Hispanic Unity of Florida
2016-2020 Strategic Plan

September 2016

More Mission

Optimizing Leadership, Adaptability, Program Capacity Creates

Sustainability

Strategic Planning Process Context and Executive Summary

In May 2015, Hispanic Unity of Florida initiated a professionally-facilitated/guided strategic planning process. For those not involved in the strategic planning process, it should be noted that Hispanic Unity of Florida has a strong reputation in the community and was awarded the NCLR Southeastern Affiliate of the year in 2015, and 2016 National Affiliate of the Year. In addition, the agency has operated successfully since 1982, and its budget and clients served have grown to $4.2 million. Nevertheless, the board and executive staff recognized the need to proactively and methodically address some organizational areas and simply assess itself anew as the organization found itself at a positive juncture regarding programmatic/service growth opportunities, board engagement and executive leadership succession planning.

Early on in the strategic planning process, it was deemed fundamental to the success of this initiative to conduct an objective evaluation of all key enterprise activities and identify areas of vulnerability and deficiency. To this end, ahead of the May 2015 board meeting to formally kick-off the strategic planning process, a Hispanic Unity of Florida Board Survey was conducted to help focus the process based on an organizational self-assessment that was professional guided by the consultants. Part of this systematic review was better understanding, recognizing, reinforcing, expanding and leveraging areas of agency strengths – or using proven positive organizational attributes to explore or exploit opportunities that were mission-aligned and where there was an actual or anticipated community need where the agency could play a unique role.

Practically, the strategic planning process was a bottom-up approach that actively engaged the board, the staff (both executive and line levels) and other Hispanic Unity of Florida stakeholders and constituents. Moreover, the process focused on surfacing one to two critical issues in each organizational area (e.g., Finance, Marketing, Programs, etc.). Each organizational area had a Sub-Taskforce made up of board members, staff and stakeholders to develop plans to address each critical issue with the overall planning process managed by the Strategic Planning Taskforce (see structure below).

Strategic Planning Taskforce Structure

This approach accomplished several objectives:

1. Reinforced mission-alignment of any and all recommendations and measures (i.e., implementation steps) to be acted upon;
2. Fostered a framework of collaboration across all enterprise units and functions, and broke-down any areas/individuals inadvertently operating in a vacuum or in a silo;
3. Engaged the board and staff in an honest dialogue (over months of focused, facilitated meetings and interactions) that led to a mutual understanding and improved appreciation of the needs and perspectives of each party or functional area involved;
4. Ensured a thorough vetting of ideas and issues from the board, staff, clients and other community stakeholders to avoid developing impractical plans or execution steps, and
5. Actively solicited bottom-up, 360-degree feedback from planning participants that helped promote staff and board 'ownership' of the strategic plan priorities – action steps that took into account recommendations and insights from users/clients/ line-level staff.

To make sure this process was grounded in regional market/demographic realities, this five-year plan is informed by South Florida's community needs[1] and the realization that in order to continue to make an impact on the community and to meet the growing need for Hispanic Unity of Florida's ("HUF") programs and services, the agency itself will need to become more sustainable. Much has been written about a not-for-profit's sustainability and numerous national organization and leading research was also drawn upon as part of this exercise.

Also unique to this HUF strategic planning and management process was the development of a comprehensive financial model that mapped the organizational cash flows, assets, liabilities, and enabled the projection of capital expenditures and highlighted key variables and assumptions. This bottom-up, tailored financial model also helped provide the board working groups, CEO, Chief Financial Officer and Programs VP the ability to test scenarios and affirm or change assumptions for programs-services being provided or considered (see screenshot illustration below).

---

[1] See attached Appendix A with most recent information on economic, education, health and social gaps impacting the community and HUF's current and potential clients.

Financial Model Screenshots
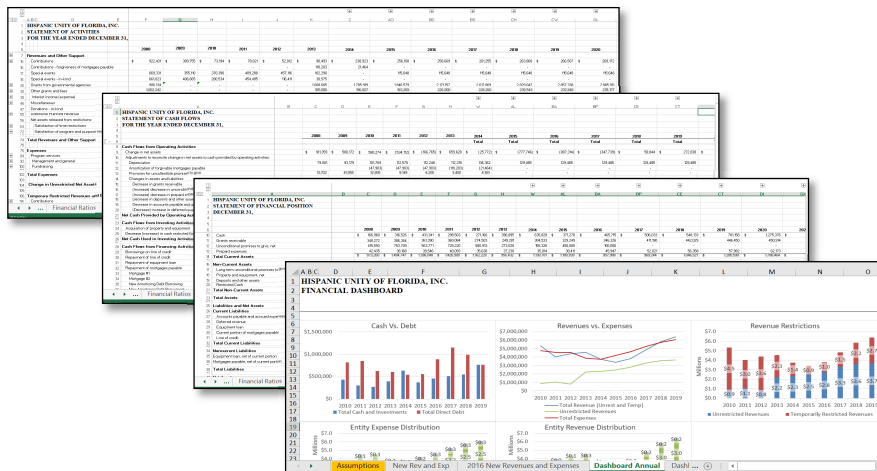
During the very first strategic planning meeting, the HUF mission[2] was vigorously evaluated against alignment with current or planned operations, and was ultimately tweaked by the board and executive staff to *"Empowering immigrants and others to become self-sufficient, productive and civically engaged"*. Early on in this process, all participants agreed that the HUF mission would be the anchor and measuring stick for nearly all other strategic planning work to be undertaken.

The framework above led to a frank discussion of HUF's enterprise model (referral vs. direct service provider), the ideal balance, and the proper HUF position in light of the market opportunities and community needs. From these meetings and the facilitated organizational self-assessment two forward-looking, overriding themes emerged as key areas of strategic focus:

1. Agency sustainability, and
2. Governance.

HUF leaders read, analyzed and extensively discussed the topic of organizational sustainability. The leadership was ultimately guided by several key sources and individuals including RAND's Research Report titled: *Financial Sustainability for Nonprofit Organizations;* TCC Group's presentation during an NCLR Leadership Workshop called *A Capacity Framework Toward Nonprofit Sustainability and Growth*, and the Nonprofit Finance Fund's two-day training attended by HUF's CFO and the VP/Programs called *Financial Sustainability: Adapting to a Changing Landscape.* Also informing this discussion were the HUF volunteer board and various strategic planning working group participants (i.e., standing board committee members, task force members and other stakeholders), HUF staff and the professional consultants Carlos de Quesada and Daniel Flanagan from VeraCruz Advisory, LLC.

---

[2] "Empowering immigrants and others to become self-sufficient, productive and civically engaged."

To its credit, the HUF executive staff leadership and board used the agency's positive track record and significant community goodwill to launch this strategic planning process from a position of strength and with a view to proactively plotting the organization's future. This same leadership was motivated by a desire to continue to help fulfill HUF's mission of helping empower individuals to become self-sufficient, productive and lead a dignified, actualized life.

In summary and after nine months of serious, sustained organizational commitment to the planning process, HUF completed a thorough, bottom-up and execution-ready strategic plan. This plan reflects the frank initial self-assessments that formed the basis for developing key strategic objectives and the associated forward-looking framework. Equally critical, the resultant plan is one that all participants contributed to and have an equity stake in.

Presentation-wise, the HUF strategic plan is organized in a two-part manner[3]:

1. A detailed outline, and
2. The five (5) functional area objectives complete with discussion, recommendations and conclusion (i.e., execution steps).

The five functional areas of strategic focus are:
1. Programs
2. Governance
3. Development
4. Marketing and Branding
5. Financial Capacity

---

[3] There are a significant number of strategic planning task force, working group, meeting and operating level documents available for reference, or for interested parties.

I. Programs Strategic Goals

A. Objective 1: Better Alignment of Organizational Mission and Programs

1. Background

    a) <u>Mission</u>: "Empowering immigrants and others to become self-sufficient, productive and civically engaged."

    b) <u>HUF's programs and services</u>: for detailed information on programs and services and how they are aligned with the Organizational Mission, please refer to Appendix A, *Gaps in Education, Economic Mobility and Civic Engagement.*

2. Discussion

    a) All current HUF programs are aligned with one or more of the mission statement elements. However, two out of the three high schools served by HUF programs do not meet the mission requirement for primarily targeting an immigrant population. HUF should focus on schools with large immigrant populations that would benefit from its programming. Contracts for the two schools indicated that are not perfectly aligned with HUF's mission are scheduled to end in 2017.

    b) Some HUF programs are predominantly serving Hispanic families.

    c) Service gaps: A number of programmatic areas have been identified as critical to meet client needs.

3. Conclusion

    a) The agency will proactively approach the Children's Services Council (CSC) to ensure designated schools have large immigrant populations that HUF can serve.

    b) A plan and associated communication should be created to ensure immigrants (across all ethnicities and nationalities) are familiar with/have access to all HUF services.

    c) This Programs Sub-Taskforce is recommending HUF research and determine service gaps and service priorities in each core service area.

        (1) Economic Development: Housing, vocational based language skills, workforce education, transportation assistance programs

        (2) Education (youth services): STEAM, physical fitness, nutritional education, leadership skill development, college and career readiness

        (3) Civic Engagement: Immigration and leadership development services

(4) Other:
    (a) Integrate financial literacy education and civic engagement services in all programs
    (b) Legal Aid services
    (c) Family strengthening services

B. Objective 2: Exploration of Geographic Footprint or Area(s) of Operation

1. Background

HUF provides services in Broward County, FL. For more information on HUF service locations refer to see *Appendix A*.

2. Discussion

a) In order to determine if a geographic expansion is warranted, HUF needs to evaluate the objective rationale for expansion such as:

    (1) Operating environment situation changes (e.g., a significant service provider goes out of business, a natural disaster brings an influx of new immigrants, or a neighboring country regime change leads to a mass inflow of exiles) resulting in a significant gap in services.

    (2) Significant increase in clients from a new immigrant (exile) populations, or a new geographic location may indicate a need for expanded services.

    (3) Gaps or strong potential for program improvement may exist within HUF programming and new best practices may require program model expansion.

    (4) Funders or potential future funders request HUF's assistance – so long as these funder requests are HUF mission aligned.

b) HUF does not currently provide services in some Broward County areas where there are a large number of immigrants (e.g., Pompano and Deerfield Beach), and therefore it could expand within the county.

c) Due to lack of capital any program expansion will require that program funding (and facilities) is secured in advance.

d) Successful expansion also requires capacity building in the following areas: Human Resources, Systems and Infrastructure (e.g., physical space, technology, policies and procedures).

e) Miami-Dade County is likely the next area of exploration as a result of HUF's talks regarding implementation of some financial stability services with United Way of Miami-Dade. The HUF Youth Development program is also a funding priority for the Children's Trust in Miami.

f) Standardized immigrant data as one metric to estimate the need of HUF's services is difficult to secure.

3. Conclusion

a) There is a need to obtain school-based data not only to target schools-based programs, but also to determine the need for geographic expansion of education programs.

b) Some existing programs and services are more suitable to be expanded geographically (e.g., Unity 4Teens). Community needs, HUF's expertise, financial resources and facilities are some key elements to consider when determining what programs should be scaled up.

    (1) Unity 4Teens:

        (a) Funding is available
        (b) There is no need for office space
        (c) Great opportunity to serve the whole family
        (d) Significant opportunity to integrate services (financial stability and civic engagement services)

    (2) Income supports, employment, and financial education:

        (a) Funding is available
        (b) Can be integrated in to other existing programs
        (c) High demand for services

    (3) Citizenship and Naturalization:

        (a) High demand for services
        (b) Few service delivery providers

c) Programs Sub-Taskforce agreed to expand programs and services as follows:

    (1) Expand in Broward County areas where HUF currently does not have any presence or where the target population is concentrated, but still underserved.

    (2) Explore expansion opportunities in Miami-Dade. Research and staff engagement in Miami-Dade are a critical to the success of this expansion.

    (3) Explore expansion opportunities in Palm Beach County. Research and staff engagement in Palm Beach County are essential to the success of this proposed expansion.

(4) Follow up with the community to establish HUF's role, if any, associated with providing some MDEI (a human services agency that closed) services targeting the Haitian Community.

II. Governance Strategic Goals

A. Objective 1: Build the Board

1. Background

   a) The standing HUF board Governance Committee for the past several years has been a committee that met infrequently and primarily on an as needed basis. Its role has been to supply educational support, address by-laws, provide a slate of officers for the board annually, as well as surface names of candidates for board membership or vacancies.

   b) During this past year and during the process of HUF strategic planning, the Governance Committee has been restructured to meet monthly and to specifically address the two identified areas of concern of organizational focus. The first being *Building the Board* as well as identifying candidates who may not be 'board-ready', but are certainly committee ready. The second area being the undertaking of the organizational succession planning for key HUF Executives.

2. Discussion

   a) Historically numerous attempts to compile board candidate names have failed even though specific criteria and the urgent need for particular candidate profiles have been well-defined.

   b) Major gaps exist in the method for identifying and vetting candidates, compiling necessary background research, providing a framework for follow-up, and having a defined process for interfacing with and fulfilling the HUF need to source candidates for key board committees.

   c) HUF's by-laws allow for a total of 21 members with a maximum term of six (6) years of service while at the same time providing some exceptions to address board officers as well as members with specific skill sets. HUF is currently operating with a board membership of 17.

   d) The board's Governance Committee has had numerous discussions regarding the future dynamics of the board as talented members leave as a result of term limits. In addition, and as part of the strategic planning process and Governance Sub-Taskforce meetings, significant gaps were identified in specific areas of expertise such as, marketing,

    advocacy, fund development, as well as, issues of gender, diversity, and geographic consideration.

e) HUF possesses a treasure chest with great expertise in its past board members, long-term donors and dedicated multi-year volunteers that need to be channeled to provide support to the HUF board.

f) The Governance Committee believes this board objective of *Building the Board* is the responsibility of not only the Governance Committee, but also of the overall HUF Board of Directors.

g) The financial impact of a more deliberate board-building process can be immense. The right people, at the right time, in the right place can ultimately change the future of HUF.

h) In terms of the *Succession Planning* objective, the Governance Committee recognizes this as a crucial component to ensuring an effective HUF organization. Providing a process and a thoughtful plan will take time and budgetary considerations.

i) The Governance Committee consists of four (4) current HUF board members and one board member emeritus. It has no members outside the HUF 'family.'

3. Conclusion

a) The objective for the HUF board in the next three (3) years is to create a group of volunteer leader who are engaged, cross-functionally trained (in other board committees), and proactive visionaries - fully involved in thinking and planning for the future. These leaders will, as a group, hold themselves accountable and ensure they meet individual and collective promises to themselves and the organization.

b) In particular, these volunteer leaders will be fully engaged in the following ways:

    (1) Energetically Fundraise.

    (2) Introduce their networks to HUF.

    (3) Introduce corporate contacts to HUF.

    (4) Serve as HUF Ambassadors - market the agency externally.

    (5) Advocate on behalf of HUF and issues.

c) The board will establish clear collective and individual annual goals and conduct annual self-assessments to measure its success as a governing body and as independent board members.

d) The HUF Governance Committee will add the expertise and knowledge of former board officers to assist with the HUF Board recruitment process. The Governance Committee

will review and update the board member volunteer leadership "acquisition" process. The Governance Committee will also review and update every aspect of the board member experience from revamping how prospects are to be identified and vetted, to how they are to be cultivated and interviewed, to how they will be on-boarded, oriented and kept engaged during their board tenure.

e) In addition to the Governance Committee, HUF will further supplement its governance resources by forming an advisory group consisting of past board members, donors, and long-term volunteers to support the work of the board. Its purpose will be to keep the most dedicated HUF supporters 'in-the-loop' and help the board as needs arise. This advisory group is in the process of being formed as a core of approximately ten (10) members to initially fill its ranks and develop the concept and functions.

f) Given the need for a talent pipeline, moving forward, the Governance Committee plans to build a candidate file which has a minimum of at least two qualified names for any board vacancy (board member, officer or committee chair) that may occur.

g) The Governance Committee also will also assess the feasibility of forming a Young Professional Group to provide a pool of potential future board/committee members as HUF acts to engage a younger audience in better understanding the agency's mission.

h) These processes will be ongoing and the measurable goal will be to provide HUF a deep pool of forward-looking, strategic, talented and engaged board of directors.

B. Objective 2: Succession Plan

1. Background

Historically, HUF has had significant discussion around succession planning given its relatively lean structure; however, a succession plan has never been formally completed or put in place.

2. Discussion

a) In terms of succession, the Governance Committee recognizes this is a crucial component to ensuring the sustainability of HUF.

b) Providing a process and a thoughtful succession plan will take time and budgetary considerations.

c) Executive staff recruitment: The previous HUF Executive Committee spent several months working with the HUF CEO and two external consultants to finalize a succession plan for the HUF President/CEO position. There was considerable discussion on how to create a stronger professional development plan for key HUF staffers and how to transition more duties – ones that are currently carried out by the CEO. The Executive Committee developed a two-tiered plan. Nevertheless, this succession plan was placed

on hold until HUF was able to improve the organizational capitalization, and adequately fund key positions that would allow the plan to be put into effect.

3. Conclusion

a) The Governance Committee considers succession planning to be an immediate priority. It has both management implications, and financial ones. In order to address the plans and the finances that may, at minimum, be involved in additional staffing it will require further research and some in-depth meetings with the CEO and board leadership.

b) The current Executive Committee will revisit the work of the previous Committee and complete and share the final plans with the board of directors. As part of the Governance Sub-Taskforce meetings, it was agreed that the CEO succession plan is to be "owned" by the board – not the current HUF CEO.

c) The succession plans for CFO and VP/Programs are equally as important and need to be developed. The HUF staff is very flat and talented, but it is a critical problem if any of the top three executive staff were to leave or be unable to continue in their current role.

d) Develop a HUF Introduction Candidate Form which will provide the necessary information to perform research on names forwarded for board candidacy. This form can further be used to capture names for committee membership or donor development.

e) A flowchart outline – and who is responsible with timelines - and the follow-up process will be developed for all candidates.

f) Finalize board recruitment process from being exploratory to actually meeting and engaging individuals.

III. Development Goals

A. Objective 1: Improve Board Engagement and Participation in Development

1. Background

Over the years the HUF Board of Directors, as a whole, has not always met their stated/agreed upon board financial commitments beyond their personal gifts. It is difficult for an organization to raise significant large/institutional donor funds without the full support and leveraging of its board of directors.

2. Discussion

    a) The Development Committee identified a number of reasons why the board, individually and collectively, may not have been as successful as they would have liked historically including:

      (1) Absence of a strong case for support statement.

      (2) Board members lack depth of understanding of HUF's mission and programs/outcomes.

      (3) Lack of experience/knowledge of how to sell mission vs. events. Some board members' experience is more "transactional" (i.e., 'buy this table for this event') vs. selling the mission and programs of the organization and garnering more sustained support.

      (4) Board members have lacked clarity on fundraising expectations.

      (5) There has been no HUF Development Director to provide expertise, support and guidance.

      (6) The board members have not actively held each other accountable.

      (7) Board member term limits have been too long (one six-year term) vs. the recent change of 1-2-3 years, which allows for natural discussions about roles/responsibilities, challenges and opportunities for fund-raising coaching.

      (8) Board members have not had the right tools.

      (9) Board members are concerned/not comfortable with making an "ask."

      (10) Board members hesitant to ask friends/colleagues for funds and then being on the "hook" to them for gifts.

3. Conclusion

    a) HUF benefits from having a diverse group of board members. However, no matter the background, every board member has an opportunity and a role to play in cultivating and stewarding HUF's donors and funders. There are numerous and valuable ways board members can contribute to the organization's financial development short of making an "ask" for funds.

    b) HUF will be adding fund-raising development capacity in 2016 with a new VP of Development. This individual, working in conjunction with the Development Committee and Governance Committee, will play an important role in helping to educate the individual board members, CEO and the board as a whole on how they can help HUF in mission advancement/development. The Development and Governance Committees will provide direction and guidance to the VP of Development and coaching/mentoring

support to the board members to ensure these directors are well equipped through training, coaching and tools to be excellent ambassadors and stewards for the organization.

B. Objective 2: Hire a Dedicated Development Team Member

1. Background

HUF had a Development Director for more than seven years. Since the departure of that individual, the HUF CEO has had the lead in development for the past six years. Several Vice Presidents of Development have been hired, but they have not been retained. The reasons why these individuals were not retained varies with each person. However, in all cases, HUF used a vetting process that included external consultants, involved internal staff and board members. Ultimately the CEO made the hiring decision.

2. Discussion

a) For the past few years, HUF has been focused on refining its development strategy while creating the development infrastructure and securing funds to support the addition of a VP of Development.

b) Hiring this VP of Development is critical to HUF for two key reasons – it is tied to HUF's succession plan for the CEO and to the ability of HUF to strategically grow more partnerships and become more deeply engaged in advocacy. In the latter, the CEO would be able to work closely with the VP of Strategy and Programs on partnerships and take the lead on advocacy. HUF's executive team has largely reached its capacity to grow because it has maximized its capacity to generate new relationships, programs and funding opportunities.

c) Significant work also has been done to create systems and processes, but a development or sales type professional is deemed a requirement to take HUF to the next fund-raising level.

3. Conclusion

a) The VP of Development will ultimately be the lead relationship point person for most of HUF's existing funders. He/she will also be responsible for managing all the steps in the cultivation and stewardship process from prospecting new funders/donors, to preparing presentations and making the "ask," to ensuring donors are thanked and recognized and HUF fulfills its commitments. HUF will work with a consultant to create a template that will clearly delineate what role each of the HUF team members will play and who will be responsible for which step.

b) HUF will create a two-page "About the VP of Development Position" that will provide a view of the day-to-day job duties, whom this person will be interacting with, and receiving support from, and the key values he/she must possess to be successful.

c) HUF has identified two key groups of potential candidates – those with not-for-profit fundraising experience (including corporations and foundations), or individuals who have Director-level sales experience. HUF has determined that anyone who does not have development or sales experience will not be a good fit. In addition to the qualifications, they must have a passion for the HUF values and mission, and they must have a personality type that can work well with a demanding, bottom-line oriented CEO.

d) HUF will use two consultants to help the organization with these candidate screenings – one consultant has extensive sales background and the other extensive HR experience. As in the past, this hiring will be a 360-degree process – and will include key board members, senior HUF staff, peers and future direct reports.

e) The Development and Governance Committees will provide direction and guidance to the VP of Development and coaching/mentoring support to the board members to ensure they are well equipped through training, coaching and tools to be effective ambassadors and stewards of the organization (see Development Exhibit).

f) The objective of the Development Committee is that within the next three years – each board member will be fully engaged, active in development, and achieving his/her individual and collective fund-raising goals. Every board member will be expected to fulfill monetary goals. These development goals will be individualized based on each member's skills, experience and preferences. Working with the Development Committee and VP of Development, board members will be provided with the appropriate level of individualized training, coaching and support needed to reach individual and collective goals. On a quarterly basis the Development Committee will review the individual/collective development performance. Annually, the Governance Committee will lead the board in assessing individual and collective goals.

g) The Development Committee, working closely with the Governance Committee, will ensure prospective board members understand the expectations regarding fund-raising. Once on the board, the board members will be provided with a "tool kit" that includes facts about HUF. These resources will help ensure board members learn HUF's case statement, will have in-depth knowledge of HUF's mission and programs, and be engaged HUF ambassadors and stewards on behalf of HUF. The VP of Development will ensure these tools are created and made available to the board members.

IV. Marketing and Branding

A. Objective: Establishing Clarity of Organizational Message via Organization Name and Branding

1. Background

Board members and HUF staff have historically had difficulty in explaining what HUF does and the meaning behind HUF's name. Initial conversations and introduction of potential supporters to HUF revolve around the meaning of the HUF name and clarifying who, exactly, HUF serves. This creates a confusing message and brand, and time and energy are wasted on clarifying the organizational message instead of building organizational support.

2. Discussion

a) The Marketing Sub-Taskforce confirmed the organizational Mission and Vision statements ahead of the 're-branding' effort. After a long discussion on the consequences of the use of "immigrant" vs. "Hispanics" all the strategic planning process participants involved agreed that keeping "immigrant" is the best path forward for the organization and was reflective of who is served. Some of the discussion points included:

    (1) Consideration of the grant process and wording (relative to the agency's name) that is helpful to securing funds; the reality is that HUF serves many non-Hispanics immigrants.

    (2) Foundations like to see multiple demographic or societal segments being served.

    (3) MDEI opportunity – if HUF serves all immigrants, which includes the Haitian population, the agency could make a big impact/help those in need of services. However, the risk is that HUF has limited resources at this time.

    (4) Uniqueness of the "immigrant" experience – provides a broader tapestry/more opportunities for the organization.

    (5) Using a broader immigrant label (versus just Hispanic), does not mean that HUF has to serve (through programs) all of the needs of all immigrants. HUF can serve as a referral agency or focus on overlap areas.

b) Given the HUF mission, the organization name "Hispanic Unity of Florida" is out of alignment. The Marketing Sub-Taskforce discussed the need for a name change to be in alignment with the mission, including the benefits and 'costs' of a name change. Some of the discussion points included:

(1) The need to leverage (and not harm) the brand equity developed in the name over years of service to the community.

(2) The negative connotations of both the 'immigrant' and 'Hispanic' labels as well as the words 'Hispanic Unity' sounding like a political organization or being exclusionary.

(3) Hispanics are 50% of current agency client base, the other half is comprised of a diverse group of immigrants and other groups. Of the total clientele, 80% of HUF's current clients are, in fact, immigrants.

3. Conclusion

a) The "Hispanic Unity of Florida" name has to change in some form to be in alignment with the current mission and individuals actually served.

b) There was working group agreement to include "HUF" (as a stand-alone word not as an acronym) and without the "Hispanic Unity of Florida" name as one of the names that will be tested in the research. Several benefits were discussed:

(1) By just using "HUF" without 'Hispanics', the name is then in alignment with the mission.

(2) This change will help leverage the legacy of the HUF brand with existing donors.

(3) This name change will also eliminate any negative connotations of 'Hispanic Unity' being associated with a political organization or being exclusionary.

(4) The new name will help the agency prepare for the future landscape by not being perceived as exclusionary or too narrow in only serving a given demographic.

Other potential names will be developed and included as options in the research and surveys indicate.

c) The background story (i.e., messaging) for the name change is, if asked, "We started our organization serving Hispanic immigrants but, have grown with the significant need to serve all immigrants." One of the key deliverables from the Marketing Sub-Taskforce research will be not only the name, but also the tagline/slogan, messaging and "movement" messaging.

d) A new, improved logo will be needed to align with the name change. The logo does not have to differ significantly from the current logo rather, be a new and improved version of it.

e) Research is recommended to evaluate, measure and help mitigate any negative impact from the following: the name change, slogan/tagline change, cultural movement label and new messaging. This research and testing will also help introduce the concept of the

organizational name change and evolution of HUF to key donors so they are not caught off guard. Groups to be surveyed include; employees, clients and donors.

V. Financial Capacity

A. Objective 1: Organizational Sustainability and Viability

1. Background

a) As part of the May 2015 strategic planning process, HUF identified organizational finances as a key area to be addressed. In facilitated meetings, the HUF board and executive team sought to address two finance-related issues. These two issues were inter-related and practically combined/simultaneously addressed during the process. Concretely, the two goals concerning HUF finances were:

(1) Reaching long-term organizational sustainability/viability, and

(2) Establishing reserves (i.e., a financial cushion).

b) Through working level discussions from numerous summer and fall Finance Sub-Taskforce meetings, all participants concluded that establishing financial reserves was a subset of the overall organizational sustainability.

2. Discussion

a) The financial capacity scenario at HUF is best described as follows: Limited access to unsecured credit, thin capitalization and low working capital levels that exacerbated by service/program payment delays. The overstretched finance staff was not able to undertake more predictive financial planning or modeling that aligned agency strategy to finances.

b) HUF has been able to have positive net assets for the past 22 months in a row, but to scale its mission, HUF must address a number of financial capacity challenges including:

(1) HUF's reliance on one-year (foundation) grant cycles has led to variability of revenues and the need for smoothing of cash flows through revenue diversification (in particular multi-year government grants and large multi-year foundation grants).

(2) Maximizing its fundraising capacity (from restricted grants to unrestricted) which is restricting its ability to "do more mission."

(3) Improving the limited financial cushion (reserves) has caused operating constraints that do not allow pursuit of some grant or program/service opportunities.

(4) Reducing reimbursement time lags from service provision to payment exacerbate cash flow gaps at certain times of the year.

(5) More fully optimizing real estate assets – prudently tapping these for capital and/or program revenue.

3. Conclusion

a) At its core, methodically surfacing (then addressing) enterprise level finance-related issues were part of developing integrated, sustainable solutions. In other words, quantifying the exact financial needs (and timing) to support program and service opportunities was achieved through the strategic planning process. This approach took the form of taking a hard, honest look at HUF's enterprise model and realizing that it had facilities and property that were not being fully utilized, developing new or improved reporting tools that would help more data-driven decision making, and enabling assessment of selecting one option over another – taking into account both financial terms and qualitative considerations.

b) As the strategic planning process kicked-in, it was objectively realized that HUF's historical ability to run 'lean' through sheer necessity - despite the executive team's resourcefulness, unity and commitment to clients - led to an unsustainable staffing situation.

c) It was determined that HUF should hire additional Development, Program and Finance personnel to increase cash flows, and diversify away from one-year grant cycles.

d) Both the strategic planning Finance Sub-Taskforce and standing Board Finance Committee, agreed that HUF was to strategically leverage its real estate, and intentionally build a minimum of a six (6) months operating reserves to enable HUF to better handle cash flow timing shortfalls and expansion requests/opportunities.

e) The bottom-up financial model created as part of the strategic planning process was to be used to model various financial scenarios (addition or loss of programs or funding) while simplifying the ability to produce meaningful financial data/ratios for development staff, donors, and volunteer leaders.

f) Using key financial indicators and at-a-glance monthly dashboard would enable more proactive cash flow management and the ability to make better data-driven decisions by the board and executive team.

VI. Summary

Overall, this document reflects a condensed memorialization of a dynamic strategic planning process. This process was initiated with a frank organizational self-assessment, grounded in the HUF mission, and involved challenging historical assumptions and then methodically exploring future opportunities. The process also involved candid conversations and debates that addressed key HUF functional area needs and objectives as the agency positioned itself for the future.

This document serves as a 'true north' framework while allowing HUF the latitude to make any needed tactical or situational adaptations - that are sure to arise over the next five years. The HUF leadership, committed itself to an on-going, effective accountability process, versus going through a rote exercise to develop a static document. This strategic planning comes at a time of organizational strength, and a recognition of the need to adjust some key aspects of the enterprise model as it continues to successfully serve the community for another 25 years, and beyond.

Development Exhibit

In addition to individual and collective fundraising required of HUF board members, board members will support development in a number of ways including, but not limited to:

a) Donor Recognition ("Thank You" outreach) – Once per year board members will be engaged to lead the calls/send hand-written notes for a month and may also be asked to be a back-up for another month.

b) HUF Ambassador role – Wear the HUF pin. Tell the HUF Story. Invite interested parties to a HUF Tour or to lunch/dinner/coffee with the CEO, or senior staff.

c) Be a HUF Advocate with elected officials at city, county, state and federal levels.

d) Share contact names and introduce HUF to new potential friends (and future HUF volunteers, advocates or funders).

e) Attend HUF events.

f) Annually participate in a 2-3 hour in-depth HUF program orientation of choice.

g) Participate on at least one HUF POE tour annually.

h) Introduce HUF to one's network.

The VP of Development will contact each board member monthly to provide support. The Development Committee also will provide support and coaching as needed. In addition, every quarter the Development Committee will lead the board in an assessment of its development goals and year-to-date success. Board members will be provided with their individual development scorecard, the board's scorecard, as well as the board's "average" gift size.

Hispanic Unity of Florida

Appendix A

Gaps In Education, Economic Mobility, & Civic Engagement

September 2016

I. HUF Client Profile

Most of HUF's clients come from single-parent households, headed by females; they require access to public benefits and health care, and they struggle with debt and high financial transaction costs. Many clients are eligible for some form of work or social service support, but do not have the time or knowledge of the system to navigate the application processes of multiple public agencies. Agency clients often hold unstable jobs that are unlikely to offer health insurance and other benefits. The youth served by HUF often exhibit poor school performance, poor school attendance, and tend toward behavior problems.

Current Client Demographic Data

Gender	Ethnicity	Race			
68% Female	60% Hispanic	0% American Indian or Alaskan Native	29% Black	67% White	
32% Male	40% Non-Hispanic	4% Asian	0% Native Hawaiian or other Pacific Islander	0% more than one race	

II. Demographics, Cost of Living, & Health

According to U.S. Census Bureau data from 2014, Broward County, Florida, has 1.87 million residents. The County's population is 27.5% Hispanic, 28.9% Black or African American, and 39.8% White; 31.8% are foreign born and 38.4% speak a language other than English in the home.[1]

Broward County has a **high cost of living**. In 2011, Broward County's total cost of living index **exceeded** not only the state average, but the averages in Miami-Dade and Monroe counties as well.

In its June 2014 Comprehensive Community Needs Assessment, the Broward County Human Services Department reported that "Broward County residents spent $14.12 more for every $100 spent by other Florida residents, $23.19 more than Miami-Dade County residents and $22.34 more than Monroe County residents."

Nearly 15% of Broward County residents live in poverty. However, the United Way of Florida ALICE report (Asset Limited, Income Constrained, Employed) states that across Broward County, 47% of households struggle to afford the basic necessities of housing, child care, food, health care, and transportation That number is 50% in Miami-Dade.

---

[1] (U.S. Census Bureau Quick Facts: http://www.census.gov/quickfacts/table/PST045215/12011,00).

Drawing on national research and perspectives, a 2012 report from the Urban Institute found that **children living in poverty are nearly 90% more likely to not have a high school degree** by the time they are 20 years old. Such children have significantly lower chances of graduating from high school, they may not pursue higher education, they are more likely to live in poverty as adults, and they are likely to have increased delinquency and crime rates than the general population.

Children of low socioeconomic status are less likely to have parents who can assist them with homework, are at higher risk for academic failure, and often require additional educational support than what they receive during school alone (Lauer et al 2006).

Today, significant gaps exist for immigrants and people of color in our community. Poverty and the working poor (defined here as working full-time for an income below 100% of the poverty level) are on the rise and are most severe for communities of color. Nearly <u>one in four of the region's blacks,</u> and <u>one in six of its Latinos live below the poverty level</u> – *more than double the rates of whites.* And overall, **45%** of individuals living in Broward fall below the poverty level or do not earn enough to cover their basic living expenses.

Living in Poverty

1. South Florida: **22%**[2], of Black or African American Households are living in poverty.

2. South Florida **17%**[3] of Hispanic or Latino Households are living in poverty.

   a. **Food Assistance**[4] Broward County = **13.4%,** Miami-Dade = **25.5%,** are using food stamps.

   b. **Social Mobility**: Only **9%**[5] of the people living in poverty will move up the economic ladder in the U.S. (the U.S. lags significantly behind other developed nations).

   c. **Health access:** Florida has the third highest rate of uninsured individuals of any state (**29%**)[6]. Currently, **35%**[7] of nonelderly Latinos in Florida are uninsured and **32%** for Broward County. In 2011, **48,595 Broward children under age 18 had no health insurance.**

---

[2] <100% of FPL, 2013 ACS B17010B

[3] <100% of FPL, 2013 ACS B17010I

[4] All Households, 2013 ACS B22003

[5] American Exceptionalism in a New Light: A Comparison of Intergenerational Earnings Mobility in the Nordic Countries, the United Kingdom and the United States, 2006. http://ftp.iza.org/dp1938.pdf

[6] The Henry J. Kaiser Family Foundation Health Coverage for the Hispanic Population Today and Under the Affordable Care Act.)

[7] Hispanic or Latino Under 65, No Health Insurance, 2013 ACS B27001I

III. Education

Youth are at the forefront of the region's demographic shifts:

1. 74% of South Florida's youth (under 18) are now people of color.

2. compared to 53% of the region's seniors who are non-Hispanic white.

According to the Center for Labor Market Studies, $305,000 is the difference between the net fiscal contributions **between a high school graduate and a high school dropout** over a lifetime.

Education is critical to combatting poverty and joblessness, yet state and national data show that among others, low-income students, immigrant students, and students with limited English are significantly less likely to graduate than their peers.

In Broward County:

1. Over **8,000 children** ranging from birth through age 12 were on the waiting list for **financially-assisted child** care as of 2014 (if the proposed 2016-17 U.S. House budget is passed, that number will grow to "65,000 children on waiting lists for subsidized childcare.").[8]

2. 8,270 8th graders **(43%)** are not reading on grade level.

3. 7,102 8th graders **(37%)** are not on grade level for math.

4. 10,311 8th graders **(54%)** are not at grade level for science (FCAT 2012).

5. 12,965 middle school students were suspended during the 2011/12 school year, many students multiple times (BCPS).

6. 9,226 10th graders **(51%)** are not reading on grade level (FCAT 2012).

7. 13,948 high school students were suspended during the 2011/12 school year, many students multiple times (BCPS).

8. 78% of Hispanic kids are graduating from High School, while 68% of Black kids are graduating and compared to 84% of their white counterparts.

9. **College Graduation Rates are lower for low-income and first-generation college students**:

---

[8] Miami Herald article, Feb 12, 2016, *"Legislators make few repairs to Florida's safety net but push back on tax cuts"*

a. Fewer than **10% of students with family incomes below $34,160 a year earn bachelor's degrees within six years of starting college** (This figure has remained virtually unchanged since 1970).[9]

b. More than three-quarters (75%) of students with **family incomes of $108,650 or above** earn bachelor's degrees by the time they're 24, up 37 percentage points over the same period.

c. 17-20% increase in college applications of students have an active college coach.[10]

IV. Civic Engagement

U.S. Dept. of Homeland Security's immigration statistics shows the Miami-Ft. Lauderdale-Pompano Beach, FL metropolitan area as the third highest in the country Legal Permanent Resident (LPR) status, following New York and Los Angeles.

1. **Low Levels of Civic Engagement:** in 2012 Presidential election 48% of eligible Latino voters went to the polls vs 66.2% of Blacks and 64.1% of non-Hispanic whites.[10]

    a. Registered Hispanic voters are voting less than their white or Black counterparts. 638,000 Florida Citizens are not registered to vote.

2. **Early Education:** Youth are 30% more likely to graduate from high school if they attended a quality early learning program

    "*Growing mountains of research suggest that the best way to address American economic inequality, poverty and crime is — you guessed it! — early education programs, including coaching of parents who want help. It's not a magic wand, but it's the best tool we have to break cycles of poverty.*" (NYT, Oct. 2013)

---

[9] Pell Institute and the University of Pennsylvania's Alliance for Higher Education and Democracy

[10] American Institutes for Research and Northwestern University