

**People & Stories / Gente y Cuentos**  
**Lean Stability Strategic Plan**  
**November 2025 – March 2027**

**Executive Summary**

People & Stories / Gente y Cuentos (P&S/GyC) delivers bilingual, literature-based humanities programs to adults and teens who have limited access to cultural and educational opportunities.

With **one full-time Executive Director, one part-time Executive Assistant, and 20+ contracted facilitators**, the organization serves **1,200–1,500 participants annually** across **30–40 community sites** in New Jersey and Pennsylvania - affecting the **lives of approximately 4,500 people annually**. Following a 60% reduction in federal funding, P&S/GyC is implementing a **Lean Stability Plan** focused on maintaining a stable \$220,000 annual budget, protecting core programming, strengthening bilingual access, and ensuring organizational health through **March 2027**. The plan prioritizes stability over expansion, grounded in efficient operations and deep impact.

**Strategic Priorities**

**Priority 1: Financial Stability & Revenue Diversification**

**Goal:**

Maintain a stable \$220,000 annual revenue/outcomes and replace reduced federal funding through diversified revenue streams.

**Key Actions:**

- Increase individual giving by **20–25%** through targeted donor outreach and compelling bilingual storytelling.
- Submit **8–12 foundation proposals annually** (humanities, literacy, recovery, reentry, aging, immigrant/Latinx-focused).
- Maintain year-end and mid-year giving campaigns.
- Develop modest **earned revenue**:
  - Fee-for-service partnerships with current sites/Go-Go corporate program
- Maintain **3–4 months of operating reserves** by March 2027.
- Re-engage lapsed funders with impact updates, site visit invitations, and the March 7, 2026 literary event with Susan Choi (presenting with no speaking fees - request for transportation only.)

**Priority 2: Program Excellence & Bilingual Access**

**Goal:**

Protect and strengthen program delivery while maintaining strong bilingual capacity across all sites.

**Key Actions:**

- Sustain **30–40 program sites annually** with consistent quality and community partnerships.
- Maintain **Spanish-language programming** in high-demand areas.
- Maintain a corps of **15 trained, contracted coordinators**, ensuring competitive pay and ongoing support.
- Update facilitator bibliography portal and training materials regularly.
- Consider Long-Term Program Impact Evaluation Project currently under research/budget analysis

- Conduct **pre- and post-surveys** at all program sites to measure confidence, connection, empathy, and self-expression.
- Conduct testimonial/impact videos with participants at all viable sites - photo releases, etc.
- Produce annual **Impact Report** for funders, donors, and public.

### Priority 3: Communications & Visibility

#### Goal:

Increase public understanding and funder awareness of P&S/GyC's bilingual humanities impact while maintaining a manageable workload.

#### Key Actions:

- Publish regular **e-newsletters** featuring participant quotes, facilitator spotlights, and program highlights.
- Maintain steady social media presence with bilingual stories, photos, and facilitator voices - Testimonial Tuesday, etc.
- Maintain website clarity and bilingual accessibility.
- Successfully execute “**Notable Words: In the Afternoon Light – An Afternoon with Susan Choi**” (March 2026) as a signature literary event to raise visibility and donor engagement - Income Goal: \$20,000.
- Engage Princeton university interns and other volunteers for communications, design, evaluation, and event support.

### Priority 4: Governance, Staffing & Organizational Capacity

#### Goal:

Strengthen board leadership, internal systems, and staffing while preserving a lean organizational structure.

#### Key Actions:

- Sustain the current staffing model:
  - **1 full-time Executive Director**
  - **1 part-time Executive Assistant**
  - **12-15 Contracted coordinators**
- Recruit **1-2 new board members** by March 2026 with strengths in fundraising, finance, communications, and community partnerships. Recruit 2 additional board members by August 2026 with strengths in governance, community partnerships, and finance.
- Strengthen board committees (Development/Fundraising, Governance) and ensure board engagement in donor and board recruitment.
- Ensure **100% annual board giving** at meaningful levels. - \$1,000 target minimum either personally or via contacts.

### Projected Outcomes by March 2027

#### Program Outcomes:

- Serve **1,200–1,500 participants annually**, prioritizing underserved and bilingual communities.
- Maintain **bilingual programming at 45%** of program sites.
- Sustain a strong coordinator network with high satisfaction and retention.

#### Financial Outcomes:

- Maintain a stable operating budget of ~\$220,000.
- Secure a diversified funding portfolio with no single funder representing more than 25% of revenue.
- Maintain **3–4 months of operating reserves**.

### **Organizational Outcomes:**

- Strengthened board leadership and committee engagement.
- Maintain administrative efficiency through updated systems and successful standardized processes including audit and 4-star Charity Navigator Rating
- Maintain full compliance in all non-profit and business regulatory systems.
- Increased organizational visibility, including a successful literary event in March 2026 - with long-range success definition discussion at initial 2026 Board Meeting.
- Maintain solid 6-month savings in PACF account with funds transfers by January 2026..

### **Conclusion**

From December 2025 through March 2027, People & Stories / Gente y Cuentos will focus on **sustainability, quality, and bilingual equity**—ensuring the continuation of its unique humanities model for adults and teens who rarely have access to cultural enrichment. With a lean, stable structure and steady donor and foundation support, P&S/GyC is positioned to remain a vital, resilient, and deeply impactful organization for the communities it serves.