



NATIONAL LATINA INSTITUTE FOR REPRODUCTIVE HEALTH

Salud | Dignidad | Justicia



NLIRH Strategic Plan | 2013–2018

Mission

National Latina Institute for Reproductive Health (NLIRH) builds Latina power to guarantee the fundamental human right to reproductive health, dignity and justice. We elevate Latina leaders, mobilize our families and communities, transform the cultural narrative and catalyze policy change.



Vision Statement

Our vision is to create a society in which Latinas have the economic means, social capital, and political power to make and exercise decisions about their own health, family, and future.

Core Values

We believe in the principles of *salud, dignidad y justicia* (health, dignity and justice) and work that is community rooted, culturally responsive, and sex positive.

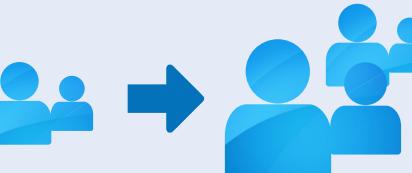
Executive Summary

Over the last five years, NLIRH has enjoyed extraordinary growth and success. NLIRH launched several major policy advocacy initiatives, opened a Washington, DC office, formed powerful coalitions, cultivated thousands of Latina activists, launched a civic engagement strategy, more than doubled its staff and reached millions of individuals and policy leaders through a bold strategic communications campaign.

NLIRH Growth (2008–2012)

SINCE 2008...

We've doubled our staff



Operating out of three new spaces

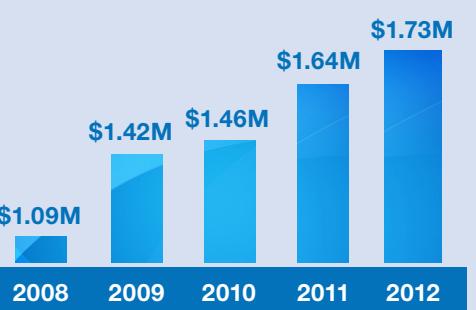


Washington, DC • 2008

Texas • 2011

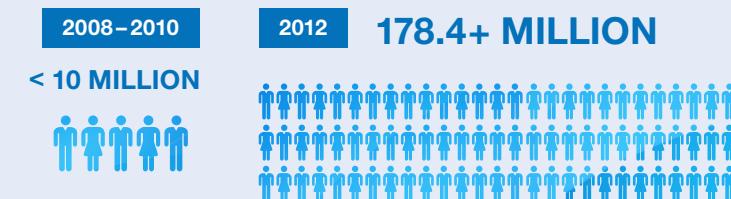
Florida • 2012

Our budget has grown 113%

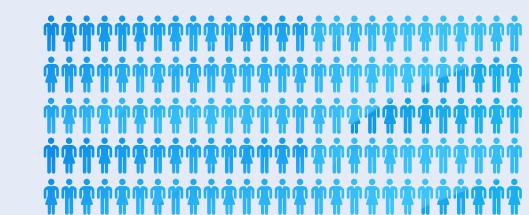


Our audience reach has skyrocketed

2008–2010
< 10 MILLION



2012 178.4+ MILLION



NLIRH's Vision for the Next Five Years is Even Bolder!

Without question, Latin@s¹ are playing a critical role in shaping this nation's future.

Latin@s account for 17% of the U.S. population and 10% of the electorate (20 million). Moreover, it is estimated that by 2030, the number of eligible Latin@ voters will double to 40 million and by the year 2050 Latin@s will account for almost 30% of the U.S. population.

As we look ahead, Latinas continue to face many challenges even as their political power and prominence continues on a meteoric rise. Latinas suffer disproportionately high rates of cervical cancer, unintended pregnancy, and poverty; face systemic barriers in accessing the health care they need, including reproductive health care like contraception and abortion; and continue to be targeted by discriminatory, inhumane immigration policies that tear families apart and leave immigrant women at the margins of society. Yet, even as these injustices persist, Latinas are more mobilized than ever, driving policy discussions in their communities and electoral outcomes at the ballot box. As Latin@s become a major political and economic force in this country, NLIRH is poised to galvanize that power to achieve reproductive justice victories that will dramatically improve the lives of Latinas, their families and communities.

In 2012–2013, NLIRH embarked on a comprehensive strategic planning process that included interviewing key stakeholders and experts, conducting trends analysis and best practices research, evaluating its programs and building a robust theory of change paradigm.

The culmination of this effort is a bold and ambitious, five-year strategic plan that aims to exponentially increase NLIRH's reach and advocacy capacity in order to achieve key reproductive justice victories crucial to the wellbeing of Latinas throughout this country.

Investing in Capacity Building

In order to achieve the programmatic elements, we are investing in capacity building: making strategic investments in **staffing, technology, communications and other infrastructure** areas that will enable NLIRH to amplify its messages, reach new audiences, create culture shifts and build critical mass for social change.

The Five Key Programmatic Elements of the Plan

1

POWER BUILDING

Strategically broadening, deepening and **exponentially increasing NLIRH's network** of activists, thought leaders and ally organizations to amplify Latin@ power to guarantee the fundamental right to reproductive health, dignity and justice.

2

ACCELERATING LEADERSHIP DEVELOPMENT

Launching a NLIRH Leadership Training Institute to **expand the pipeline** of sophisticated, well-trained Latina leaders ready to mobilize nationally and within states where critical battles continue to emerge.

3

ADVANCING POLICY SOLUTIONS

Deepening investments and **scaling up key policy advocacy campaigns**, positioning NLIRH as a key strategist and partner in designing meaningful policy solutions that place Latinas at the center.

4

GALVANIZING NEW SECTORS

Forging new partnerships across diverse social justice movements and leaders in order to leverage their own **power bases** in support of a progressive, reproductive justice agenda.

5

TRANSFORMING CULTURAL NARRATIVES

Leveraging NLIRH's strategic communications expertise, network of activists, thought leaders, and allied organizations, as well as our position as the national progressive voice for Latinas to **effect demonstrable shifts in public discourse** of Latinas, Latin@ opinion on key issues, and public discourse around abortion, immigration, and health.

iSOY PODEROSA!

Drill Downs for 5 Key Elements

1

POWER BUILDING

In order to build power, NLIRH is undertaking a multi-layer model comprised of:

- The **Poderosa Network**, which houses all of NLIRH's activists and supporters across all programs and provides an avenue for engagement for the community at-large
- The **National Latina Alliance** comprised of 75 organizations to advance a unified agenda for Latinas on reproductive justice issues
- **Special National Initiatives** to increase participation from key stakeholder groups to build a stronger and more diversified Latina movement
- **Regional Networks** that will foster regional collaboration and facilitate collective action to advance a national Latina reproductive justice agenda
- State power building in 8 key states via five revamped **Latina Advocacy Networks** and three **State Initiatives** with state based organizations



State Power Building

LATINA ADVOCACY NETWORKS



STATE INITIATIVES



Drill Downs for 5 Key Elements

2

ACCELERATING LEADERSHIP DEVELOPMENT

				
Build a pipeline of Latina leaders	Create mechanisms to organize and mobilize Latinas	Provide skills education and training for Latinas to become local and national spokespersons	Bridge the gap between Latinas and decision makers	Elevate Latina voices and stories within the national public discourse

NLIRH Leadership Ladder

The Leadership Development Ladder borrows from the concepts of a “ladder of engagement and participation” being used by organizations to increase volunteer (and donor) engagement and participation in their programs. By establishing this ladder, NLIRH is able to set benchmarks, track, and monitor its supporters and activists. More importantly, it shows its supporters and activists how they can grow their leadership at NLIRH and the steps and skill sets needed for each level.



Drill Downs for 5 Key Elements

3

ADVANCING POLICY SOLUTIONS

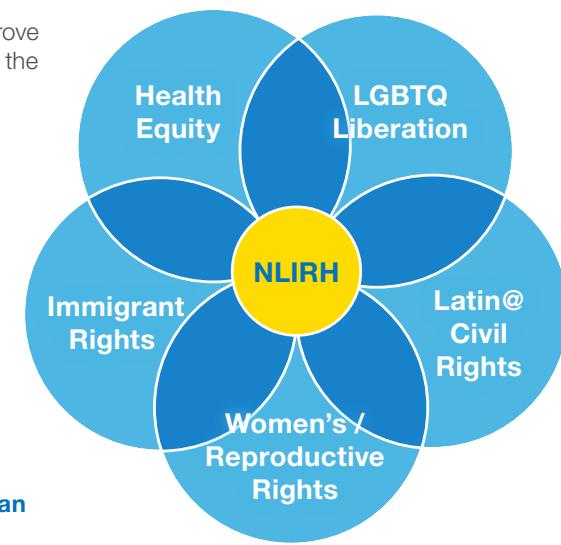
Through its Government Relations and Public Affairs Program, NLIRH sets out to accomplish the following three major goals through the three main program areas:

- Expand **access to quality, affordable, culturally- and linguistically-appropriate health coverage, services, and information** for low-income, immigrant, LGBTQ, rural, and young Latin@s and their families
- Protect and **advance human and civil rights of immigrant women and families**, including the right to quality, affordable health care regardless of immigration status

4 GALVANIZING NEW SECTORS

In order to galvanize broad cross-movement support to dramatically improve the lives of Latinas, their families and communities, NLIRH will implement the following strategies and programs:

- Build support among **Latino and immigrant rights organizations** for abortion access and reproductive justice
- Build support for immigrant women's health and rights within **broader immigrant rights and reproductive health/reproductive justice movements**
- Advocate for inclusion of women's health, reproductive health, and abortion access and affordability in **health equity discourse**
- Launch and build a new **LGBTQ/Reproductive Justice collaboration** with a focus on **communities of color**
- Launch National Latina Alliance comprised of 75 **civil rights, human rights, reproductive justice national and state groups**





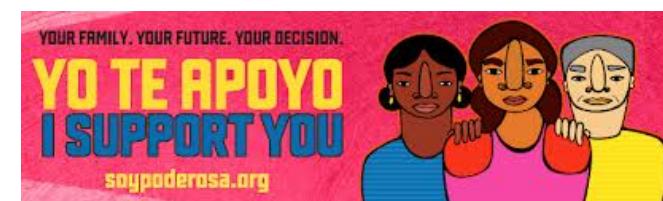
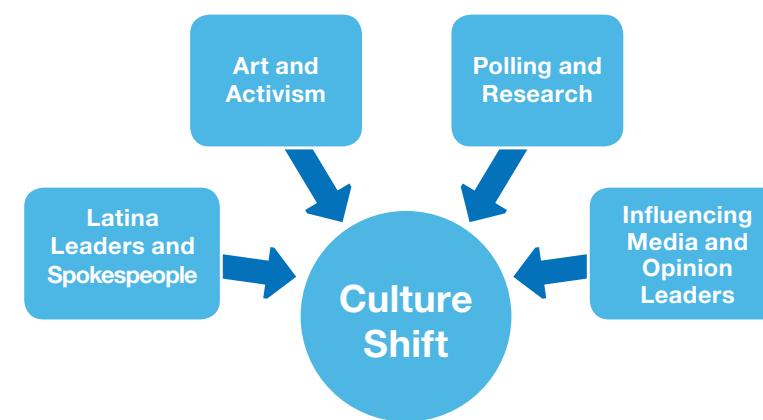
Drill Downs for 5 Key Elements

5) TRANSFORMING CULTURAL NARRATIVES

Our long term goals require demonstrable shifts in public perceptions of Latinas, Latin@ opinion on key issues, and public discourse around abortion, immigration, and health. We utilize the following range of strategies to accomplish these goals:

- Build a cadre of **Latina leaders who serve as authentic spokespersons** on reproductive justice issues in communities across the country
- Leverage our network of activists and leaders, and collaborating with multimedia artists and storytellers, create **culturally relevant and dynamic vehicles for our core messages**
- **Investigate and monitor trends in public opinion on key issues**, including within Latin@ communities, to inform strategic communications efforts and promote greater understanding of Latin@ opinions on reproductive justice issues
- Cultivate relationships with new and traditional, English and Spanish-language media, including mainstream and ethnic outlets and key influentials, enabling NLIRH to **reach a broad and diverse audience**

Culture Shift: Influencing Culture



Internal Infrastructure

INVESTING IN CAPACITY BUILDING

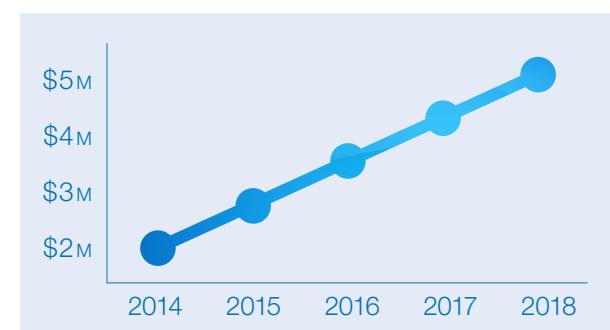
Infrastructure

In order to carry this next phase of organizational growth, NLIRH recognizes that investment in its infrastructure is a critical element. Not only does NLIRH need the staff required to carry out its goals, but it also needs to have the proper technology, facilities, and internal controls. Moreover, NLIRH is seeking to build up the skills and expertise in-house to move away from relying on consultants.

Over the next five years, NLIRH will:

- **Nearly double its staff** size to meets its programmatic goals over the next five years.
- **Make significant investments** in technology to support its expanding team and integrate offices across multiple state lines.
- **Establish a robust database** to track engagement and activity across all NLIRH programs, including Community Mobilization, Government Relations and Public Affairs, and Development.
- **Ensure its facilities are equipped** to handle the growing staff, as well as ensure that field staff has the proper infrastructure locally to support the growing community mobilization work.
- **Strengthen and expand** the NLIRH Board of Directors.

Projected Operating Budget



Grow from \$2.4 to \$5 Million Strong

- Diversify and expand foundation funding
- Create a corporate giving strategy
- Increase individual giving to at least 3% of annual revenue
- Establish a major gift program
- Build a robust recurring grassroots fundraising strategy



Invest in NLIRH

NLIRH has mapped out a bold path for our future. We seek to build Latina power through comprehensive efforts that lift up leadership, provide tools and expertise, and create a strong network of Latinas embracing their individual and collective power in their communities. We have framed a bold and ambitious plan forward, but it is going to take investments by individuals, institutions and networks to help us achieve this vision. Investing in NLIRH means you are supporting Latina leaders to raise their voices, mobilize communities, and transform the cultural narratives that will resonate for generations to come.



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1. NLIRH, conscious of the importance of gender equality in the production of educational materials in the English language, utilize gender-neutral terms throughout our work. Specifically, we have used the "@" sign to represent the diversity of our community and to include persons who do not conform to traditional gender identities.



www.Latinalnstitute.org



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