

TODOS JUNTOS LEARNING CENTER

Strategic Plan 2022 – 2027



Learning and Growing. Together.
Aprendiendo y Creciendo. Juntos.



CONTENTS

- 3** A Message From Our Founder
and Executive Director
- 5** Section 1: The Current Environment
- 8** Section 2: Our Five-Year Strategic Plan
- 13** Section 3: Key Outcomes
- 14** Section 4: Special Thanks

A MESSAGE FROM OUR FOUNDER AND EXECUTIVE DIRECTOR

When I arrived in Austin in 1998 from south Texas, I would not have dreamed that 24 years later, I would be where I am today. I rolled into town as an impressionable 18-year-old with \$400 in my purse, scared to death, but determined to be the first in my family to attend college.

My childhood was far from typical. Together with my siblings and mother, I faced trauma and adversity. With our father incarcerated, our family sometimes struggled to make ends meet. My mother faced a number of societal and economic challenges that sadly, still exist today. But through hard work and a lot of love, she provided an environment where I developed the life skills and ambition to find my place in the world.

Today, at Todos Juntos, I have the privilege of leading a dedicated team of professionals in fulfilling our mission of supporting the academic and social well-being of immigrant and refugee families through education, empowerment, and community support. We do this through a time-tested dual generation education approach designed to help break the cycle of poverty for non-English speaking families.

Our current programs include early childhood education for children ages 18 months to four years, adult education featuring multi-level English classes, parenting programs, and wellness programs designed to help access health care, basic needs, and mental health support. Since opening our doors in 2009 with \$10,000 and a donated building, we have served hundreds of families by providing them with the tools necessary to position them for success.

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But our work is not done. Our five-year plan contemplates enhancing our services to families by adding a robust job training component and paid internships, and will include legal consulting services and financial planning assistance. We will start a student savings program to help with post high school education and vocational training expenses. We also plan on continually improving our programs by refreshing our quality methodology and with increased focus on tracking and reporting outcomes.

We will expand our reach by adding a virtual option to our ESL programming and entering into partnerships with other non-profits who share our commitment to the communities we serve. We will ensure sustainability by improving our fundraising capacity, establishing an endowment, and investing in the professional development of our talented staff. Finally, our plan calls for a careful evaluation of future facility options, including the possibility of owning our own building.

I invite you to review more details in the pages ahead. Developed by the TJ team and our talented and committed board of directors, and with input from our families and supporters, we are confident in our direction and excited about the future.

As I reflect on my personal journey through childhood and now with my own family, I realize how these experiences have helped shape my motivation and passion for our mission at Todos Juntos. We look forward to sharing with you how you can be part of our future as a donor, volunteer or advocate, and thank you for your past and future support.

With gratitude,

*Christina
Collazo*



SECTION 1: THE CURRENT ENVIRONMENT

The last several years have brought significant turmoil to our country, region, and city.



The political environment has created policy changes and legislation that has worked to disadvantage people in lower socioeconomic areas of our city and state.



Events across the country have created a new level of social unrest, and have increased fear and insecurity for many immigrants and people of color.



The pandemic impacted those in service industries particularly hard, resulting in prolonged unemployment and financial instability, particularly for those least able to afford it.



The pandemic also created additional challenges for working parents with school age children and has created a learning gap for many children in our community. The gap is particularly harmful to those families who lack the resources and support networks that allowed them to adapt to distance learning.

In addition, we know the following:

- **Students who...**

don't read
proficiently by
third grade
are

4x

don't read
proficiently by
third grade
+
live in poverty
are

6x

don't read
proficiently by
third grade
+
live in poverty
+
are Black
or Latino are

8x

more likely to drop out of high school

- The most significant predictor of a child's future success in school is their **mother's literacy level**.
- In Travis County, **49%** of children under the age of six are **low income**.
- In Travis County, only **19%** of low-income children who did not attend pre-K are **ready to enter kindergarten**.



These challenges are why we do what we do.

It fuels our mission driven approach to the work, and gives us compelling reasons for providing the programs and support to our families. Our ability to position pre-K children for success in school has helped change the trajectory of their lives. The English language training, parenting classes, and other services targeted for adults has given them the tools to **support the educational and social and emotional needs** of their families. Todos Juntos also provides a safe environment for immigrant and refugee families to gather, helping to **mitigate loneliness and isolation** and allowing them to more easily **integrate into the community**.

Throughout our thirteen-year history, we have adapted and changed to meet the needs of the people we serve. While we acknowledge and celebrate the many lives we have positively impacted, we know **there is still much to be done**.



SECTION 2: OUR FIVE-YEAR STRATEGIC PLAN

While developing our plan, our team and board sought to answer the following questions:

- What can we do to enhance existing programs and services, and what can we add that will further support the educational and economic requirements of families?
- How do we expand programs and services to positively impact more families in our local community and in other locations outside of Central Texas?
- How do we invest in the sustainability of Todos Juntos and ensure that we remain capable of supporting families for the long term?
- What can we do to create more flexibility in our programs and add capacity with a facility that we own and operate?

In the following pages, we present **four strategic goals** that are designed to expand and improve our capacity and capability in order to deliver high quality programs and services to families.

YEARS 1-2

Workforce readiness

Quality assessment methodology

Expand fundraising

Plan for partnerships

Professional development plan for TJ staff members

Ramp awareness of TJ

Add board expertise

YEARS 3-5

Endowment

Facilities plan

Student savings program

Legal advice and financial planning services

Virtual programming

Center of Excellence

GOAL 1

Enhance Programs

In order to meet the emerging needs of our families now and in the future, we are proposing a number of new programs as well as improvements to existing offerings. We also will look at additional ways to measure and improve program quality and outcomes.

1.1 Focus on workforce readiness for our adult students. This will include an expanded paid internship program, job skills training, and career coaching and placement assistance. We will form appropriate partnerships with other non-profits in order to improve the economic viability of families.

1.2 Introduce a student savings program for our pre-K students. Each year, we propose to deposit funds into a savings plan designed to financially assist students when they enter college or vocational schools after graduating from high school.

1.3 Offer legal advice and services to families by entering into a partnership with a firm with expertise in areas most meaningful to our families.

1.4 Revamp and expand quality assessment methodology to focus increased attention on continuous improvement of our programs. This will include defining metrics and regularly measuring, tracking, and reporting on program outcomes.

GOAL 2

Expand Reach

We will serve more families by creating innovative approaches to delivering new and existing programs and services.

2.1 Convert existing programming (such as ESL) into **virtual classes**. Design modules may include taped and instructor led options. **Explore partnerships and additional delivery methods** that will maximize the number of families benefiting from our programming and services.

2.2 Leverage thirteen years of dual generation education experience and position TJLC as a “Center of Excellence” to **assist other organizations** in establishing and improving their programs and services. **Serve as consultants** to other non-profits and potentially evolve into a fee for service model.

2.3 Develop a plan for **more purposeful and comprehensive partnerships** with other non-profits with the objective of providing more services and reaching more families.



GOAL 3

Ensure Sustainability

We will invest in areas that will help ensure the long-term success of TJLC by improving the sustainability and predictability of funding, continuing to strengthen infrastructure, and adding expertise in critical areas important to the execution of the strategic plan.

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- 3.1** Develop an annual fundraising plan with a focus on **increasing and diversifying revenue**. Explore new approaches that will include Giving Societies, major donor campaigns, public funding options, and adding additional events. Hire a full-time Development Director.
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- 3.2** **Establish and fund an endowment** to provide a more consistent revenue stream.
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- 3.3** Invest in the professional development of the TJ team through **career coaching and training**.
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- 3.4** Ramp up efforts to more effectively tell the TJLC story to additional audiences. Increase awareness with the goal of creating a **more robust pipeline of additional donors and volunteers**.
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- 3.5** **Add board members** with expertise in program quality assessment, fundraising, immigration law, and early childhood development. Review board roster annually and adjust as needed to meet the evolving skill requirements dictated by the strategic plan.

GOAL 4

Establish a Long-Term Home

Evaluate the feasibility of a building purchase to improve program flexibility, increase capacity, and to acquire an appreciable asset.

4.1 Form a **facilities committee**.

4.2 **Determine facility requirements** based on program needs.

4.3 **Determine potential locations** based on the changing demographics of the city and other relevant factors.

4.4 **Evaluate costs** and potential funding sources.
Consider co-purchase with another non-profit and possible revenue streams from uses of the facility.

4.5 **Develop a detailed facilities plan** after making a purchase/continue renting decision.



SECTION 3: KEY OUTCOMES

**Over the next five years,
we will be tracking our progress
towards achieving these outcomes:**



We will **triple the number of families served** through our direct and indirect programs.



The **majority** of our Early Childhood Education graduates **will be school-ready**, compared to less than 50% of children from low-income families being school-ready.



We will offer semester-long **student internship opportunities** within Todos Juntos operations. By expanding our services and program offerings to include workforce development for our high level ESL students, we will become leaders in modeling and investing in the upward mobility of immigrant and refugee families.



We will establish ourselves as a dual-generation **consulting agency**.

SECTION 4: SPECIAL THANKS

Last spring, with our team, donors, partners, and most importantly, the families we serve each day, Todos Juntos Learning Center embarked on a strategic planning process to chart our course for the next three to five years.

A special thank you to Andy Esparza for challenging us to recenter around “what comes next,” which because of the pandemic, was sometimes hard to see. With his guidance and support, we held several brainstorming and planning sessions to identify the vision and goals that were most important to our families and the future of our organization.

And thank you to everyone who contributed their thoughts and ideas for this plan, especially to our students who took the time to review, consider, and discuss future strategies to ensure that we continue to focus on offering relevant, responsive, whole family solutions.

For more information about financial and other resources needed for this anticipated growth, please reach out to Christina Collazo at christina@todosjuntoslc.org.





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