

## HUF 2016-2021 Strategic Plan

Committees		Status	Program	Responsible	Other Committee Link	2021	Comments
1	Program	Priority	Create a programmatic decision tool to analyze the degree to which a new program aligns with the Mission.	ED and SGM			
2	Program	Priority	Replicate 2Gen - focused on Family Strengthening Program	VPP and Directors			
3	Program	Priority	Strengthen employment services (increase capacity and adjust program design)	ED, VPP and Director			
4	Program	Priority	Strengthen the Data Management System – identify, launch and implement new database, staff training, increase capacity	ED and VPP			
5	Program	Priority	Create and lunch a 2Gen training plan for management and front line staff	VPP and Director			
6	Program	Priority	Reorganize Program Staff Structure - based on 2Gen approach and changes in service delivery model	ED and VPP			
7	Program	Priority	Create a more comprehensive approach to assist families in meeting their basic needs (housing, food and health (COVID-19 vaccine))	ED and Eco. Dev. Director			
8	Program	Priority	Create a plan to assist clients with immigration and other critical services as a result of new immigration laws	ED and CEO			
9	Program & PP & Advocacy	Priority	Work with FIU's Metro Center (and with partner Urban League) on "The State of Hispanics & Immigrants in Broward" Research Study with a State of Black Broward (led by UL) and a third combined study of both black & brown communities.	CEO & ED	PP&A		
10	Program & PP & Advocacy	Priority	Create a communication plan around the study; use the study as foundation for the 2022 & beyond HUF Strategic Plan and 2022 & beyond advocacy plan	ED and CEO	PP&A		will extend into 2022
Committees		Status	Public Policy & Advocacy	Responsible	Other Committee Link	2021	Comments
1	Public Policy & Advocacy	Priority	Secure sustainable funding for dedicated PP&A staffer for 2022 & beyond (possibly expand duties which would be covered by other grants/sources)				
2	Public Policy & Advocacy	Priority	Work with outside consultants to develop a plan to: 1. Highlight HUF's & CIFIC Coalition work in key program areas; 2. Promote HUF research on issues which then positions the agency as "thought leaders" and advances HUF's advocacy work in these issue areas; 3. Support PP&A staff & volunteers & CIFIC coalition in outreach & messaging to elected officials	Lead: PP&A Fellow & CEO			
3	Public Policy & Advocacy	Priority	Build a formal advocacy network of peer organizations (local and throughout the state) to advance each others' work. Identify the groups. Create goals and outline working relationship/partnership.				
4	Public Policy & Advocacy	Priority	Cultivate & grown relationships with state & congressional electeds and their staff, by connecting with them in person or virtually -				

## HUF 2016-2021 Strategic Plan

Committees		Status	Finance & Ops & Risk Management	Responsible	Other Committee Link	2021	Comments
1	Finance & Operations & Risk Management	Priority	Reorganize the finance area to provide more support for the growing program & organizational needs. And, to provide greater support to the COO. Add CFO & Operations/Risk, Associate Director positions.				
2	Finance & Operations & Risk Management	Priority	Create and execute plan to strengthen operations: facilities & technology to support the growing needs of the agency & HUF management team. (Growth has outstripped our capacity in both of these areas.)				
3	Finance & Operations & Risk Management	Priority	Review HUF's HR support and develop short & long-term plans to provide more support for growing HR needs (management + team members).				
4	Finance & Operations & Risk Management	Priority	Quarterly Budget & Scenario Planning Tracking and Re-Projections ( <a href="#">Analysis of Organizational Performance for Programs &amp; Development and Impact on Financials</a> )				
Committees		Status	Governance	Responsible	Other Committee Link	2021	Comments
1	Governance	Priority	Recruitment: Build candidate file: minimum two candidates for every open position (board expertise, committee leadership & board officers)	Governance Chair			
2	Governance	Priority	Recruitment: Create a new support group consisting of past Board members, donors and long term supporters to assist HUF with identifying board members, committee members and donor prospects "Friends of the Board"				
3	Governance	Priority	Create a standing sub-committee for ongoing review of by-laws, tasked with recommending updates to HUF Board Officer Job descriptions; new or updated duties and succession plans for Board Officers & Committee Chairs; review structure of the executive board; and review requests for By-Laws revisions and clarifications as proposed by board members.	Governance Committee			
4	Governance	Priority	Create Board-Driven Annual Calendar	Board Secretary			

## HUF 2016-2021 Strategic Plan

Committees		Status	<b>Development</b>	Responsible	Other Committee Link	2021	Comments
1	Board Chair	Priority	Tools & Resources: Check-in with Board Members <b>Semi-Annually</b> on their development goals and address challenges – involve development staff to assistance	Board Chair + Gov. Chair			
2	Board Chair	Priority	Accountability: Review & Report quarterly to the board on board over-all fundraising performance including plan on how to continue momentum or correct direction	Board Chair			
3	Board Chair	Priority	Board Chair to work with an "ad hoc" Development Task Force to create an annual plan to focus the board members on specific board development activities <i>appropriate during Covid-19</i>	Board Chair + Gov. Chair + Development Director (support)			
Committees		Status	<b>Marketing</b>	Responsible	Other Committee Link	2021	Comments
1	Marketing	Priority	Create Brand Guidelines Manual. Train staff and board on usage				
2	Marketing	Priority	Support Public Policy & Advocacy Efforts with messaging to reinforce & increase reach of elected officials (Using RiseAbove, VPSA tools (Values, Problem, Solution & Action) template				
3	Marketing	Priority	Increase storytelling of HUF and its mission - with consultant, extended into 2021				
4	Marketing	Priority	Solidify and increase HUF's social media presence and create a robust digital plan to include google ads, SEO, content creation				
5	Marketing	Priority	Create a leadership succession plan for senior leadership positions				
6	Marketing	Priority	Create HUF's 40th Anniversary Plan				
7	Marketing	Priority	Create & Execute a 2021 & 2022 MarCom Transition Plan				
Color Key							
Completed							
In Progress							
Not Started Or Stalled							