



**HISPANIC/LATINO
COMMISSION OF MICHIGAN
FIVE-YEAR STRATEGIC PLAN**



MESSAGE FROM THE CHAIR

On behalf of the Hispanic Latino Commission of Michigan (HLCOM), I am pleased to present our five-year strategic plan. The plan was created in accordance with the legislation that created the Commission, Public Act 164, and with feedback from the Commission's stakeholders throughout the state of Michigan.

Commissioners met in November 2017 for a two-day planning session where priorities were established, and working committees were developed to move the Commission forward with a five-year plan.

The purpose of HLCOM is to develop a unified policy and plan of action to serve the needs of Michigan's Hispanic and Latino people. I am proud of the unified plan that was developed with input from all commissioners and the staff at HLCOM under the leadership of Executive Director Felipe Lopez Sustaita. The HLCOM five-year strategic plan was adopted by the Commission on Friday, February 2, 2018 at its Commission meeting held in Detroit. On behalf of the Commission, we are eager to get started on its implementation and get to work for you, Michigan's Hispanic and Latino people.

Noel Garcia, Jr.

Chair

Hispanic Latino Commission of Michigan



HISPANIC/LATINO COMMISSION OF MICHIGAN STRATEGIC PLAN 2018 – 2022



TABLE OF CONTENTS

Message from the Chair.....	2
Mission	5
History	5
Purpose	6
Overview of the Strategic Plan	8
Performance Measures.....	8
Priority One	9
Priority Two	10
Priority Three.....	11
Priority Four.....	12
Priority Five	13
Priority Six.....	14
Priority Seven	15
Priority Eight.....	16
Priority Nine	17
Priority Ten	18
Key External Factors.....	19
HLCOM 2018 Committees	20
Executive	20
Financial Planning.....	20
Public Relations	20
Advocacy	20
About HLCOM’S Strategic Planning Process.....	21
Commissioners and Staff	21



MISSION

Develop a unified policy and plan of action to serve the needs of Michigan's Hispanic/Latino people.

HISTORY

In July 1974 Gov. William G. Milliken appointed the first 11 members to the Michigan Advisory Council for the Spanish Speaking, by reason of Executive Order #1974-6. The Advisory Council for the Spanish Speaking, as stated in Executive Order 1974-6 was to perform the following:

1. Conduct a study of the problems of Spanish speaking people in the areas of education, employment, civil rights, health, housing and related matters and advise the governor and state agencies relative to their findings.
2. Coordinate the services of state and local governmental entities to assure that Latino citizens have ready access to decision-making bodies.
3. Consult with representatives of federal agencies to identify federally funded programs for Spanish speaking people and assist in maximizing the availability of such programs at the state level.
4. Assist in recruiting and hiring of Spanish Speaking people for positions in industry and government.
5. Apply for and accept grants and gifts from governmental or private sources to accomplish the objectives of the council.
6. Review and recommend legislation that would respond to the problems and concerns of Spanish speaking people.

The council proceeded to develop the orderly conduct of the business of the people. The council developed their policies and procedures and the chairperson of the council, Mr. Jose Holguin, appointed the following working committees: Employment and Manpower; Human Services; Education; Economic Development; Housing; Cultural; Legislative; Affirmative Action; Finance and Budget; Migrant; and Communications and Public Relations.

The 11 standing committee chairpersons were appointed on September 30, 1974 and were given instructions by the chair of the council to give periodic summaries to the council and the community of their efforts and, to put together committees composed of no more than 10 members, making sure that geographic representation was an important factor in all of the committees.



The Legislative Committee prepared a draft for a Michigan Hispanic Latino Commission of Michigan. The proposal was submitted to the Council at the March 19, 1975 meeting for discussion and action. The proposal was reviewed and adopted by the unanimous vote of the Council. State Sen. Robert Davis declared his interest in working with the Council to prepare and submit legislation for the Michigan Spanish Speaking Commission. His work was fruitful because Senate Bill No. 612 set a base in creating the Hispanic Latino Commission of Michigan. Senate Bill No. 612 was introduced by state Sens. Davis, Hart, Kildee, Bursley, Vander Laan and Corbin; a true bipartisan effort by individuals who were concerned and did something about that concern. Without the assistance of these seven people there would be no Commission today.

On July 15, 1975, the Michigan Legislature approved and Gov. William G. Milliken signed Public Act 164, which created the Michigan Hispanic Latino Commission of Michigan, the Office on Spanish Speaking Affairs, and the Interagency Council on Spanish Speaking Affairs. Commissioners are appointed by the governor, with the advice and consent of the Senate.

PURPOSE

The purpose of the **COMMISSION** is to develop a unified policy and plan of action to serve the needs of Michigan's Hispanic people. The law directs the Commission to:

- Advise the governor, the Legislature, and the Michigan Hispanic Latino Commission of Michigan regarding the coordination and administration of state programs serving Hispanic people.
- Make recommendations to the governor and the Legislature regarding changes in state programs, statutes, and policies.
- Advise the governor and the Legislature of the nature, magnitude, and priorities of the problems of Hispanic people.
- Review and approve grants to be made from federal, state, or private funds and which are administered by the Office.
- Secure appropriate recognition of Hispanic accomplishments and contributions to the state.
- Review and approve the Yearly Accomplishments prepared by the Office of Spanish Speaking Affairs.

The purpose of the **OFFICE** is to provide the Commission with information on areas of concern among Michigan Hispanics, and to implement Commission policy. The law directs the Office to:



HISPANIC/LATINO COMMISSION OF MICHIGAN STRATEGIC PLAN 2018 – 2022

- Conduct studies and recommend solutions to the problems of Hispanic people in the areas of education, employment, civil rights, health, housing, senior citizens, and other related areas.
- Recommend to federal, state, and local government departments and agencies the creation of services and facilities as needed.
- Serve as a clearinghouse for the collection and distribution of information on Hispanic affairs.
- Apply for and accept grants and gifts from governmental and private sources.
- Request the services of all state and local government departments and agencies to assure that Hispanic people have access to the decision-making bodies that set policies which affect Hispanic people in this state.
- Cooperate with departments and agencies to aid in effectuating the purposes of this Act.
- Submit a full written report of its activities and recommendations each year to the governor, the Legislature, and various Hispanic communities throughout the state.



OVERVIEW OF THE STRATEGIC PLAN

(Review and Modify based on the Summary of the Internal Document)

Development of the Hispanic/Latino Commission of Michigan (HLCOM) Strategic Plan is a collaborative effort to ensure that all stakeholders have an opportunity to participate in establishing strategies based on the Commission's priorities.

This document provides concrete strategies and outlines the means by which the Commission will achieve those goals.

The HLCOM Strategic Plan focuses on the 10 purposes (these are named as "priorities" in the document) of the Commission and strategies, which are seen as key for commission engagement over the next five years. Based upon these purposes, HLCOM developed priorities and actions designed to ensure that HLCOM uses its resources to implement, support and monitor the annual goals. All strategies listed here are essential to successful implementation of the HLCOM Strategic Plan.

PERFORMANCE MEASURES

As HLCOM implements its strategies toward reaching its goals, it is useful to monitor various performance measures so that the Commission can evaluate progress toward achieving its goals.

As with any agency, there are many possible choices that may be used to measure performance. HLCOM will focus on key performance measures to guide success in achieving the strategic plan goals, beginning with specific focus areas for 2018.



PRIORITY ONE

2.1 Develop a unified policy and plan of action to serve the needs of Michigan's Hispanic/Latino people.

Five-year strategic plan – Developed 2017. **Committee: Executive**

Conduct an annual planning session each year. **Committee: Executive**

Quarterly Process (staff, board, committee). **Committee: Executive**

Create alignment with other Hispanic organizations for common voice. **Committees: Advocacy & Public Relations**

Increase Latino/Hispanic Leadership development opportunities across Michigan. **Committee: Public Relations**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	Five-year strategic plan – Developed 2017	Conducted annual session	✓
2.	Conduct an Annual Planning session each year	Conduct Dec. 2018 session/Set date	✓
3.	Quarterly Process (staff, board, committee)	Staff completes four quarters of planning/Set dates for all 4	✓
4.	Create alignment with other Hispanic organizations for common voice		
	Strategy/2020 Census	Is strategy clear by quarter 3?	✓
	Leverage the five current national memberships	Are we receiving support & resources from these <u>five</u> at a higher level than we are today (1/1/18)	✓
5.	Increase Latino/Hispanic Leadership development opportunities across Michigan		
	Hispanic Leadership Institute	(1) Impact documented and shared with commissioners (2) Define a scaling (up) strategy for this initiative based upon the national organization	✓



PRIORITY TWO

2.2 Advise the governor, the Legislature, and the Office of Hispanic Latino Commission of Michigan concerning the coordination and administration of state programs serving Spanish-speaking people.

Increase assessment and tracking of public policies that impact the Hispanic/Latino community. **Committee: Advocacy**

Reduce inequalities in the state resources and services to Hispanic Latino community. **Committees: Advocacy & Finance**

Better leveraging of Chamber(s), local business and professional associations. **Committee: Public Relations**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	Increase assessment and tracking of Public Policies that impact the Hispanic/Latino Community		
	Establish process for determining which legislative policy to address	Clear process / procedure identified & documented for working with staff to understand what legislative policies we want to address	✓
	Monitor legislative issues that affect Hispanic Latino community (i.e. Language Access Bill)	Number of times COMMISSION has acted: (1) given recommendation(s) (2) testified	✓
2.	Reduce inequalities in the state resources and services to Hispanic Latino community		
	Grant funding & distribution	Number of funds identified	✓
3.	Better leveraging of Chamber(s), local business and professional associations		



PRIORITY THREE

2.3 Make recommendations to the governor and the Legislature regarding changes in state programs, statutes, and policies.

Use Yearly Accomplishments. **Committee: Executive**

Position Statements through (LARA). **Committee: Advocacy**

Develop and make recommendations for legislation. **Committee: Advocacy**

Accountability regarding educational outcomes for Latino youth. **Committees: Finance & Public Relations**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	Use Yearly Accomplishments	Number of yearly accomplishments distributed	✓
2.	Position Statements through (LARA)		
	Educate commissioners on the process	Create and distribute a flow chart or model outlining the process Phone calls and/or meetings with commissioners to educate on the process	✓
	Regular updates communicated to commissioners	Number of outbound communications to commissioners	✓
	Training / word-smithing for developing statements	Hold training for commissioners & to support writing / speaking about related statements	✓
3.	Develop and make recommendations for legislation		
	Via joint legislative advocacy committee (e.g. Office for New Americans)		✓
	Give direction		✓
	Educate Commission/committee	Advocacy committee has presented and informed the Commission at least once in 2018	✓
	Pro-actively seek opportunities for legislation	Document the number of opportunities defined for legislation	✓



4.	Accountability regarding educational outcomes for Latino youth		
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PRIORITY FOUR

2.4 Advise the governor and the Legislature of the nature, magnitude, and priorities of concerns of Hispanic/Latino people.

Commissioner-sponsored breakfast series. **Committees: Advocacy & Public Relations**

Partner/Leverage Latino Hispanic Caucus (improve our engagement with this group).
Committees: Advocacy & Public Relations

Develop better relationships with local legislators. **Committee: Advocacy**

Leverage executive director role to facilitate relationships. **Committee: Executive**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	Commissioner sponsored breakfast series		
	Have a legislative breakfast	Did we plan for the 2019 legislative breakfast?	✓
	Have coffee meetings with Hispanic Caucus members	Did we establish a relationship with the Hispanic caucus?	✓
2.	Partner/Leverage Latino Hispanic Caucus (improve our engagement with this group)		
	Improve communication out to caucus via quarterly reports	Provide quarterly update to Commission	✓
	Specific member relationship strategy	(1) Number of members engaging on a regular basis (2) How many members does the commission have a STRONG relationship with?	✓
3.	Develop better relationships with local legislators		
4.	Leverage executive director role to facilitate relationships		
	Open doors/facilitation/network		✓
	Commissioner invitations	How many meetings set up by the commissioners for the executive director?	✓



PRIORITY FIVE

2.5 Review and approve grants to be made from federal, state, or private funds that are administered by the Office of Hispanic Latino Commission of Michigan.

Create sub-committee under Finance Committee. **Committee: Finance**

Develop/Document award process. **Committee: Finance**

Create evaluation process to report success and inform ROI. **Committee: Finance**

Pro-actively seek potential grant recipients/create awareness. **Committees: Finance, Public Relations, Advocacy**

KEY PERFORMANCE MEASURES

	Priority Number & Description	Measures	2018 Priority
1.	Create sub-committee under Finance Committee		
	Review RFP process	RFP process reviewed – Yes/No	✓
	Update RFP process as required from review	RFP process updated and finalized	✓
2.	Develop/Document award process		
3.	Create evaluation process to report success and inform ROI		
4.	Pro-actively seek-potential recipients/create awareness		



PRIORITY SIX

2.6 Review and advise the governor and the Legislature on the state's policies concerning Hispanic/Latino Commission of Michigan.

Publication of Strategic Plan and Yearly Accomplishments. **Committee: Public Relations**

Increase communication channels (for strategic plan / priorities, Yearly Accomplishments). **Committee: Public Relations**

Increase communication channels for committee impact(s) and results. **Committee: Public Relations**

Report results and general impact of Commission as a whole. **Committee: Executive**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	Publication of Strategic Plan and Yearly Accomplishments		
		Annual Strategic Plan available to the public Yes/No	✓
		Annual report published Yes/No	✓
2.	Increase communication channels (for strategic plan / priorities, Yearly Accomplishments)		
3.	Increase communication channels for committee impact(s) and results		
4.	Report results and general impact of Commission as a whole		



PRIORITY SEVEN

2.7 Secure appropriate recognition of Hispanic/Latino accomplishment and contributions to this state.

Acknowledgement/Achievement Awards. **Committee: Public Relations**

Distribute awards at state Hispanic Heritage event (Commission-sponsored awards).
Committee: Public Relations

Continue partnerships with other commissions. **Committees: Public Relations & Advocacy**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	Acknowledgement/Achievement Awards		
	Determine opportunities for awards based upon education level	Define categories and target student recipients for annual awards/recognitions	✓
	Identify and determine protocol who are deserving recipients	Establish process for awards	✓
	Give awards: Community Advocate, Business leader awards; Veterans	Number of awards / recognitions distributed	✓
2.	Distribute awards at state Hispanic Heritage event		
	Established process for award selection	Was a clear process established and implemented for this event?	✓
	Present awards each year	How many awards were presented?	✓
3.	Continue partnerships with other commissions		
	New Americans Appreciation Gala	Support this event	✓
	Other	Support another event	✓



PRIORITY EIGHT

2.8 Review and approve the 2017 Accomplishments by the Office of Hispanic Latino Commission of Michigan.

4th Quarter – 2017 **Committee: Executive**

Execute quarterly collection/feedback for input to annual accomplishments.

Committee: Public Relations

Manage process to annual budget each year. **Committee: Finance**

Include/Add Strategic Plan priorities to Yearly Accomplishments. **Committee: Executive**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	2017 Accomplishments 4th Quarter – 2017		
	Formalize process (timeline, who/what, when/where, how data gathered)	New process for developing annual report established: Yes/No	✓
	Approval	Approval process established: Yes/No	✓
	Establish new template	New template used for yearly accomplishments ÷ Yes/No	✓
2.	Execute quarterly collection/feedback for input to annual plan		
	Establish a process to feed annual report		
3.	Manage process to annual budget each year	Expenses managed to X % of assigned budget	✓
4.	Include/Add Strategic Plan priorities to Yearly Accomplishments		
	Develop draft for Scorecard	Scorecard draft created: Yes/No	✓



PRIORITY NINE

2.9 Assist with the planning and implementation of a Hispanic/Latino Heritage Month Celebration.

One Heritage celebration supported by Commission and staff. **Committee: Public Relations**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	One Heritage celebration supported by Commission and staff		
	Sub-committee	Sub-committee created each year	✓
		Support given to the event	✓



PRIORITY TEN

3.0 Assist with the planning and implementation of Hispanic/Latino holiday celebrations.

Develop process for determination and approval of the events. **Committees: Public Relations**

Partner and participate with communities on their respective/existing events/celebrations. **Committee: Public Relations**

Add to website--Resources/links local celebrations/definitions of holidays. **Committee: Public Relations**

Get involved with local groups. **Committee: Public Relations**

KEY PERFORMANCE MEASURES

Priority Number & Description		Measures	2018 Priority
1.	Develop process for determination and approval of the events		
2.	Partner & participate with communities on their respective/existing events/celebrations	# of events/celebrations we participated in with other communities	✓
3.	Add to website--Resources/links local celebrations/definitions of holidays		
4.	Get involved with local groups		



KEY EXTERNAL FACTORS

The following are key external factors that the Commission has identified which could significantly and adversely affect the ability of the Commission to achieve its strategic goals:

- Need Common Message
 - Lack of preparedness
 - Impact of unexpected events
- Funding loss
- Issues that impact our community
 - Anti-immigration
 - Farming/labor
 - Partisan issues
- Not showing results/measure impact
 - Mechanisms
- Inability to establish strong presence
- Perceptions of Hispanics - stereotypes



HLCOM 2018 COMMITTEES

Executive

Noel Garcia, Jr., Chair
Felipe Lopez Sustaita, Executive Director
Sonya Hernández, Vice Chair
Jeremiah Hernandez, Secretary
Juan Marinez, Trustee

Strategic Planning

Monica B. Reyes, Chair
Sonya Hernández
Noel Garcia, Jr.
Juan Marinez

Financial Planning

Esperanza F. Cantú, Chair
Jeremiah Hernandez, Executive Committee Liaison
Carlos E. Pava
Jesse Venegas
Jose Antonio Lopez

Public Relations

Monica B. Reyes, Chair
Sonya Hernández, Executive Committee Liaison
Carlos E. Pava
Kelsey V. Switzer
Anthony Rubio

Advocacy

Juanita Bocanegra, Chair
Juan Marinez, Executive Committee Liaison
Jesse Venegas
Ivonne M. Soler



ABOUT HLCOM'S STRATEGIC PLANNING PROCESS

The Hispanic/Latino Commission of Michigan held its Strategic Planning meeting on November 2-3, 2017 at Our Lady of Guadalupe Parish in Flint, MI. The commissioners (in italics below) attended the planning session in addition to the executive director and two staff members. The Planning meeting was facilitated by Kathryn Baker with AdviCoach of Michigan. From this meeting, a prior survey of commissioners, and additional input from the Executive and Strategic Planning Committees, a Five-Year Strategic Plan was developed.

COMMISSIONERS

**Part of the Strategic Planning Process in 2017, but not currently serving as a commissioner*

*Noel Garcia, Jr., Chair, Ingham County,
Ingham Intermediate Schools*

*Jesse Venegas, Oakland County, Ideal
Setech LLC*

*Jeremiah Hernandez, Secretary, Ingham
County, Best Buy*

*Sonya Hernández, Vice Chair, Muskegon
County, Grand Rapids Community
College*

*Bing Goei, MONA Director, Eastern
Floral and the Goei Center*

*Carlos E. Pava, Kent County, Voices for
Health Inc.*

*Ivonne M. Soler, Wayne County, Butzel
Long Family Law*

*Juan Marinez, Trustee, Ingham County,
Michigan State Extension Assistant
Director Emeritus*

**Martha Gonzalez-Cortes, Kent County,
Kalamazoo Community Foundation*

*Esperanza F. Cantú, Oakland County,
City of Detroit's Health Department*

*Jose Antonio Lopez, Wayne County,
Lopez Tire Repair Inc.*

*Kelsey V. Switzer, Oakland County, FCA
US, LCC*

**Hansel M. Monroy, Washtenaw
County, Ford Motor Company*

*Juanita Bocanegra, Ottawa County,
Ottawa County Prosecutor's Office*

*Anthony Rubio, Wexford County, United
States Air Force Veteran and Active
Volunteer in Wexford County*

*Monica B. Reyes, Saginaw County,
Saginaw Valley State University*



STAFF

*Felipe Lopez Sustaita, HLCOM Executive
Director*

*Daniel Carreon-Camberos, Program
Coordinator, MSU Graduate Student*

*Jose Luis Mendez, Program Coordinator,
WMU Graduate Student*

*Ana Manzano, Program Assistant, MSU
Undergraduate Student*