



STRATEGIC PLAN FRAMEWORK

2022-2026

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FOR MORE THAN 30 YEARS, HOPE HAS FOCUSED ON EMPOWERING OUR COMMUNITIES THROUGH ADVOCACY, LATINA LEADERSHIP TRAINING, AND INCREASING KNOWLEDGE ON THE CONTRIBUTIONS LATINAS HAVE MADE TO ADVANCE THE STATUS OF WOMEN TO DATE, HOPE'S INNOVATIVE PROGRAMMING HAS SERVED 58,000 LATINAS AND TOUCHED THE LIVES OF SEVERAL THOUSAND MORE THROUGH OUR ADVOCACY EFFORTS.

Hispanas Organized for Political Equality (HOPE) enters its fourth decade as a well-established leader in advancing political and economic parity for Latinas. Through leadership, advocacy, and education to the benefit of all communities and the status of women, HOPE, a nonpartisan organization, has developed robust women's leadership and advocacy programming within the areas of education, healthcare, economic empowerment, civic participation, and gender and racial/ethnic justice. As these programs have grown and evolved over three decades, the urgency for systemic change benefitting women of all backgrounds has only increased, and HOPE is well poised to dismantle barriers, fast track women in public office, and mobilize society by way of influential Latina leaders across sectors.

Today, on the heels of a pandemic which has had a devastating, disproportionate impact on Latinas, HOPE enters a new phase with an ambition to catalyze its network and brand, and deepen its advocacy work and impact. Through a strategic planning process launched in the fall of 2020, HOPE identified ways it can best leverage existing assets to facilitate and transition into a new organizational phase, while articulating a clear

theory of change and fortifying its logic models to significantly drive outcomes.

With its robust network of Latina leaders and a strong reputation for policy and advocacy, HOPE is well-positioned to increase the number of Latinas in public office, build a greater awareness for issues impacting Latinas, and leverage its extensive network of informed, influential and empowered women for more profound political action. This strategic plan lays out the roadmap to sustain HOPE's growth and achieve that aspiration.

During the next five years, HOPE will enhance its education and leadership programs by increasing its advocacy focus; deepen ongoing support and mobilization of its affiliate network; and increase its resources and capacity to sustain and grow its impact.

This strategic plan articulates a vision and goals for these critical next five years, plus program and organizational strategies to achieve its goals. The Board of Directors and staff of HOPE are united in their commitment to this plan to strengthen and grow the organization, so they can continue to advance the status of Latinas in California and beyond.

SITUATION OVERVIEW

SWOT ANALYSIS

2022 - 2026



STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

As a major component of the assessment phase of the strategic planning process, a SWOT analysis was generated from input provided by the HOPE Board of Directors and staff, as well as interviews with 12 key stakeholders representing HOPE's community partners, corporate sponsors, foundation supporters, and alumnae.



STRENGTHS

- HOPE Reputation/brand
- Strength of staff and board
- Strength & prominence of alumni network
- Solid financial reserves
- Programmatic Excellence



WEAKNESSES

- Need for Funding Diversification
- Need for greater strategic innovation in programming
- Staff development & capacity
- Development of regional networks
- Policy depth/impact



OPPORTUNITIES

- Social, political relevance and timeliness of focus on equality
- Leverage strong alumni network
- Virtual programming provide opportunity for greater reach
- Growth and prominence of target demographic



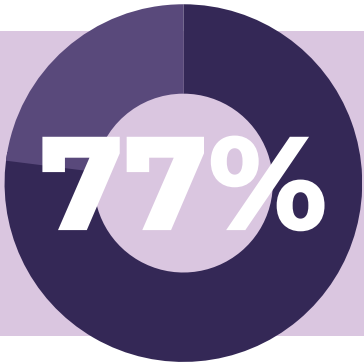
THREATS

- Economic uncertainty
- Transition back to in-person events
- Racism/backlash
- Pace of technological change, techniques for virtual program delivery

SITUATION OVERVIEW

ALUMNAE SURVEY HIGHLIGHTS

2022 - 2026



Participants Impacted by HYLP

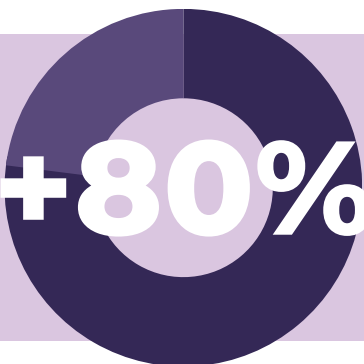
- More than 3/4 of all program participants say their HOPE program participation has had “significant impact” on their personal and professional leadership development

- Professional networking is most commonly cited as greatest benefit of HLI, BF, and HCLP; Intro to gov’t and policy is greatest benefit for majority of HYLP grads



- Majority of HOPE leadership alumnae have volunteered with a community based organization and engaged in an advocacy movement/campaign

- Social media is by far most common engagement method; majority of HLI grads have also made phone calls to policy makers, made public comments, and written letters/emails



Likely to Engage Further

- More than 80% of HOPE alumnae say they are either “very likely” or “somewhat likely” to engage in future HOPE-led advocacy



As part of this strategic planning process, HOPE Board and staff worked to articulate a clear and cohesive theory of change to represent the ways in which HOPE's programs and core work areas intersect and work together to produce the desired systemic change for Latinas.

HOPE prepares and supports Latinas as civic leaders, advocates for policy changes that champion Latinas' equity, and educates the public on the experiences and contributions of Latinas to our economy and society.

PROGRAMS



EDUCATION

- Latina Action Day
- Latina Empowerment Day
- Latina History Day
- Status of Latinas Reports

LEADERSHIP

- HOPE Leadership Institute
- HOPE College Leadership Program
- HOPE Youth Leadership Program
- Binational Fellowship Program

ADVOCACY

- Legislative Advocacy
- Network Mobilization
- Policy Creation

OUTCOMES

- Broadened public understanding and valuing of Latinas' role and contributions to economy
- Latinas inspired to participate in the fight for increased representation and equality
- Increased understanding of relevant political issues and processes
- Latinas actively engage in advocacy at local and state level around issues of importance for equality
- Younger Latinas successfully complete higher education and integrate into workforce
- Policy changes create greater economic and political equality for Latinas
- Latinas achieve greater political representation and influence
- Engaged network of Latina leaders in all sectors throughout CA



IMPACT

Equality in Latinas' economic power and political influence.





As part of this strategic planning process, HOPE Board and staff crafted the following statement to reflect their aspirations for what the organization will become and accomplish during the life of this five-year strategic plan.

Over the next five years, HOPE will build upon its influential brand, its broad network of Latina leaders across California and the nation, and its track record of impact to strengthen its position to advance Latina economic and political parity.

The Latinas who make up the HOPE network are at the core of HOPE's power and influence.

From the Board of Directors and staff to the current and former participants of the various Leadership Programs, the women of HOPE will effectuate the systemic change needed to improve the economic and political status of Latinas.

In the next five years, HOPE must deepen its work in the leadership development space to continue growing its base of Latina

leaders, provide enhanced opportunities for regional Latina leadership to flourish, and provide ample on-ramps to civic engagement opportunities including policy advocacy and political appointments.

To maximize the impact of HOPE's expanded and deepened Leadership base, HOPE must act as a central hub for a more sophisticated policy advocacy agenda that will have remarkable influence in California and the nation.

This five-year vision requires HOPE to grow its organizational capacity to meet the demand of becoming a bigger player in the policy advocacy space, expanding its network of Latina leaders, and sustaining and deepening the engagement of the Latinas HOPE serves.



GROWING HOPE'S FOOTPRINT: ENSURING LATINA LEADERSHIP FLOURISHES REGIONALLY & NATIONALLY

The HOPE brand, cultivated over 30 years, continues to drive interest in the organization statewide and nationally. HOPE's profile and a growing demand for HOPE programming provides an opportunity for HOPE to identify and engage new Latina leaders that can expand HOPE's impact on behalf of Latinas. To grow regionally in California and nationally, HOPE will:

1. Expand the Binational Fellowship program, offering more cohorts and exploring new partnerships in regions of the country ripe for Latina recruitment and participation in the Fellowship.
2. Invest in the development and strengthening of regional HOPE Alumnae and Affiliate networks especially in regions where there are additional opportunities for HOPE to expand including the Inland Empire, the Central Valley, the Bay Area, and Sacramento.
3. Replicate the HOPE Leadership Programs as a regional and national model that can be adopted and implemented by official partners.
4. Continue to offer robust and regular online programming that is accessible to the HOPE network statewide in California and nationally.

DEEPENING LATINA LEADERSHIP DEVELOPMENT: CONTINUING EDUCATION & ONRAMPS FOR ENGAGEMENT

The strength of HOPE lies in its ability to activate and engage the Latinas who have gone through HOPE's programming. It is these leaders with a "Latina Lens" who are best poised to be advocates for Latina economic and political parity and to serve in position of power to make decisions that will impact large numbers of Latinas. To deepen Latina Leadership development, HOPE will:

1. Expand continuing education opportunities, including the biennial HOPE Leadership Alumnae Summit and the Latina Empowerment Days, where alumnae can come together in-person or virtually to explore critical policy areas while building connections with Latina peers and state and national thought leaders.
2. Provide direct support to HOPE alumnae and Latinas to fast track them into civic and policy leadership roles with a specific focus on local, state and national appointments.
3. Utilize HOPE's conferences and other events to more deeply engage HOPE alumnae and Latinas in their understanding and involvement in policy and civic advocacy efforts.
4. Develop a structure for HOPE Youth Leadership Program and HOPE College Leadership Program Alumnae to matriculate into HOPE's general programming and the HOPE Leadership Institute.
5. Strengthen and formalize HOPE's processes for positioning HOPE Latinas for local, state, and national political appointments. Continue to develop strong relationships with entities/individuals responsible for appointments and regularly monitor openings.





GROWING HOPE'S POLICY INFLUENCE: AN ACTION HUB FOR LATINA POLITICAL AND ECONOMIC PARITY

As the foremost organization in California committed to political and economic parity for Latinas, it is imperative that HOPE be a leading advocate for the reforms and changes the state and nation must undertake to realize that parity. As such, in the next five years, HOPE must continue on its trajectory to become a more sophisticated policy advocacy organization with a presence at the centers of government, a strong coalition of supporters, and an updated, relevant, and actionable policy agenda. More specifically, HOPE will:

1. Update the HOPE/Latina policy agenda annually to reflect real-time policy and budget opportunities at the state and national level that can be acted on and measured within the year for impact on Latinas.
2. Deepen HOPE's policy work in key policy areas of Education, Healthcare, and Economic policies that advance Latinas.
3. Enlist HLI alumnae and other Latina experts in HOPE's core policy areas to advise the development of the HOPE policy agenda and annual advocacy strategy.
4. Formalize the means by which HOPE Alumnae and Latinas will be mobilized and activated as a coalition annually to engage in policy advocacy. This should include identifying dedicated communication tools, securing regional or expert points of contact, and providing issue, advocacy and media trainings. HOPE should also establish a robust calendar of advocacy opportunities which could include advocacy days, public testimony, petition signing, calls, opinion editorial writing, etc.
5. Host annual briefings for Capitol staff based on HOPE's publications and research which could include economic data, polling data, etc.
6. Actively lead and participate in coalitions in HOPE's key policy areas.

ELEVATING THE HOPE BRAND: A PREMIER GO-TO LATINA ORGANIZATION

HOPE has an undeniably strong brand moving into the next few years. Maintaining that brand is contingent on HOPE being relevant to its key stakeholders which include policymakers, funders, the media, and the Latinas it serves. To continue elevating and strengthening the HOPE brand, HOPE will:

1. Publish cutting edge, Latina specific research in partnership with renowned subject matter experts including the continued publication of the Latina Impact Report and the Economic Status of Latinas Report.
2. Formalize a strategy for deepening relationships with key media outlets which could include meet and greets, editorial board visits, co-hosting events, and engaging Latina journalists in HOPE programming.
3. Continue to publish the biennial HOPE Leadership Alumnae Roster which measures and promotes the impact of HOPE's leadership efforts in a given year.
4. Increase ease of access to the Roster and distribute it to policymakers, business, and civic leaders as they work to build a more inclusive workforce.
5. Continue to deliver excellent HOPE signature programs that attract high-visibility civic leaders and public personalities.
6. Continue to standardize and improve HOPE's visual brand including its website, reports, e-communications, social media and collateral.





BUILDING THE INFRASTRUCTURE: ORGANIZATIONAL CAPACITY TO REALIZE THE HOPE STRATEGIC PLAN

HOPE will need additional organizational capacity to meet the goals and strategies laid out in this five-year plan. More specifically, HOPE will:

1. Diversify primary funding streams for new investment as well as longer-term financial stability.
2. Expand the current staff to include positions in the following areas:
 - a. Policy/advocacy engagement
 - b. Regional leadership development
 - c. Fundraising and communications
3. Invest in continuing education and professional development of current HOPE staff.
4. Create a young professionals paid internship program to provide career training to alumnae of the HOPE College Leadership Program while supporting HOPE programming.
5. Strengthen program and policy evaluation efforts including the regular use of surveys, success metrics, and other data to assess adherence to the strategic plan and Latina economic and political progress.

A. STRATEGIC PLANNING PROCESS

HOPE followed a customized strategic planning process, which was facilitated by Envision Consulting. The process included the following elements:

- Survey of Board of Directors and staff to inform SWOT analysis and gather input on community needs and priorities
- Survey of leadership program alumnae to assess depth of impact of HOPE programs and interest in ongoing engagement, policy mobilization
- Stakeholder engagement that included interviews with 12 stakeholders (community partners, corporate sponsors, foundation donors, and alumnae)
- Strategy sessions with Board and senior staff to review situation overview and begin process of crafting five-year strategic direction, goals and strategies
- Board approval of three-year strategic direction, goals and strategies