

STRATEGIC PLAN

2014-2016



COMUNIDADES LATINAS UNIDAS EN SERVICIO
(Latino Communities United in Service)

MESSAGE FROM CLUES LEADERSHIP

We are pleased to deliver CLUES 2014 - 2016 Strategic Plan, which was formally adopted by the Board of Directors in November 2013. Our new direction is centered in our mission “to advance the capacity of Latino families to be healthy, prosperous, and engaged in their communities.” Our Strategic Plan builds on our programmatic strengths and creates new platforms for advancing health, education and economic equity for Latinos in Minnesota and across the country.

Under the leadership of a Strategic Planning Committee, we gathered input from the Board of Directors, key stakeholders and staff. This feedback allowed us to examine CLUES’ current state, better understand our ability to serve our changing demographics, and identify our own gaps and opportunities.

Key economic and demographic trends are driving the core of our three-year strategic plan. Between 2000 and 2010, for example, Latinos represented 28 percent of Minnesota’s population growth. The Latino population in the state grew by 75 percent in comparison to a 7.8 percent increase of the general population. Cities like Worthington, Willmar, Richfield, West Saint Paul, Minneapolis and Saint Paul experienced the largest growth in Latino populations across the state, while Wright, Mower, Scott and Anoka Counties experienced the largest change in Latino concentration ranging from 142 to 207 percent change.

The big unknown is the impact of pending immigration reform legislation. Our new strategic direction launches new opportunities to expand services and partnerships that eliminate barriers and provide foundations and opportunities for new immigrant families. CLUES stands ready to maximize opportunities and partnerships that meet demographic and immigration status challenges faced by Latino parents and their children.

Our new strategic direction also builds *new* platforms for future work in addressing disparities faced by Latinos in Minnesota. Access to healthcare, education, employment, and housing are among the top achievement gaps for Latinos and Latino youth. This new direction recognizes and supports the leadership role of CLUES in strengthening and lifting the voices of the Latino community, building partnerships and strategic alignments that ensure resources flow toward Latino children, youth, families and the larger Latino community.

We look forward to working with all of you in pursuing these goals and achieving our new mission. We hope you will join our efforts to advance the capacity of Latino families to be healthy, prosperous and engaged.



Ruby Lee, President



John Pacheco, Chairman

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VISION, MISSION, VALUES

Our vision

A thriving multicultural community enriched with confident and strong Latino families who contribute their voice, skills, entrepreneurial spirit and cultural richness.

Our mission

To advance the capacity of Latino families to be healthy, prosperous and engaged in their communities.

Living our mission means that we value:

- **Family:** We believe in the value and power of the family unit and portray this in our ability to provide family-centric services that strengthen Latino culture and community vitality.
- **Community Strength:** We recognize the talents and resiliency of our clients and strive to help them identify their strengths, build on them and reach their goals.
- **Respect:** We honor the dignity and worth of all people, striving for humility and compassion as we interact and advocate for our clients.
- **Collaboration:** We work with others, understanding that collaboration is paramount to achieving comprehensive community impact.
- **Accountability:** We are committed to upholding the highest standards for quality and effectiveness in service to our community, clients, funders and stakeholders.



Who we are

CLUES is a linguistically and culturally relevant resource and service nonprofit organization that was founded in 1981 by Latinos for Latinos. Our programs and services connect families to resources, skills, institutions, and systems and create an environment for people to be engaged and empowered.

Who we serve

Our services focus on the Latino family, yet our experience and capabilities enable us to serve individuals and families from all walks of life including new immigrants and low-income families who dream of a better future.



GOALS 2014-2016

GOALS FOR A STRONG ORGANIZATION

Deliver community value

Focus CLUES' portfolio of services to provide the most relevant, highest quality, and financially viable programs and services to advance our mission.

- Assess core services and programs to determine alignment with mission, client relevance and quality in delivery and outcomes.
- Acquire and use new technology to streamline processes and enhance effectiveness across departments, programs and service lines.
- Create systems and processes to measure impact and quality by leveraging technology, tools and client surveys on an ongoing basis.
- Strengthen collaborations that leverage services and advance CLUES' mission. Build partnerships with others who may be more capable providers.

Ensure organizational viability

Invest and capitalize on our employees, volunteers, leadership, finances and infrastructure to improve organizational health and viability.

- Invest in and develop the capabilities of employees and volunteers to promote staff engagement and drive organizational growth.
- Establish financial operating goals and build a cash reserve fund that ensures short- and long-term sustainability.
- Ensure essential facility and capital needs in order to deliver our mission.
- Support replicable service delivery models and partnerships that drive revenue and further CLUES' opportunities for services in new geographic areas.

Strengthen and advance the greater community

Lead efforts that amplify outreach and marketing to ensure resources, opportunities, engagement and higher levels of wellbeing are advanced for Latinos.

- Lead the effort to leverage collaborative work and partnerships across the nonprofit, government and private sectors to address public and institutional policy solutions that improve access to healthcare, education and economic equity for Latinos.
- Work with advisors and community volunteer advocates to help surface, vet, provide input and act as ambassadors for CLUES civic engagement work.
- Create systems for collecting client input so that CLUES can better coalesce and amplify the Latino community's voice on the issues that most affect them.

GOALS 2014-2016

GOALS FOR A STRONG COMMUNITY



Boost Latino employment and homeownership

Advocate for equitable opportunities for Latinos to access untapped labor and housing markets. Increase access for youth and adults to employment pipelines, post secondary education, career planning and skill training opportunities that result in sustainable employment. Likewise, CLUES will focus its efforts in homeownership by eliminating barriers, providing access to cash and credit, and helping Latino families become knowledgeable consumers.



Advance health, education & economic equity for Latinos

Help to reduce disparities and advance equity through programmatic responses that are centered on Latino family values and social and economic factors and conditions. Through data collection, broader partnerships and increased public policy promotion, CLUES will focus on addressing institutional barriers, policies and opportunities that can improve health, education and economic disparities.



Promote and preserve Latino culture

Promote pride in Latino cultural heritage through the arts, media and cultural enrichment programs. CLUES will increase its support to efforts that highlight the cultural traditions and diversity of Latino culture. Through stronger community relations and outreach, CLUES seeks to amplify cultural engagement opportunities for children, youth and families.



Lift Latino voices

Utilize CLUES institutional leverage to promote civic engagement programs and initiatives in order to lift Latino voices at the local and national levels. CLUES efforts over the next three years will target the promotion of naturalization and citizenship, voter engagement drives and support for public policies that reform broken immigration systems.

PROGRAMS & SERVICES

CLUES programs are designed to provide access to resources and opportunities for Latino families and individuals to be healthier, prosperous and engaged. Our family-centric model focuses on connecting clients' strengths to new skills that lead to long-term self-sufficiency. Through collaboration and partnerships CLUES provides a broader range of services, collects better data, and advances creative and promising strategies. We share our cultural knowledge and expertise on the provision of culturally-responsive services to Latinos by hosting dialogues and events, writing papers, and participating in undertakings where the issues and inequities impacting Latinos are discussed.



COMUNIDADES LATINAS UNIDAS EN SERVICIO

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