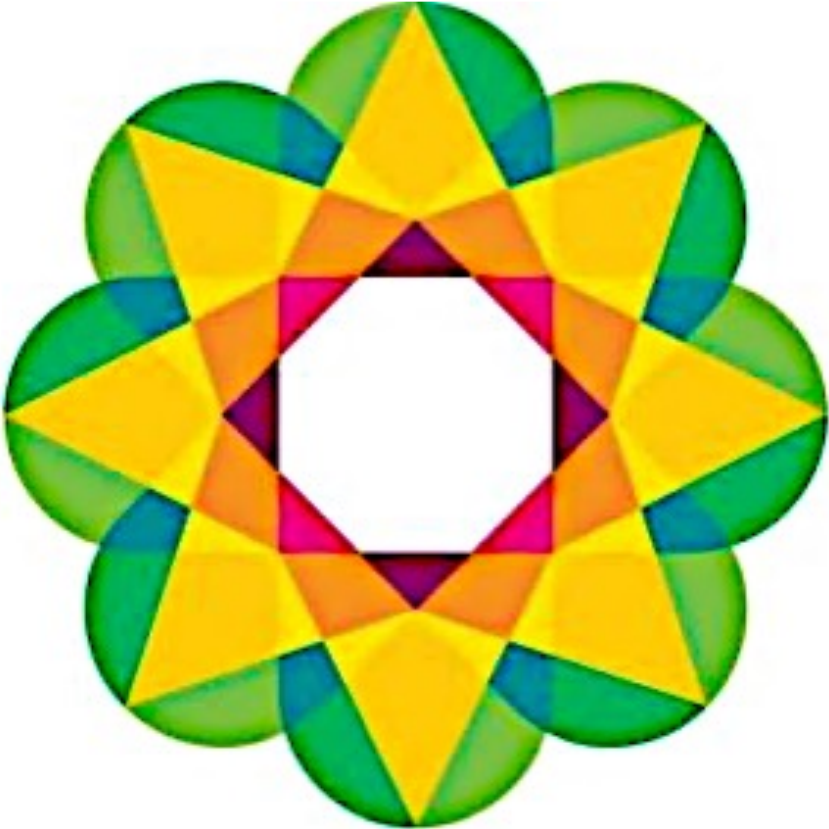


Hispanic Center of Western Michigan

Strategic Plan Overview 2022-2025

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Hispanic
Center of
Western
Michigan

Strategic Plan 2022-2025 WHO WE ARE

Our Story

Founded in 1978, The Hispanic Center of Western Michigan is a non-profit organization serving the needs of the Latino population and broader community. We strive to provide an avenue for education and openness to promote dialogue about the distinctions and values from different nationalities and cultures.

We focus on the common thread that unites all people: a desire for understanding and respecting and celebrating our differences. The way we do this is by advocating for the dignity of every individual, providing access to services that create equity, and investing in relationships within the community to ensure that our services continue to impact lives.

Located in the heart of Roosevelt Park, the largest Latino neighborhood in Grand Rapids, the Hispanic Center is able to serve more than 30,000 individuals directly and through our community outreach efforts. Not limited to Grand Rapids, we seek to address the needs of Latinos across Western Michigan. The staff is completely bilingual and multi-cultural. We understand our Latino neighbors, connect with them and work to achieve self-sufficiency together.

The Hispanic Center of Western Michigan is entering a new stage in its maturity as an organization. Under new leadership, the HCWM has achieved financial and organizational stability and is primed for growth and greater impact on the community we serve.

This document includes an overview of our Strategic Plan that will guide the HCWM over the next 3 years to serve the Latino community sustainably and with an unrelenting focus on the mission.





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Michigan

Strategic Plan 2022-2025 OUR MISSION



Empowering the
Hispanic
community
to achieve equity,
self-sufficiency
and personalized
prosperity.





Our Diverse Community

Central to our Strategic Plan are the clients we serve today and into the future.

The Hispanic Center of Western Michigan proudly serves a diverse Latinx community that come from different backgrounds. The majority of our clients come from varying Hispanic / Latin American countries including Mexico, Guatemala, Venezuela, etc. They are generally first, second or third generation immigrants whose first language is Spanish and in some cases their native dialect.

Our holistic approach to our services seeks to target all household members from early childhood to those in their senior years.

Due to the variance in client needs and our limited resources, we have learned the importance of listening to our clients' needs to ensure our programs meet client expectations and are effective.

Percent Hispanic or Latino
by County: 2020
Michigan: 5.6%



Michigan counties

Oceana County	15.4%
Van Buren County	11.9%
Kent County	11.4%
Ottawa County	9.9%
Lake County	9.9%
St. Joseph County	8.9%
Saginaw County	8.9%
Ingham County	8.6%
Lenawee County	8.5%
Allegan County	7.8%



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Strategic Plan 2022-2025 OUR TEAM

A Shared Passion for our Mission

Our committed and talented team at the Hispanic Center of Western Michigan is comprised of over 200 full and part time Staff, Leaders, Board Members, Contractors and Volunteers who share a passion for our mission and the communities we serve.

All HCWM Staff Members are bi-lingual and multi-cultural, reflecting the communities we serve. Our 50+ contractors and 100+ volunteers help us reach more community members, increasing our impact and improving outcomes.

Included in our 3-Year Strategic Plan is a focus on our people and culture. Our goal is to become the “non-profit of choice” for people who want to be a part of and contribute to our mission and the communities we serve.





Values Led and Community Focused

The Hispanic Center of Western Michigan strives to create a welcoming, open, transparent, and safe environment where staff and community members can grow, feel empowered, and thrive. As part of the Strategic Planning process and through a series of leadership meetings and staff retreats that encouraged our staff to voice their concerns, opinions and ideas, we created and finalized six core values and supporting behaviors.

These values give us a common language for our organizational culture and help us hold one another accountable for how we interact internally and externally.



ACCOUNTABILITY

- Be self-aware
- Set goals and hold each other mutually accountable
- Work effectively together to achieve excellence
- Honor commitments
- Communicate expectations clearly
- Acknowledge mistakes and discuss them



MUTUAL RESPECT

- Embrace dignity
- Speak honestly and with empathy
- Listen intentionally



BOLDNESS

- Adapt and respond to needs with intentionality
- Anticipate and create innovative solutions to problems
- Take courageous action
- Amplify community voices



GROWTH & WELL-BEING

- Help individuals achieve their own definition of prosperity
- Encourage and support the continuous pursuit of learning
- Give and receive candid feedback



COLLABORATION

- Engage our community to inspire programming & solutions
- Drive cross-functional collaboration to provide holistic solutions
- Create partnerships that expand the impact of our work
- Seek different ideas and perspectives to strengthen our decision making



INCLUSION

- Respect and celebrate differences
- Challenge stereotypes
- Be a proactive upstander
- Listen and learn from others' life experiences



Optimizing Programming Impact

Providing some of the most requested services, the HCWM takes a holistic approach to assessing each family's needs, providing case management, education and tools to break down barriers that prevent access to community resources. We are equipped to assist in navigating complex processes and systems and provide support to elevate our community to become self-sufficient, independent and an active member in their neighborhood. Our 3-Year Strategic Plan aims to assess current programming and determine how to create even more impact for the community we serve.



FAMILY SUPPORT SERVICES

Trusting relationships are built with individuals to support them and their families as they navigate the complex systems and processes of community service providers to meet their basic human needs. The unique circumstances of each individual and their family are assessed, and a plan of action is developed to increase awareness of community resources and connect them to the services aligned with their needs. Coordinated access to multiple types of services helps remove cultural and language barriers, improving outcomes and the enhancing the well-being of those served. Individuals receive specialized support to effectively navigate complex legal systems in the local community and to prepare and file legal documents. Services are provided to help individuals and their families effectively navigate U.S and foreign obligations related to immigration and citizenship.

The three main initiatives under this program are:

- Community Navigation
- Civil and Human Rights
- Health and Wellness



LANGUAGE SERVICES

For over 40 years, our team has provided culturally-specific and industry-leading experience to break communication barriers and guarantee confidential, accurate, and efficient language services for clients all around West Michigan. Language services generates revenue that is reinvested in the Hispanic Center to support all other operations.

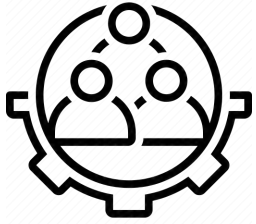
- Translations are available in 80 languages
- On demand interpretations are available in over 200 languages
- More than 50 interpreters and translators



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Strategic Plan 2022-2025 PROGRAMMING

Optimizing Programming Impact



WORKFORCE DEVELOPMENT SERVICES

Our Career Development Specialists provide our clients with support to access to programming, case management services, and technology that supports individuals find, secure, and maintain employment. Through different career services such as resume building, interview practice, job search help, etc. we set up our clients for success when entering the workforce.

Assistance to navigate employment related systems and agencies such as the U.S. Citizenship and Immigration Services and the State of Michigan Unemployment Insurance Agency is also provided.

The Hispanic Center of Western Michigan develops and maintains community relationships with local businesses and organizations to increase access to employment opportunities and advocacy for our clients and work towards the mutual goal of developing a vibrant workforce.

We also act as a technology hub, providing community members with the access to computers and internet needed to fulfill employment related tasks and responsibilities.



YOUTH & EDUCATION SERVICES

The Hispanic Center of West Michigan is a partner site for the Early Learning Neighborhood Collaborative Preschool Programs. Located at the San Juan Diego Academy, La Escuelita are two free bilingual classrooms designed to increase the accessibility of early scholastic resources for vulnerable children and provide quality education to children and provide quality education to children in our neighborhoods.

Our Youth Coordinator supports youth and their families navigating complex educational systems through school enrollment, FAFSA, college, and internship finding support.



Solutions Focused, Responsive and Innovative

Through the pandemic, we have learned a great deal about ourselves as an organization and how to best serve the needs of our community during a crisis. We responded to those needs rapidly with an innovative and out-of-the-box approach to finding solutions. It was equally important for us to remain open and enhance the services we already provide.

We also led many difficult and ultimately productive conversations with other organizations in the area to advocate for access to services for the community like COVID testing and vaccinations.



La Lucha

- Distributed over \$700,000 to almost 1,200 to community members that were not able to receive COVID relief funds
- Community organizations came together to collaborate to send money to these individuals and families

Food Distribution

- Food insecurity response for the community
- Began with daily distribution, then moved to weekly and finally bi-weekly
- Provided transportation
- Removed requirement to show ID – open to everyone

CERA – Covid Emergency Relief Assistance

- Assistance for those struggling with paying their utility bills and rent due to the negative impact of the pandemic.

Language Services

- Saw the discrepancy with disseminating vital COVID information in a timely manner and the native languages represented in Western Michigan. We addressed this discrepancy through partnerships with Kent County, the Grand Rapids Community Foundation and foundations and organizations in Ottawa County, the Language Services department.

Flu shot, vaccination, and testing

- Responded to community needs, advocated for accessibility in location and language, removed ID requirement

Navigation

- Increased capacity of navigators to be able to assist more community members



An Inclusive Approach to Strategic Planning

In the fall of 2021, the Hispanic Center of Western Michigan embarked on a comprehensive and inclusive approach to building our 3-year strategic plan. We engaged the following stakeholders in the process:

- **OUR COMMUNITY**
 - **Survey:** Conducted the largest ever needs assessment / survey in Michigan specifically focused on the Latino community to help inform programming and priorities for the Center.
 - **Focus Groups:** A series of community focus groups conducted in Spanish and English to understand the needs of the community, to get feedback on the HCWM client experience and to help inform the strategic planning process.
- **BOARD OF DIRECTORS:** Engaged and sought input from the full board throughout the Strategic Planning process.
- **STRATEGIC PLANNING TEAM:** The Strategic Planning Team was carefully curated and included HCWM Leadership, select Board Members and Community Influencers who have served in HCWM Leadership / Board roles historically.
- **STAFF:** Engaged all employees and board members and solicited feedback during the annual staff retreat.

We adopted the SPiN model (Strategic Planning in Nonprofits) for the Strategic Planning process. The approach is both clear and action-oriented and provides a framework for not only developing the Plan but also the ongoing execution and evaluation of the Plan.





3-Year Strategic Goal

Our overarching goal is to offer the West Michigan Hispanic community a place and experience where they feel valued, supported, and treated with dignity and respect regardless of their situation or needs. We achieve this by designing and delivering high-quality programming for our community members through our culturally competent staff and in their preferred language.

Mission

Our re-imagined mission serves as the North Star for our Strategic Plan. Empowerment, equity, self-sufficiency and personalized prosperity inspire our strategic priorities, supporting initiatives and actions.

Strategic Priorities

The Strategic Priorities that will help us achieve our goal and realize our mission include:

1. Financial Sustainability & Development
2. People & Culture
3. Community Engagement & Programming

Impact

Our Strategic Plan is backed by data (community, programming, demographics and financial) with a focus on outcomes and supporting metrics.

Values

Our newly developed values guide how we interact with our colleagues, community, partners, donors and foundations.





GOAL: To further strengthen our financial position so we are able to expand our reach and services to increase our impact on the Latino community for years to come.

1



**Financial
Sustainability
&
Development**

Initiatives	Activities
1.1 Strengthen Revenue Streams	Develop and execute a robust Language Services strategy that optimizes this significant revenue stream. Assess and strengthen events strategy and secure partnerships with other organizations whose community events align with the HCWM mission. Explore new partnerships to increase revenue and visibility.
1.2 Secure Multi-Year Commitments	Conduct key community stakeholder analysis, develop a multi-year commitment strategy, prioritize and implement. Develop and implement a plan to build brand confidence by increasing visibility and presence in the West Michigan community.
1.3 Develop and Implement a Partnership Strategy	Evaluate current partners and develop a finalized list of mutually beneficial and authentic partners. Strengthen our partnership plan by researching and securing new partnerships over the next 3 years.
1.4 Infrastructure: Capital Campaign	Create capital campaign exploratory committee. Conduct feasibility study and present recommendation to board, key community influencers and partners. Assign experienced resources to drive the campaign.



GOAL: To become the non-profit of choice for those wanting to be a part of and contribute to our community and mission.

2



People
&
Culture

Initiatives	Activities
2.1 Organizational Design and Talent Management	Create and implement organizational design and talent management plan including job descriptions, career paths, compensation review and benefits analysis
2.2 Board Effectiveness	Conduct board evaluation. Create and implement board effectiveness plan including purpose, roles, expectations, terms, bylaws, and code of conduct. Strengthen the onboarding process, improve board meeting content. Activate supporting committees (programming, fundraising, finance and operations). Develop a plan for retaining board member engagement post-board role.
2.3 Organizational Culture	Assess current culture via engagement surveys and focus groups, implement mental health support services for direct services. Finalize and implement new employee onboarding process. Develop and implement plan for staff meetings and retreats throughout the year.
2.4 Client Experience	Map the client experience and develop a client feedback loop. Conduct social media analysis and implement social media strategy. Focus on Latino diversity to ensure the client experience is tailored to various cultures that comprise the Latino community. Strengthen community outreach efforts and hire a community outreach person. Map and improve intake process to ensure a seamless experience.

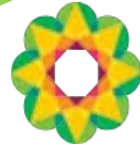


GOAL: Leverage community engagement and invest time evaluating, reshaping and securing funding to support our programming strategy in order to best serve the needs of the Latino community across West Michigan.

3

Community
Engagement &
Programming

Initiatives	Activities
3.1 Community Advisory Group	Engage a mix of community members who provide real-time, ongoing feedback, insights and recommendations. Develop expectations, responsibilities and success metrics.
3.2 Enhance & Leverage Navigation Strategy	Conduct navigation analysis to determine where to expand navigation services and where to partner or outsource. Establish procedures for case management, data collection, follow-ups and reporting. Develop and activate a resource guide/page and host navigation information on the HCWM website.
3.3 Programming Analysis, Prioritization Resourcing, Funding and Impact Metrics	Conduct analysis to add new programming offerings including Health & Wellness and Legal Services. Conduct internal analysis of existing programs including Youth partnerships and Workforce Development and implement plans to strengthen / expand programming to meet the evolving needs of the Latino community.



Hispanic Center
of Western Michigan



Mission

Empowering the Hispanic community to achieve equity, self-sufficiency and personalized prosperity

Strategic
Priorities



Financial
Sustainability
&
Development



People
&
Culture



Community
Engagement &
Programming

Impact

Data Driven & Outcomes Focused

Values

Accountability...Mutual Respect...Boldness
Growth & Wellbeing...Collaboration...Inclusion

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