

LATINO AMERICAN COMMISSION

Strategic Plan for 2011-2013

Short Term Goals

Lazaro Spindola

2/5/2011

Short term goals for the Latino American Commission with objectives, Key Action Steps, Expected Outcome, Data Evaluation and Measurement, Responsibility, and Comments

Strategic Plan for the Latino American Commission Years 2011- 2013					
Problem/Need Statement: Reading comprehension test results unsatisfactory in School Districts with high % of Latinos.					
(LAC = Latino American Commission, ED = Executive Director; PIO = Public Information Officer, Board = Commission Board)					
GOAL A: Improve the “meet or exceed” standards reading test results by five percentage points in two pilot school districts by 2013.					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. A1: To improve the reading comprehension skills of Latino children	A.1a: Meetings with school district officials to identify factors that determine poor performance.	A1a: Critical underlying areas of need will be identified.	A1a: Collaborative team minutes and narrative progress reports will show progress and /or changes in strategy.	A1a: LAC, Local School Districts involved, Community based organizations.	<i>A1a: There have been informal conversations with some school district representatives.</i>
A.2. LAC will identify two school districts to implement the intervention.	A.2a: Criteria are poor performance and high percentage of Latino students. Preferably in rural Nebraska.	A.2a: School districts identified will be contacted and asked for collaboration.	A.2a. School districts will accept participation and collaborate on intervention selection.	A2a. LAC, Local School Districts involved, Community based organizations.	<i>A.2a: The Schuyler and Columbus school districts are being considered.</i>
A.3. Identify evidence –based, approved intervention geared for Latino families.	A.3a: LAC will look at best practices and decide in conjunction with school districts the intervention to implement.	A.3a: School Districts will participate in the intervention selection and performance measurement. Reading indicators will improve over the course of the year and subsequent years.	A.3a. Intervention chosen will provide variables for progress measurement.	A.3a: LAC, School Districts.	<i>A.3a: The National federation of Teachers has an intervention called “Teaching your Child how to read” that shows promise.</i>
A.4. Seek funding for initial implementation and self-sustainability.	A.4a: Apply for funding for intervention. A.4b: Create fee scale for services.	A.4a. Diverse funding sources: private, state, federal, user fees.	A.4a: Two grant/foundation requests will be made to for operational implementation of the intervention selected.	A.4a: LAC, Board.	<i>A.4a: Part of a global development project.</i>
A.5. Implement the intervention in the two districts selected.	A.5a. Track progress for the selected interventions. Improvement measures based on variables chosen and compare to 2010 baseline. Required indicators <ul style="list-style-type: none"> • Pre-Post test averages, • Continuous evaluation. • Others as defined by school district A.5b: Make changes as needed.	A.5a. Program Evaluation plan written and implemented. A.5a &b. Progress will be measured in a consistent, statistically significant manner.	A.5a: Data evaluation will show an increase in five percentage points of the “meet or exceed” standards reading test results.	A.5a: Data entry clerk, ED, PIO, board committee	<i>A.5.a: Registry database needs to be created.</i>

Problem/Need Statement: Many parents of Latino Children lack full high school education.					
GOAL A: Increase number of Latino parents getting their GED and ESL instruction by 200 by 2013.					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. A1: Increase number of Latino parents who get a GED diploma and ESL classes by two hundred.	A1a: Revise and refine informational outreach materials for distribution and recruitment to area Latino parents. A1b: Informational meetings with parents (city hall style).	A1a: Increase awareness of importance of GED diploma among Latino parents.	A1a: Pre and Post survey taken among Latino parents.	A1a: LAC, Agency, ED, PIO.	<i>A1a: Only 57% of foreign born Latinos have graduated from High School</i>
Obj. A2: Partner with an Agency already delivering GED education to Latino parents.	A2a. Build upon the experience of partner agency in order to identify areas of need from the human and logistical points of view. A2b: Track the number of parents who receive GED education.	A2a. 200 Latino parents will earn their GED while motivating their children to improve reading skills.	A2a: Final evaluation taken to determine passing and graduation grades. A2b: Reports reflect successful contacts with new parents by increasing enrollment.	A2a: Agency & LAC. A2b: All staff	<i>A2a: The Malone center has such a GED program in place.</i>
Obj. A3: Link GED Instruction to the intervention to improve reading comprehension skills to Latino children.	A.3a: Comprehensive quality education is given to both, parents and children.	A3a: Parents will share the educational experience with children.	A3a: Data indicates correlation between parents graduation rates and children performance indicators' A3b: Satisfaction, and retention. Utilization, indicators compared over time.	A3a: LAC A3b: LAC	<i>A.3 The ultimate goal is to make parents and children partners in obtaining their educational goals.</i>
Problem/Need Statement: Many recently arrived Latinos need Civic Education beyond what is offered in Citizenship classes.					
GOAL A: Heighten awareness and knowledge of life in the U.S. and Nebraska among recently arrived Latino adults					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. A1: Develop curriculum for civic education.	A1a Conduct meetings with potential partners (Malone Center, INS) to determine content of curriculum. A1b: Develop pre-post test as evaluation tool.	A1a: A curriculum with pertinent content will be developed. A1b: 200 Latino parents will receive civic education on proper etiquette while living in the U.S. and Nebraska.	A1a: Records of classes taught and participants kept in agency files. A1b. Copy of Pre-Post test results reflect level of knowledge acquired.	A1a: : LAC and partnering agencies A1b: : LAC and partnering agencies	<i>A1a-c: Curriculum under development.</i>
Obj. A2: Link civic education classes to GED instruction.	A2a: Allocate time for 15 minutes of civic education in each GED class. A2b: Promote GED and civic education classes. A2c: Define a fee for the classes in order to generate revenue and cover cost, partially.	A2a: civic education and GED education to be delivered simultaneously A2b: Cost of program partially covered by client fees. .	A2a. Records indicate at contact with participants. A2b:.Promotion to be made at multiple levels. A2c. Participant fees to be allocated to the commission as per State of Nebraska administrative process.	A2a: LAC and partnering agencies A2b: : LAC and partnering agencies A2c: : LAC	<i>A2: Need Focus Groups with target population to determine acceptance</i>

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GOAL B: Inform Nebraska Residents about the Legal Immigration Process					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. B1: Increase the number of Nebraska Residents who are familiar with the Legal Immigration process.	B1a: request time slots in meetings of the Local Chambers of Commerce in order to present information on the Legal Immigration Process. B1b. Clarify that the popular phrase "go back and apply for legal immigration status" is not a workable solution under current immigration law.	B1a: Increase the number of Nebraska business representatives who are familiar with the current immigration process. B1b: Increase support and collaboration among the Nebraska business owners to draft a comprehensive immigration law that reflects modern times.	B1a: Number of Business representatives who attend the presentations. B1b: Support that the Nebraska business community will provide for immigration reform.	B1a: LAC, Commissioners B1b: LAC, Commissioners	Presentation under development
Problem/Need Statement: Communication lines between the Commission and the Constituents need to be streamlined					
GOAL A: Reduce time and distance between constituents and the commission					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. A1: Hold Town Hall meetings with constituents and demonstrate our new web site, email address and means to join our list serve.	A1a: Organize town hall meetings in conjunction with partnering organizations and Commissioners. A1b: Continued partnership with other agencies to broaden scope of services. A1c: Partner with Latino Outreach Consortium to hold focus groups to assess client perceptions of the Commission.	A1a: Services will be explained and constituents will be more knowledgeable about communicating with the Commission. A1b. Other agencies will make their services known to constituents. A1c: Constituents will become stake holders.	A1a: Number of constituents reached that communicates with the Commission. A1b. Utilization of Commission and partner agencies services by constituents. A1c: Focus groups documentation will show question asked regarding perception of the Commission	A1a: All staff A1b: All staff A1c: All staff	<i>Meetings have been conducted with a limited scope.</i>
GOAL B: Open Communication lines between the Commission and the Residents of Nebraska Communities.					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. B1: Continue to increase awareness in community of rising numbers of Latino individuals who wish to integrate to the Nebraska Society. Obj. B2: Educate Nebraska Residents on the reality of legal immigration to the United States.	B1a: Convene local group of key stakeholders to address the issue of rising Latino population in their communities. B1b: Address the issue of Latino integration in their communities. B2a: Distribute informational flyers in English to area individuals on the immigration process to the United States. B1b: Listen to and answer when possible questions and concerns that local resident may have. B1c: Convene Town Hall meetings through local senators to address the	B1a: Awareness among community members of intention and aspirations of Latino population. B2a: Nebraska residents will become aware of the complexities of the immigration process. B1b: Commission will become aware of concerns that communities might have.	B1a: Agency files indicate meetings and outcomes. B1b: ED travel logs calendar document attendance until initiative is ended. B2a: Record of delivery of informational materials to residents. B1b: Commission reports will show concerns.	B1a: All staff B1b: All staff B2a. All staff . B1c: All staff B1c: All staff and local senators.	<i>No activities have been undertaken</i>

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	issues.				
Problem Statement: Increase budget to staff offices					
GOAL A: Create a Development Program					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. A1: Increase Grant seeking capability.	A1a: Enroll in the Grantmanship center's database. A1b: Collaborate with Paul Olson to design a development program.	A1a: develop alternative sources of income for operational expenses. A1b. Operational expenses will be covered by alternative income.	A1a: review Grants being offered. A1b: Alternative funding program in place. A1c. Contract with a Grant Writer.	A1a: LAC, Paul Olson. A1b: LAC, Paul Olson.	
Obj. A2: Explore alternative funding sources.	A2a: Create a database of possible alternative funding sources. Summarize suggestions for the next Board meeting.	A2a: The Board will decide on alternative funding sources.	A2a: Engage in fund raising activities.	A2a: LAC Board.	

Work plan for Individual Goals Latino American Commission Years 2011- 2013					
GOAL A: Improve the “meet or exceed” standards reading test results by five percentage points in two pilot school districts by 2013.					
Obj. A1: To improve the reading comprehension skills of Latino children					
Strategies	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
<p>Strategy 1. Identify two school districts to implement the intervention.</p> <p>Strategy 2. Identify an evidence –based, approved intervention geared for Latino families</p> <p>Strategy 3. Meetings with school district officials to identify factors that determine poor performance.</p> <p>A.4. Seek funding for initial implementation and self-sustainability.</p> <p>A.5. Implement the intervention in the two districts selected.</p>	<p>1a: Meetings with school district officials to identify factors that determine poor performance.</p> <p>A.2a: Criteria are poor performance and high percentage of Latino students. Preferably in rural Nebraska.</p> <p>A.3a: LAC will look at best practices and decide in conjunction with school districts the intervention to implement.</p> <p>A.4a: Apply for funding for intervention.</p> <p>A.4b: Create fee scale for services.</p> <p>A.5a. Track progress for the selected interventions. Improvement measures based on variables chosen and compare to 2010 baseline. Required indicators</p> <ul style="list-style-type: none"> • Pre-Post test averages, • Continuous evaluation. • Others as defined by school district <p>A.5b: Make changes as needed.</p>	<p>A1a: Critical underlying areas of need will be identified.</p> <p>A.2a: School districts identified will be contacted and asked for collaboration.</p> <p>A.3a: School Districts will participate in the intervention selection and performance measurement. Reading indicators will improve over the course of the year and subsequent years.</p> <p>A.4a. Diverse funding sources: private, state, federal, user fees.</p> <p>A.5a. Program Evaluation plan written and implemented.</p> <p>A.5a &b. Progress will be measured in a consistent, statistically significant manner.</p>	<p>A1a: Collaborative team minutes and narrative progress reports will show progress and /or changes in strategy.</p> <p>A.2a. School districts will accept participation and collaborate on intervention selection.</p> <p>A.3a. Intervention chosen will provide variables for progress measurement.</p> <p>A.4a: Two grant/foundation requests will be made to for operational implementation of the intervention selected.</p> <p>A.5a: Data evaluation will show an increase in five percentage points of the “meet or exceed” standards reading test results.</p>	<p>A1a: LAC, Local School Districts involved, Community based organizations.</p> <p>A2a. LAC, Local School Districts involved, Community based organizations.</p> <p>A.3a: LAC, School Districts.</p> <p>A.4a: LAC, Board.</p> <p>A.5a: Data entry clerk, ED, PIO, board committee</p>	<p>A1a: <i>There have been informal conversations with some school district representatives.</i></p> <p>A.2a: <i>The Schuyler and Columbus school districts are being considered.</i></p> <p>A.3a: <i>The National federation of Teachers has an intervention called “Teaching your Child how to read” that shows promise.</i></p> <p>A.4a: <i>Part of a global development project.</i></p> <p>A.5a: <i>Registry database needs to be created.</i></p>

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GOAL B: Increase number of Latino parents getting their GED and ESL instruction by 200 by 2013					
Objective 1. Provide GED Education to 200 adult Latino Parents					
Strategies	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Timeframe
Strategy 1: Partner with an Agency already delivering GED education to Latino parents.	1a: Identify an Agency offering GED Classes and resources needed.	1a: Develop an MOU with the agency or agencies that will involve the Commission in GED class activities.	1a: At least one MOU written for implementation of a pilot project.	1a: LAC, Agency, ED, PIO.	1a: Between July 01, 2011 and June 30, 2013, LAC will partner with a sister agency in the provision of GED education to Latino parents.
Strategy 2: Revise and refine informational outreach materials for distribution and recruitment to area Latino parents.	2a. Build upon the experience of partner agency in order to identify areas of need from the human and logistical points of view. 2b: Track the number of parents who receive GED education.	2a. Increase awareness of importance of GED diploma among Latino parents. 2b. At least 200 parents will feel motivated enough to earn their GED.	2a. Pre and Post survey taken among Latino parents. 2b: Reports reflect successful contacts with new parents by increasing enrollment	2a: Agency & LAC. 2b: All staff	2a. Between July 01, 2011 and June 30, 2012, 200 Latino Parents will be motivated enough to earn their GED, 2b. 4a. By June 30, 2013, increase number of Latino parents who get a GED diploma and ESL classes by two hundred. <i>Only 57% of foreign born Latinos have graduated from High School</i>
Strategy 3: Identify learning materials to use and purchase.	3a: Purchase teaching materials.	3a. Enough materials to provide instruction to goal number.			
Strategy 4: Provide GED instruction.	4a. Informational meetings with parents (city hall style).	4a. 200 Latino parents will earn their GED while motivating their children to improve reading skills.	4a: Final evaluation taken to determine passing and graduation grades.	4a. Partner Agency	
Strategy 5: Link GED Instruction to the intervention to improve reading comprehension skills to Latino children.	5a. Comprehensive quality education is given to both, parents and children.	5a: Parents will share the educational experience with children.	5a: Data indicates correlation between parents graduation rates and children performance indicators' 5b: Satisfaction, and retention. Utilization, indicators compared over time.	5b. Partner Agency and LAC	5b <i>The ultimate goal is to make parents and children partners in obtaining their educational goals.</i>
GOAL C: Heighten awareness and knowledge of life in the U.S. and Nebraska among recently arrived Latino adults (Civic Education)					
Objective1: Conduct Focus Groups in different communities to gauge their understanding					
	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Strategy1: Identify Pilot Communities	A1a Conduct meetings with potential partners (Malone Center, INS) to determine content of curriculum.	A1a: A curriculum with pertinent content will be developed.	A1a: Records of classes taught and participants kept in agency files.	A1a: : LAC and partnering agencies	A1a-c: <i>Curriculum under development.</i>
Strategy 2. Develop curriculum for civic education.	A1b: Develop pre-post test as evaluation tool. A2a: Allocate time for 15 minutes of civic education in each GED class. A2b: Promote GED and civic education classes.	A1b: 200 Latino parents will receive civic education on proper etiquette while living in the U.S. and Nebraska. A2a: civic education and GED education to be delivered simultaneously	A1b. Copy of Pre-Post test results reflect level of knowledge acquired. A2a. Records indicate at contact with participants. A2b: Promotion to be made at multiple levels.	A1b: : LAC and partnering agencies A2a: LAC and partnering agencies	A2: <i>Need Focus Groups with target population to determine acceptance</i>

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Strategy 3: Link civic education classes to GED instruction.	A2c: Define a fee for the classes in order to generate revenue and cover cost, partially.	A2b: Cost of program partially covered by client fees.	A3a. Participant fees to be allocated to the commission as per State of Nebraska administrative process.	A2b: : LAC and partnering agencies A3a : LAC	
GOAL D: : Increase the number of Nebraska Residents who are familiar with the Legal Immigration process					
Strategies	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Strategy 1. Hold meeting with local stakeholders Strategy 2. Listen to comments and concerns of local stakeholders.	B1a: request time slots in meetings of the Local Chambers of Commerce in order to present information on the Legal Immigration Process. B1b. Clarify that the popular phrase "go back and apply for legal immigration status" is not a workable solution under current immigration law.	B1a: Increase the number of Nebraska business representatives who are familiar with the current immigration process. B1b: Increase support and collaboration among the Nebraska business owners to draft a comprehensive immigration law that reflects modern times.	B1a: Number of Business representatives who attend the presentations. B1b: Support that the Nebraska business community will provide for immigration reform.	B1a: LAC, Commissioners B1b: LAC, Commissioners	Presentation under development
GOAL E: Reduce time and distance between constituents and the commission					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. A1: Hold Town Hall meetings with constituents and demonstrate our new web site, email address and means to join our list serve.	A1a: Organize town hall meetings in conjunction with partnering organizations and Commissioners. A1b: Continued partnership with other agencies to broaden scope of services. A1c: Partner with Latino Outreach Consortium to hold focus groups to assess client perceptions of the Commission.	A1a: Services will be explained and constituents will be more knowledgeable about communicating with the Commission. A1b. Other agencies will make their services known to constituents. A1c: Constituents will become stake holders.	A1a: Number of constituents reached that communicates with the Commission. A1b. Utilization of Commission and partner agencies services by constituents. A1c: Focus groups documentation will show question asked regarding perception of the Commission	A1a: All staff A1b: All staff A1c: All staff	<i>Meetings have been conducted with a limited scope.</i>
GOAL E1: Open Communication lines between the Commission and the Residents of Nebraska Communities.					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. B1: Continue to increase awareness in community of rising numbers of Latino individuals who wish to integrate to the Nebraska Society. Obj. B2: Educate Nebraska Residents on the reality of legal immigration to the	B1a: Convene local group of key stakeholders to address the issue of rising Latino population in their communities. B1b: Address the issue of Latino integration in their communities. B2a: Distribute informational flyers in English to area individuals on the immigration process to the United States. B1b: Listen to and answer when	B1a: Awareness among community members of intention and aspirations of Latino population. B2a: Nebraska residents will become aware of the complexities of the immigration process.	B1a: Agency files indicate meetings and outcomes. B1b: ED travel logs calendar document attendance until initiative is ended. B2a: Record of delivery of informational materials to residents. B1b: Commission reports will show	B1a: All staff B1b: All staff B2a. All staff B1c: All staff B1c: All staff and local senators.	<i>No activities have been undertaken</i>

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United States.	possible questions and concerns that local resident may have. B1c: Convene Town Hall meetings through local senators to address the issues.	B1b: Commission will become aware of concerns that communities might have.	concerns.		
Problem Statement: Increase budget to staff offices					
GOAL A: Create a Development Program					
Objectives	Key Action Steps	Expected Outcome	Data Evaluation & Measurement	Responsibility	Comments
Obj. A1: Increase Grant seeking capability.	A1a: Enroll in the Grantmanship center's database. A1b: Collaborate with Paul Olson to design a development program.	A1a: develop alternative sources of income for operational expenses. A1b. Operational expenses will be covered by alternative income.	A1a: review Grants being offered. A1b: Alternative funding program in place. A1c. Contract with a Grant Writer.	A1a: LAC, Paul Olson. A1b: LAC, Paul Olson.	
Obj. A2: Explore alternative funding sources.	A2a: Create a database of possible alternative funding sources. Summarize suggestions for the next Board meeting.	A2a: The Board will decide on alternative funding sources.	A2a: Engage in fund raising activities.	A2a: LAC Board.	