



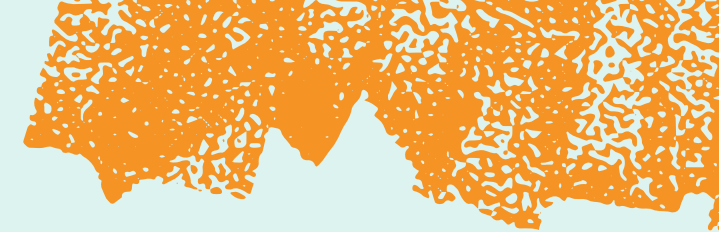
**AVANZAMOS
UNIDOS**

STRENGTH IN UNIDAD

2025 – 2028 STRATEGIC PLAN

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LETTER FROM OUR EXECUTIVE DIRECTOR

Dear Friends, Partners, and Supporters,

I am thrilled to introduce you to **Avanzamos Unidos** and our **2025-2028 Strategic Plan**, our vision for a powerful, united Latine future. Formerly known as the Young Latino Network, our new name reflects our commitment to unity, progress, and action. With this transformation, we proudly present the Avanzamos Unidos Action Fund, dedicated to advocating for policies and leaders who champion our community's priorities.

This is more than a rebrand. It's our declaration of purpose and a commitment to drive change where it matters most. As Ohio's only progressive, Spanish-language voter engagement organization, **we are unapologetically here to empower, inspire, and mobilize.** Together, we are building a future where our voices are heard, our communities are represented, and our values shape the political landscape.

Our **2025-2028 Strategic Plan** is focused on five priorities:

Culture: Strengthening connections within the Latine diaspora and our allies through bilingual and culturally inclusive programming that inspires collective action and uplifts our shared stories.

Volunteers: Building grassroots power by expanding and empowering our volunteer network to serve, lead, and grow.

Leadership: Cultivating Latine civic and professional leaders through intergenerational collaboration and capacity-building initiatives.

Advocacy: Championing policies and leaders that reflect our values and advance equity and justice for our community.

Efficiency & Operations: Enhancing our organizational systems to ensure sustainable growth, greater impact, and a future-ready infrastructure.

These priorities are not just words on paper—they are a call to action. They reflect countless conversations with our community, and they honor the experiences and dreams of those we serve. This plan is about taking bold steps together to create a more just and inclusive Ohio.

To everyone who has been part of this journey: **Thank you.** Your belief in our mission drives our progress. And to those ready to join us, we invite you to **stand with us, speak up, and take action.**

Let's keep moving forward—together.

Con unidad y gratitud,

Selina Pagan
Executive Director, Avanzamos Unidos



WHO WE ARE THE AVANZAMOS UNIDOS FAMILIA OF ORGANIZATIONS

This is the 4-year strategic plan of Avanzamos Unidos, a 501(c)(3), tax-exempt organization that engages in education, organizing, research, leadership development, and limited grassroots lobbying. We connect the Latine community and leverage our networks to fight for justice for all.

Our sister 501(c)(4) organization is Avanzamos Unidos Action Fund. This affiliated organization focuses on advocacy, voter engagement, voter mobilization, and limited electoral work.

Each organization is a legally separate entity with a separate board of directors that carries out specific strategies and tactics. Our strategy for change will only be successful when supported by a sustainable pool of C3 and C4 investment. Read Avanzamos Unidos Action Fund Strategic Plan [here](#).

OUR COLLECTIVE VISION

is a powerful Latine community united in purpose across class and generation, celebrating our cultures and cultivating leaders who advance just solutions in all areas of society.

THE MISSION OF AVANZAMOS UNIDOS

is to educate and equip the Latine community by fostering civic engagement, promoting racial equity, and deepening understanding of our cultural identity for a more just and equitable Ohio.

THE MISSION OF AVANZAMOS UNIDOS ACTION FUND IS

to grow Latine political power, advocate for our community's interests, and engage and mobilize the Latine vote for a more racially, economically, and socially just Ohio.

AVANZAMOS UNIDOS & AVANZAMOS UNIDOS ACTION FUND SERVE THE LATINE DIASPORA IN OHIO.

We are building a network and community among Latines who seek cultural connections and paths to influence the civic and professional landscape in Ohio.



COMMUNITY, ACCOUNTABILITY, COMMITMENT

HOW WE BUILT THIS PLAN

The process for developing AU's strategic plan was deliberate and collaborative, ensuring the inclusion of diverse perspectives and a strong foundation of stakeholder input. This multi-step process began with an organizational discovery phase, which included ten qualitative interviews and three focus groups with funders, staff, board members, volunteers, and community leaders. These sessions assessed organizational strengths, identified untapped opportunities, and explored stories of impact while understanding key motivations for funding and engagement.

This assessment helped establish AU's unique positioning as a leader in community engagement, advocacy, and cultural preservation within Ohio's Latine community.

Building on this foundation, AU conducted three staff planning sessions, one broader strategic planning conversation, and two goal-setting workshops. The staff sessions focused on identifying organizational strengths, clarifying the mission, and addressing capacity challenges. This comprehensive and inclusive approach ensures that AU's strategic plan is rooted in community values, innovative problem-solving, and a commitment to lasting impact.

WHAT WE ACCOMPLISHED

12 INDIVIDUALS
ENGAGED

WITH NEXT GEN LEADERS, VOLUNTEERS,
AND LEGACY LEADERS

10 INTERVIEWS
COMPLETED

ONE
STRATEGIC
PLANNING RETREAT

TWO
GOAL SETTING
WORKSHOPS



CHARTING OUR PATH FORWARD: COMMUNITY CONCERNS, CHALLENGES & OPPORTUNITIES

Through deep conversations with community members, leaders, and staff, we gained powerful insights into the challenges and opportunities that shape our journey toward a unified and thriving Latine community. These conversations revealed what's at stake and where our organization is best positioned to take bold action.

OUR COMMUNITY'S TOP CONCERNS, WHICH THEY BELIEVE AVANZAMOS UNIDOS IS MOST POSITIONED TO OVERCOME, INCLUDE:

LACK OF REPRESENTATION

Latines are underrepresented in government, leadership, business, and decision-making spaces, limiting our community's influence and voice.

COMMUNITY DIVISION

Divisions across generational, racial, and gender lines weaken political and economic power.

SYSTEMIC MARGINALIZATION

Latines face unique barriers in navigating complex systems, including healthcare, education, democracy, and criminal justice.

WEALTH & OPPORTUNITY GAPS

Gaps in wealth and opportunity disproportionately affect Latines, especially those who are undocumented or newly arrived in the U.S.

OUR UNIQUE STRENGTHS

- ✓ **ONLY PROGRESSIVE LATINE ORGANIZATION**
- ✓ **CREATIVE, INNOVATIVE CULTURAL PROGRAMMING**
- ✓ **ENGAGED BASE OF VOLUNTEERS & SUPPORTERS**
- ✓ **MULTI-LINGUAL STAFF & PROGRAMMING**
- ✓ **CROSS-CULTURAL OUTREACH & RELATIONSHIPS**
- ✓ **UNIFIED, SINCERE DESIRE TO SUPPORT THE COMMUNITY**
- ✓ **DEDICATED, DYNAMIC LEADERSHIP**

COMMUNITY CONCERNS & STRATEGIC RESPONSES

COMMUNITY CONCERN	THREATS	OPPORTUNITIES	OUR UNIQUE STRENGTHS
LACK OF REPRESENTATION	<ul style="list-style-type: none"> ● Lack of Latine political power ● Hostile political leadership ● Economic and social inequities 	<ul style="list-style-type: none"> ● Growing Latine population in Ohio ● Increased funder interest in BIPOC leadership 	<ul style="list-style-type: none"> ● Only progressive Latine organization in Ohio ● Multi-lingual staff & programming ● Dedicated, dynamic leadership
COMMUNITY DIVISION	<ul style="list-style-type: none"> ● Division and racism within the Latine community ● Inter-generational resentment 	<ul style="list-style-type: none"> ● Rebranding to unify community identity ● Cross-cultural coalition building 	<ul style="list-style-type: none"> ● Creative, innovative cultural programming ● Unified commitment to community advancement ● Cross-cultural outreach and relationships
SYSTEMIC MARGINALIZATION	<ul style="list-style-type: none"> ● Marginalization in complex systems (healthcare, education, criminal justice) ● Economic disparities 	<ul style="list-style-type: none"> ● BIPOC-serving funder focus ● Cultural programming to bridge gaps 	<ul style="list-style-type: none"> ● Engaged base of volunteers and supporters ● Community-driven advocacy ● Cross-cultural partnerships
WEALTH & OPPORTUNITY GAPS	<ul style="list-style-type: none"> ● Economic and social inequities ● Barriers to generational wealth-building ● Limited access to capital and career advancement 	<ul style="list-style-type: none"> ● Funder interest in economic equity ● Workforce development and business ownership support 	<ul style="list-style-type: none"> ● Strong community networks ● Unified, sincere desire to support the community ● Cross-cultural outreach and relationships



OUR THEORY OF CHANGE

WE BELIEVE THAT DIVISION WITHIN OUR COMMUNITY, SYSTEMIC MARGINALIZATION, AND THE ABSENCE OF LATINES IN POSITIONS OF POLITICAL AND ECONOMIC POWER HINDER OUR MOMENTUM TOWARD EQUITY AND JUSTICE AND DELAY THE FULL REALIZATION OF OUR COLLECTIVE POWER.

**WE'RE HERE TO
BREAK THAT CYCLE.**

BY HARNESSING THE ENERGY OF ENGAGING & AUTHENTIC CULTURAL PROGRAMMING,

WE CREATE SPACES THAT UNITE OUR COMMUNITY, AMPLIFY OUR VOICES, & IGNITE ACTION.

THESE CONNECTIONS ARE THE FOUNDATION FOR COALITIONS, ADVOCACY CAMPAIGNS, & CIVIC ENGAGEMENT.

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STRATEGIC PRIORITIES

OUR COMPROMISOS* FOR CHANGE

The strategic priorities, goals, and key actions below not a comprehensive list of every action Avanzamos Unidos will take over the next 4 years. Rather, we've identified the highest-impact steps to build momentum in each of our strategic priorities.

We know strategy isn't a noun. It's not a document. It is our commitment, or compromiso, to continuously adapt, grow, and stretch to achieve our vision.

STRATEGIC PRIORITY #1

CULTURE

ATTRACT NEW SUPPORTERS, VOLUNTEERS, & LEADERS THROUGH CULTURE-FIRST PROGRAMMING

GOALS

ENGAGE THE COMMUNITY

Host engaging, bilingual cultural programs, reaching 5% (25,000) of the state's total Latine population by 2028.

BUILD PARTNERSHIPS

Collaborate with 5 new organizations to expand access to cultural programming by 2028.

EXPAND ACCESSIBILITY

Increase online engagement by 20% each year through virtual programming and digital platforms.

RECRUIT ADVOCATES

Use cultural programming as a pathway to recruit at least 500 new participants into advocacy campaigns by 2028.

OUR 2028 COMPROMISO

To foster cultural connection and education by engaging 25,000 individuals through bilingual programming and events by 2028, strengthening the Latine community's unity and visibility.

PHASE	KEY ACTIONS	OUTCOMES
NOW 2025	<ul style="list-style-type: none"> Pilot Raíces Program with 80 participants. Host quarterly cultural events with 50 attendees per event. Include advocacy information and calls to action at all cultural events (e.g., sign-ups for voter registration or campaign trainings). 	<ul style="list-style-type: none"> Stronger community engagement and connections. Build awareness of advocacy opportunities and establish direct participant pipelines.
NEXT 2026–2027	<ul style="list-style-type: none"> Partner with two additional organizations to co-host cultural events, emphasizing advocacy tie-ins. Develop a "Culture to Action" toolkit for events, highlighting how cultural engagement connects to advocacy. 	<ul style="list-style-type: none"> Expanded audience and integration of advocacy efforts into cultural programming. Provide clear, actionable pathways for event attendees to transition into advocacy roles.
FUTURE 2028	<ul style="list-style-type: none"> Track and report participation data to measure how cultural programming attendees transition to advocacy campaigns. Host 3 annual cultural advocacy events where participation directly leads to voter mobilization or campaign sign-ups. 	<ul style="list-style-type: none"> Evidence of increased recruitment for advocacy campaigns through cultural engagement. Tangible outcomes connecting cultural programming to advocacy campaign participation.

STRATEGIC PRIORITY #2

VOLUNTEERS

LEVERAGE ENGAGED SUPPORTER BASE TO INCREASE CAPACITY, REACH, & LEADERSHIP PIPELINE

GOALS

EXPAND THE VOLUNTEER BASE

Recruit and onboard 300 new volunteers by 2028, with 75% completing orientation.

DEVELOP LEADERS

Train 25 volunteer leaders to lead programs and events by 2028.

RECOGNIZE & RETAIN

Implement recognition programs to achieve a 75% retention rate among volunteers each year

OUR 2028 COMPROMISO

To build grassroots power by recruiting and training 300 new volunteers and cultivating 25 consistent volunteer leaders by 2028, creating a robust network capable of driving transformative change.

PHASE	KEY ACTIONS	OUTCOMES
NOW 2025	<ul style="list-style-type: none"> Conduct 6 volunteer orientations annually. Launch a volunteer recognition program celebrating milestones. Recruit 50 new volunteers through targeted outreach. 	<ul style="list-style-type: none"> Increased onboarding success and volunteer morale. Strengthened organizational capacity through an engaged volunteer base.
NEXT 2026–2027	<ul style="list-style-type: none"> Build a volunteer list to 100 regular volunteer supporters Train 10 super volunteers to lead Level 1 programs and events. Host leadership workshops focused on community outreach and advocacy skills. 	<ul style="list-style-type: none"> Strengthened organizational capacity through an engaged volunteer base. A core team of volunteers empowered to take leadership roles. Volunteers equipped with the tools to create impact.
FUTURE 2028	<ul style="list-style-type: none"> Launch a volunteer mentorship program pairing experienced volunteers with new recruits. Achieve 300 onboarded volunteers and 75% retention by year-end. 	<ul style="list-style-type: none"> Increased retention and knowledge sharing among volunteers. A sustainable and highly engaged volunteer base.

STRATEGIC PRIORITY #3

LEADERSHIP

FOSTER THE NEXT GENERATION OF CIVIC AND PROFESSIONAL LATINE LEADERSHIP THAT IS ROOTED IN COMMUNITY

GOALS

SUPPORT EMERGING LEADERS

Provide scholarships and training for 100 aspiring Latine leaders by 2028.

STRENGTHEN COLECTIVO LEADERSHIP

Formalize leadership roles and host monthly strategy sessions for colectivos.

FOSTER INTERGENERATIONAL COLLABORATION

Host 6 leadership dinners by 2026 to build cross-generational solidarity.

OUR 2028 COMPROMISO

To develop a pipeline of 100 Latine civic and professional leaders by 2028 through scholarships, mentorship, and leadership programs, ensuring representation at all levels.

PHASE	KEY ACTIONS	OUTCOMES
NOW 2025	<ul style="list-style-type: none"> Raise \$20,000 for the Growth Scholarship Fund. Formalize leadership roles within all colectivos Host a leadership dinner, bringing together current and future leaders. 	<ul style="list-style-type: none"> Financial and organizational support for emerging leaders and colectivos. Strengthened intergenerational connections.
NEXT 2026–2027	<ul style="list-style-type: none"> Establish a mentorship program connecting youth leaders (YLN) with colectivo leaders. Host 2 annual leadership dinners Train colectivo leaders through monthly strategy sessions and capacity-building workshops. 	<ul style="list-style-type: none"> Enhanced leadership skills and collaboration among generations. Strengthened intergenerational connections. Stronger and more organized community advocacy groups.
FUTURE 2028	<ul style="list-style-type: none"> Launch an annual Latine Leadership Summit to celebrate and foster leadership achievements. Awarded scholarships to 100 leaders and track their professional and civic achievements. 	<ul style="list-style-type: none"> Greater visibility and celebration of Latine leadership in Ohio. A measurable pipeline of Latine leaders contributing to community growth.

STRATEGIC PRIORITY #4

ADVOCACY

POSITION AS OHIO'S LEADING LATINE ADVOCACY ORGANIZATION

GOALS

EDUCATE VOTERS

Reach 10,000 Latine voters through outreach and education campaigns by 2028.

TRAIN ADVOCATES

Train 200 community members in advocacy and campaign strategies by 2028.

INCREASE REPRESENTATION

Boost BIPOC representation in local leadership positions by 10% in priority areas by 2028.

OUR 2028 COMPROMISO

To transform advocacy in Ohio by mobilizing 10,000 Latine voters, developing a Latine advocacy agenda/platform, training 200 advocates, and increasing BIPOC representation in priority areas by 2028.

PHASE	KEY ACTIONS	OUTCOMES
NOW 2025	<ul style="list-style-type: none"> Publish advocacy platform on the website. Host 4 community forums to refine and promote priorities. Build relationships with 5 new advocacy organizations. Draft colectivo advocacy charters and commitments. 	<ul style="list-style-type: none"> A clear advocacy platform and stronger community engagement. Expanded advocacy network and collaborative opportunities. Solidify structure and expectations for to leverage colectivos for advocacy.
NEXT 2026–2027	<ul style="list-style-type: none"> Develop a civic engagement calendar listing all key campaign events. Host 5 advocacy workshops in partnership with colectivos. Draft and test a voter education campaign blueprint for targeted elections. Implement a system for tracking voter engagement/powerbuilding impact 	<ul style="list-style-type: none"> A structured plan for advocacy efforts and a trained advocate base. A well-prepared strategy for voter mobilization and issue advocacy that can be scaled up and down sustainably.
FUTURE 2028	<ul style="list-style-type: none"> Mobilize 10,000 Latine voters through targeted outreach campaigns. Increase BIPOC leadership by 10% in priority areas. 	<ul style="list-style-type: none"> Greater political participation and representation of Latine voices. A more equitable and representative political landscape.

STRATEGIC PRIORITY #5

EFFICIENCY & SUSTAINABILITY

STRENGTHEN INTERNAL CAPACITY & LEADERSHIP SUCCESSION

GOALS

ENHANCE SYSTEMS & SUSTAINABILITY

Implement the MOCHA framework, annual performance reviews, and succession planning to improve operational clarity and efficiency.

SECURE FUNDING

Increase unrestricted funding by 30% through rebranding, funder outreach, strategic marketing, and innovative revenue generation services.

GROW MEMBERSHIP

Develop a membership program with 500 members and exclusive benefits by 2028.

OUR 2028 COMPROMISO

To ensure operational excellence by increasing staff retention to industry standards, increasing unrestricted funding by 30%, and growing membership to 500 individuals by 2028.

PHASE	KEY ACTIONS	OUTCOMES
NOW 2025	<ul style="list-style-type: none"> Hire a Director of Departments. Implement the MOCHA framework and annual performance reviews. Develop a comprehensive style guide and produce new marketing materials. Develop leadership succession plans. Seek at least two high-profile speaking engagements. Develop a membership program with clear benefits and definition of a "member." 	<ul style="list-style-type: none"> Clearer roles and improved staff satisfaction. Consistent branding and outreach to deepen engagement. Avanzamos Unidos is positioned strongly, regardless of staff changes. Raise AU's profile among corporate and institutional funders. Strengthened organizational sustainability through membership revenue.
NEXT 2026–2027	<ul style="list-style-type: none"> Train 5 staff members in media outreach and secure 10 strategic media partnerships. Launch the membership program and annual membership drive to acquire 250 members in NE Ohio. 	<ul style="list-style-type: none"> Broader visibility and stronger media engagement. Strengthened organizational sustainability through membership revenue.
FUTURE 2028	<ul style="list-style-type: none"> Increase unrestricted grant funding by 30% through sustained funder outreach. Expand annual membership drive and strategic marketing campaigns to grow membership to 500. Host annual member appreciation events and develop exclusive member benefits. 	<ul style="list-style-type: none"> Financial stability and a highly engaged membership base. Increased membership satisfaction and retention.

3-YEAR STRATEGIC PLAN BUDGET OVERVIEW

IMPORTANT NOTES ABOUT THE BUDGET:

1 CURRENT STAFF SALARIES ARE INCLUDED IN THE BASELINE LINE ITEM

For brand new program areas that require additional staffing, those increases to the budget are reflected in that strategic priority's line item.

2 ADVOCACY IS A MAJOR NEW INVESTMENT

Funding increases each year to build internal capacity and expertise and accounts for the hiring of a new staff member.

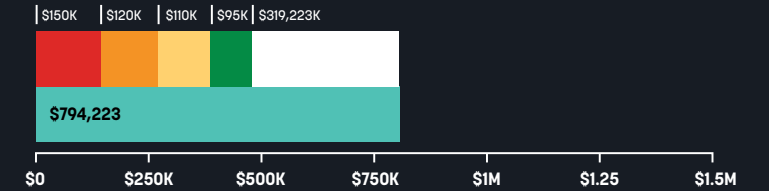
3 LEADERSHIP, GRASSROOTS, & CULTURAL WORK SCALE OVER TIME

Increasing investments align with AU's goal to expand voter engagement, develop leaders, and build community unity. In even years, AU's expenses grow in this line item to account for temporary scaling of voter engagement work.

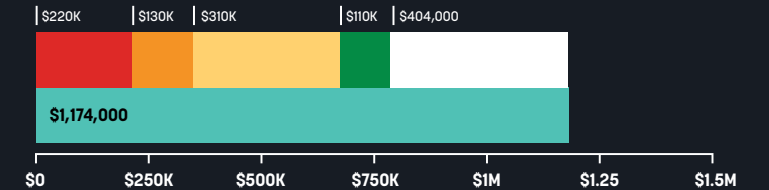
4 OPERATIONS & INFRASTRUCTURE GROW FOR SUSTAINABILITY

Ensuring the organization has the staffing, tools, and resources to execute its mission effectively is critical. This line item increases with time to account for potential raises to increasing staff retention and satisfaction or for hiring new internal-facing roles like a deputy director or chief of staff.

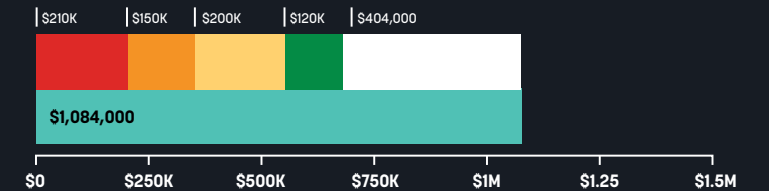
2025 BUDGET EST.



2026 BUDGET EST.



2027 BUDGET EST.



■ Advocacy (New Initiative)
 ■ Building Latine Leadership
 ■ Grassroots Engagement & Membership
 ■ Cultural Programming & Community Unity
 ■ Baseline Operations & Infrastructure
 ■ Total yearly budget

JOIN US IN BUILDING A STRONGER, MORE UNITED LATINE COMMUNITY.

Avanzamos Unidos is committed to building a **powerful, unified Latine community** in Ohio—one that is connected, represented, and thriving. Over the next four years, we will **mobilize our community, cultivate new Latine leaders, strengthen advocacy efforts, and invest in cultural programming that bridges divides and fosters belonging.** Our work is rooted in **grassroots engagement, coalition building, and systemic change,** ensuring that Latines have the opportunities, resources, and collective strength to shape their future. By leveraging our unique strengths, growing our capacity, and deepening our impact, we are forging a path toward a **more just, united, and empowered Latine community.**



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