2023-2025
Strategic Plan

October 2022
The Latino Community Fund (LCF Georgia) is a 501c3 membership organization of Latinx-led, Latinx-governed, and Latinx-serving community organizations. LCF Georgia is the only nonprofit organization in the state dedicated to providing funding to the Latino community and delivering critical capacity-building services to strengthen its member organizations. LCF Georgia is the most trusted resource for meeting the complex needs of Georgia’s Latino and immigrant community.

Grassroots organizations and community leaders are best equipped to understand and fully serve their communities. But these groups often lack access to the resources, networks, and expertise necessary to meet these many needs. In 2015, a group of committed community members discussed the creation of a giving circle with 100% of gifts granted to grassroots, Latinx-led organizations in Georgia.

This initial idea led to the creation of LCF Georgia. Incorporated in 2017, LCF Georgia provides funding and targeted direct assistance to Georgia’s Latino community and to the charitable organizations that protect and build (those) Latino communities. We follow a successful and proven Latino membership organization model like those established in the states of California, New York, Washington and Colorado.
Our History

2017-2018
- LCF Georgia incorporates
- Launch of first Latinx Giving Circle (10 people)
- Publication of Latino Organizations are Critical to GA
- Invested $35K in Puerto Rico recovery and $5K in scholarships
- 15 organizations join the network
- 990 revenue: $108,000

2018-2019
- Launch Latinos for Democracy, the only nonpartisan coalition for Latinx voter mobilization
- Establish DOTD-GA to invest in immigrant leadership and organizing.
- Educational/TA support to 150 people
- $280K in grants and scholarships
- 28 members
- 990 revenue: $689,653

2019-2020
- Co-Chair GLCCC for census
- Release GA Latino Entrepreneurship Report
- Launch resource map for families in Spanish with 380 entries of programs/services
- Support with TA for 260 individuals
- $350K in grants and scholarships
- 31 members
- 990 revenue: $840,530

2020-2021
- Organize K-12 Advocacy table
- Lead COVID-19 Latino relief efforts in Georgia. 152,000 receive food, 600 families receive financial assistance, 2500 COVID I tests, 1,000+ monthly visits to unique site in Spanish
- 390 professionals receive TA and education
- $350K in grants and scholarships
- 39 members
- 990 revenue: $4,163,606

2021-2022
- Formalize Health & Wellbeing Program with 13,000+ COVID vaccines given and 800 individuals screened
- 300 families receive school supplies, 280 families receive emergency assistance
- Three (3) publications: Trabajando Juntos, Impact of COVID-19, Low-barrier playbook
- $1 Mil in grants and scholarships
- 990 revenue: 3,394,386
Our Vision & Mission

Vision
Be the most trusted connector between funders, nonprofits, individuals, and businesses working with and within the Latinx community in Georgia.

Mission
We are a catalyst for investment, collaborative work, and positive narrative for the Latinx/Hispanic Community in Georgia.
Our Equity Statement

Racial Equity Statement

We believe and recognize the intersectionality of our experiences and embrace all diversity including race, ethnicity, documentation status, language, gender, literacy level, ability, identity, belief system, and self-expression. We recognize that systems affect everyone differently and commit to educating ourselves and developing dialogue, programs, services, policies and processes centering on those most vulnerable in our diverse community as a way to uphold the values of equity, justice and inclusion.

How We Do Our Work

We commit to equity, diversity, and inclusion by ensuring our initiatives are developed with cultural awareness and address many aspects of life. When making decisions, we utilize a lens of equity to focus on building and strengthening the Latino community by including partners, allies, and team members from the community. Our programs and efforts are designed for the most vulnerable or those with limited access, so our activities can be accessible to most people.

We build on the legacy of those that first sought to secure our civil and human rights. We recognize and uplift the work done by these leaders and seek to invest and trust in a new generation of community leaders. Our ongoing commitment to equity, diversity and inclusion requires our investment in dialogue and solidarity with others to create a country where we can collectively thrive and attain our aspirations.
Our Values

01 Integrity

We maintain the highest standard of ethical and moral behavior in our conduct. Our actions are consistent with what we say, and we honor our commitments to the community and each other. We are honest, accountable, and transparent with each other and our stakeholders. We value and practice sound ethical character and behavior.

02 Trust

We seek to consistently build trust in every interaction by conducting ourselves in a professional and honest manner—one conversation, one action, one follow-through at a time.

03 Inclusion

We build capabilities and knowledge that supports the inclusion, autonomy and representation of individuals and organizations in decision-making on the creation of programs, policies and investments in the Latino/immigrant community

04 Collaboration

We foster collaboration and leverage collective genius and impact. We partner and collaborate with individuals and organizations to accomplish our mission and in doing so, we work together for the greater good to better the Latino Community as a whole.
We support the Latino community in Georgia. We are both a philanthropic intermediary and a direct service provider working with and within Georgia’s diverse communities for the benefit of the Latino community. We serve two distinct groups: direct beneficiaries (individuals) and member organizations.

As a federated model, we serve as an intermediary between Latinx nonprofit organizations, funders, government and others interested in investing in and supporting the Hispanic community in Georgia.
Our Geographic Focus

LCF Georgia will serve Latino-serving organizations and the Latino community in Georgia. Increased focus will be given to metro-Atlanta, Whitfield County and South Georgia as they hold the largest percentage of Latinos and the largest need for services, respectively.

Greater metro-Atlanta area
We focus on collaborating with and supporting member organizations that are currently in and serving these communities.

Dalton – Capital of Whitfield County
Largest percentage of Latinos of any city in Georgia and home to the oldest Latinx population. Two member organizations are based in the area and are poised to accelerate positive change.

South Georgia
Primarily rural communities experiencing increasingly large numbers of Latinos. Limited infrastructure and currently not being served by other organizations. LCF Georgia intervenes with direct services to fill the gap.
We advance people’s democracy through Advocacy, Civic Participation, and Coalition Building. We encourage, promote and work to ensure that every individual participates in the democratic processes that exist in this country, by voting, mobilizing, organizing, volunteering and keeping elected and appointed officials accountable. We advance knowledge of our community by research & data.

We work with our members and partners, allies, community leaders and volunteers to create a more equitable and just Georgia for everyone that lives, loves, and works here regardless of where they were born, what they look like, or what language they speak.

We facilitate economic opportunities for the Latino community in Georgia through financial assistance, scholarships and grantmaking for both community organizations and individuals. We raise funds from foundations, corporations, and individuals to fund these efforts.

**Our Pillars**

**Advance People’s Democracy**

- Legislative & Grassroots advocacy
- Latino vote & Civic engagement
- K-12 Advocacy table for English learners
- Research projects & data aggregation

**Protect and Build Community**

- Technical Assistance, Membership support & Nonprofit Education
- Health and Well-Being Program

**Expand Economic Opportunity**

- Grants for Member and Partner Organizations
- Educational Scholarships
- Entrepreneurship seed funding
- Disaster Relief

**What We Do**
What Makes Us Unique

• We are the only organization in Georgia that supports other Latino-serving and Latino-led organizations and the greater Latino community by advancing democracy, protecting and building community and facilitating economic opportunity for all.

• We have a unique ability to build, lead and manage partnerships and coalitions. We are backed by a solid track record of successful interventions in this field.

• We have deep understanding of our community’s needs and fears with the ability to respond to those needs in a culturally sensitive manner by an experienced, bicultural and bilingual staff and leadership.

• We are trusted within our community due to a track record of authentic engagement and proven social impact.

• We have connections and partnerships with grassroots service providers.
What We Aspire to Achieve

**Programmatic Capabilities**

01. Improve the quality and effectiveness of culturally competent health and social services

02. Increase Latinx representation in private, nonprofit and public sectors at every level

03. Lead and develop individuals and organizations to strengthen their capacity to serve the Latino community needs across Georgia

04. Grow sustainable access to services for Latinx communities outside metro-Atlanta

**Organizational Capabilities**

05. Expand financial capacity for investments

06. Invest in the effectiveness and future sustainability of the organization through capacity and infrastructure building to position for long-term growth

07. Strengthen the brand and expand awareness

08. Expand and deepen LCF Georgia’s impact in the nonprofit landscape / sector

09. Develop and implement a talent management strategy to attract, grow and retain the right human capital

2023-2025 Strategic Plan
Our Impact Promise

We commit to investing in Latino organizations, leaders, and people so that together we can accelerate positive and equitable change to advance diverse communities in Georgia.

In Georgia
- Increase diverse representation of Latino community in decision-making spaces
- Foster a political and legislative environment that creates opportunities for Latino people and immigrants
- Have Georgia fully value the important contributions of Latino multicultural and multilingual individuals in its growth and development

In the Latino Community
- Increase/strengthen collaboration across sectors and leaders
- Increase diverse representation in organizations and leadership positions
- Define and consistently tell our stories and inclusive narratives
- Build and expand a new generation of leaders
- Ensure an equitable distribution and investment of funds in our growing community

In People and Organizations
- Build and strengthen a sense of belonging
- Increase civic participation and voice
- Strengthen mutual and intentional collaboration and support
- Equip individuals and organizations with tools to accelerate their ability to create an impact for themselves and their communities

2023-2025 Strategic Plan
## Theory of Change

### Inputs
- Financial Resources
  - LCF funds for programs and grants
  - Individual donors
  - GA Funding
  - National funding and grants
- Human Capital
  - LCF staff and volunteers
  - Larger community & volunteers
- Partnerships
  - Other Latinx organizations
  - Other minority organizations
  - Organizations at large

### Activities
- Advance People’s Democracy
  - Legislative & Grassroots Advocacy
  - Latino vote & Civic Engagement
  - K-12 Advocacy Table for English Learners
- Protect & Build Communities
  - Technical Assistance & Membership Support
  - Entrepreneurship
  - Health & Well-Being
  - Delivering on the Dream Coalition
  - Advance knowledge of our community
- Facilitate Economic Opportunity
  - Grants for member and partner organizations
  - Delivering on the Dream
  - Micro-entrepreneur grants
  - Educational scholarships
  - Dream Big Sport and Art Scholarship
  - Financial Assistance for Naturalization
  - Deferred Action for Childhood Arrivals (DACA)

### Output
- Legislative Advocacy
  - Voter Registration & Mobilization
  - Research Project
  - Position Papers
- Public health & civic education campaigns
  - Know Your Rights campaigns
  - Technical Assistance for community groups and members
  - Grassroots advocacy
  - FREE health screenings and services
- High School Scholarships
  - Micro-entrepreneurship grants
  - Disaster Relief grants & support
  - Program Grants
  - Operational Support

### Outcomes
- Short & Mid Term
  - Increased community knowledge and visibility
  - Better data for decision-making and impactful advocacy campaigns
  - Inclusive and effective nonprofit programming
  - Increased and consistent funding in the community and improve capacity for member organization to gain funding
- Improved sense of belonging among members
- Stronger membership relationships and trust in each other
- Enhanced advocacy among direct service providers
- High School Scholarships
  - Micro-entrepreneurship grants
  - Disaster Relief grants & support
  - Program Grants
  - Operational Support

### Impact
- Long Term
  - Increased representation of Latinx in decision-making roles
  - Increased comprehensive coverage of the Latinx story in Georgia
  - Political and legislative environment that creates inclusive opportunities for ALL families
  - Stronger partnerships with non-Latinx groups supporting GA growth as bigger cause
  - Georgia state recognizes the critical role the Latinx community plays in its growth and development
  - Equitable investments in the Latino and immigrant community in GA

A recognized and visible vibrant, self-sufficient, healthy and civically engaged Latinx community in Georgia

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2023-2025 Strategic Plan
Our Model for Providing Service

To achieve long-term social impact, LCF Georgia provides a range of direct and member support services depending on the local communities in which it is engaged. The goal is to build a strong ecosystem by fostering and guiding an active network of organizations serving the Latino communities in Georgia.
## Our Strategic Priorities

### 2023-2025 AREAS OF FOCUS

<table>
<thead>
<tr>
<th>ORGANIZATIONAL INFRASTRUCTURE AND HUMAN CAPITAL</th>
<th>FINANCIAL HEALTH</th>
<th>LATINO VOICE AND INFLUENCE EXPANSION</th>
<th>DATA INFRASTRUCTURE</th>
<th>MEMBER ORGANIZATION CAPACITY BUILDING</th>
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<tbody>
<tr>
<td><strong>Goals</strong></td>
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<tr>
<td>Strengthen organizational infrastructure and</td>
<td>Ensure ongoing</td>
<td>Increase Latino influence in people’s</td>
<td>Strengthen data</td>
<td>Continue to build capacity within</td>
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<td>capabilities to ensure sustainability and</td>
<td>financial health</td>
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<td>infrastructure,</td>
<td>member organizations to drive a larger</td>
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<td>continuity of LCF Georgia operations</td>
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<td>number of organizations to self-</td>
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<td>the right type</td>
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<td>sufficiency for greater impact</td>
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<td>of funding and</td>
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### KPIs

- **Succession plan for Executive Director and Board approved and in place**
- **Professional development plan approved and in place**
- **Talent strategy and plan approved and in place**
- **15% increase in revenues generated from events and government funding**
- **10% increase annually in revenues**
- **70% of existing funders retained annually**
- **Brand awareness by professionals and potential funders increases by 25%**
- **15% increase in positive Latino stories in print and mainstream**
- **25% increase in advocacy funding for member organizations**
- **50% of member organizations sign written agreements annually for shared agenda/priorities**
- **Hire consultant to do assessment**
- **Implement recommendations of consultant, including data management platform**
- **Implement SOPs across all programs, including training of staff**
- **Actively use the data to inform all activities**
- **10%+ increase financial support to members organizations annually**
- **$100K+ secured funding to member organizations through TA annually**
- **Member organizations assessed and plotted along the S-curve model to prioritize investment**
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<tr>
<th>With the Community</th>
<th>With Members</th>
<th>Within the Organization</th>
</tr>
</thead>
</table>
| **Voice/Visibility** | • Increase by 3% Latino turnout in every election  
• Track and improve comprehensive / positive Latino stories in mainstream media  
• Increase visibility and role in thought leadership articles/publications and other media | • Document and strengthen coalition work and impact in the advocacy/civic participation and health space  
• Increase in the number of members focused on advocacy, civic participation, and health | • Increase brand awareness through mainstream media and key circles / opportunities for visibility  
• Strengthen advocacy voice and capabilities through influence networks |
| **Build/Protect** | • Increase 15% per year:  
• Health screenings  
• Advocacy training  
• Fully implement a KYR navigation process  
• Expand consistent South GA presence to 10 counties | • Increase capacity of member organizations in the following priority areas:  
  ○ Fundraising  
  ○ Project management + impact  
  ○ Advocacy engagement  
  ○ Talent management | • Implement succession and leadership development and planning for board and key staff positions  
• Strengthen processes and infrastructure and data management |
| **Economic Opportunity** | • Secure matching funds for both Micro-Entrepreneur grants and Scholarships X 3 years | • Consistently increase the amount of dollars granted annually (5% but accounting for big election years) | • Increase 15% in revenues from government and event funding annually as a sustainability strategy for direct service programs |
Georgia has one of the fastest growing Latino populations in the country. According to the 2020 Census, Georgia’s Latino population has reached 1.1 million and now represents almost 11% of the total residents, a 31% increase from 2010. Much of the growth has occurred in the 29-county metropolitan statistical Atlanta area. By 2030, one in five people in the metro expanded area will be Latino. However, many counties outside the metro Atlanta area have also experienced dramatic growth.

The nonprofit sector has not kept up with the Latino population growth over the last decade and currently has very limited capacity to serve this burgeoning and diverse population. Younger and small Latino-led organizations have emerged in the last 10 years. They are geographically scattered to serve the community, yet they struggle to make their organizations visible, to coordinate with similar agencies, and to gain access to funding and other resources that the larger, more established agencies are positioned to receive.

Source: 2020 US Census
# Georgia cities with largest Latino population

<table>
<thead>
<tr>
<th>CITY</th>
<th>Hispanic2020</th>
<th>% Hispanic</th>
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<tbody>
<tr>
<td>Atlanta city</td>
<td>29,988</td>
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<tr>
<td>Dalton city</td>
<td>17,500</td>
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<tr>
<td>Columbus city</td>
<td>16,513</td>
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<tr>
<td>Gainesville city</td>
<td>15,650</td>
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<tr>
<td>Sandy Springs city</td>
<td>14,740</td>
<td>13.6</td>
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<td>Athens-Clarke County unified government (balance)</td>
<td>14,244</td>
<td>11.2</td>
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<tr>
<td>Roswell city</td>
<td>14,090</td>
<td>15.2</td>
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<td>Chambley city</td>
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<td>Marietta city</td>
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<tr>
<td>Brookhaven city</td>
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<tr>
<td>Augusta-Richmond County consolidated government (balance)</td>
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<td>Savannah city</td>
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<td>Lawrenceville city</td>
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<td>Canton city</td>
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<td>Norcross city</td>
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<td>Smyrna city</td>
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<td>Peachtree Corners city</td>
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<table>
<thead>
<tr>
<th>CITY</th>
<th>Hispanic2020</th>
<th>% Hispanic</th>
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<tbody>
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<td>Rome city</td>
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<td>Macon-Bibb County</td>
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<td>Dunwoody city</td>
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<td>Warner Robins city</td>
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<td>Forest Park city</td>
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