



# **AGENDA**

## **Meeting #4**

### **April 23, 2019**

**Hispanic Unity of Florida**  
**5840 Johnson Street**  
**Hollywood, Fl 33021**

**Tuesday, April 23, 2019 -- 4:00 p.m.**

#### **Mission**

*Empowering immigrants and others to become self-sufficient, productive and civically engaged.*

**Hispanic Unity of Florida**  
**Board of Directors Meeting**  
**AGENDA**  
**Tuesday, April 23, 2019**

**We will start the meeting promptly at 4pm**

1. 4:00pm **Call to Order/ Roll Call** **Charles Tatelbaum**
2. 4:05 **2018 Financials** – Emma Pfister & Caballero, Fierman, Llerena & Garcia, LLP **Action**
3. 4:35 **Presentations** Chair, Charles Tatelbaum **Information**
  - Welcome Giselle Cushing & Lesli Franco to the HUF Board! Pinning Ceremony
  - Photo of New Board Officers
  - Member to Member Meet-Ups
4. 4:50 **Governance** **Steve Sampier**
  - Bylaw Revisions **Action** *pg. 1-20*
5. 5.10 pm **Consent Agenda** **Action** **Chuck Tatelbaum**

*Consent agenda items are items that may not need individual discussion and may be voted as one item. Any Board member wishing to discuss an item may move to have it considered individually.*

  - i. Board Minutes – March 2019 *pg. 21*
  - ii. Governance Committee Meeting, April 2019 *pg. 22-23*
  - iii. Public Policy & Advocacy Committee Minutes, April 2019 *pg. 24*
  - iv. Development Committee Minutes, April 2019 *pg. 25*
  - v. Finance Committee Minutes, April 2019 *pg. 26*
  - vi. Marketing Committee Minutes, April 2019 *pg. 27-28*
  - vii. Program Committee Minutes, April 2019 *pg.29-31*
  - viii. Strategic Planning Committee, Committee Chairs & Willy Gomez *pg.32-33*
6. 5:20 **Executive Sessions**  
Board Members
7. 5.45 pm **Adjourn**

*17 Active Board members / 10 required for quorum and vote*

**Hispanic Unity of Florida**  
**BOARD OF DIRECTORS ATTENDANCE MATRIX**

BOARD MEMBER	Apr 2018	May 2018	June 2018	July 2018	Aug 2018	Sept 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	
ABBATE, Anthony (Tony)											P	P	
AKITI, Melida	E	E	P	No Meeting	No Meeting	E	E	E	P	P(T)	P	P(T)	
CARDOZO, Carolina	P/T	P	P(T)			P	P	P(T)	P	E	P	P(T)	
GARCIA, Rolando, Ph.D.	P	P	P			E	P(T)	P	P	P	P	P(T)	
GOMEZ, Willy	P	P	P(T)			P(T)	P	E	P	P(T)	P	P	
GUERRERO, John	P	P	P			P	P	P(T)	P	P	P	P	P(T)
HERZ, Dan	P/T	E	P			P	P	P	P	P	P	E	P
LIMA, Hector	E	P	P(T)			P	P	E	E	P	P	A	P(T)
MIHAIU, George							P	P	P	E	P	P	E
PARADOWSKI, Christina	P	P	P			P	P	P	P	P	P	P	P
PFISTER, Emma	E	P	P			E	P	P	P	P	P	P	P
RODRIGUEZ, Lucia	E	P	P			P	P	E	P	P	P	E	P
SAMPIER, Steve	P	P	P			P	P	P	P	P	P	E	P
SCHEVIS, Daniel	E	P	P			P	E	P	P	P	E	P	E
STONE, Angie	P	P	P			P	E	P	P	P	P	P	P
TATELBAUM, Chuck	E	P	P(T)	P	P	P	P	P	E	P	P		
<b>Total Board Members</b>	16	15	15			15	15	15	15	15	16	16	
<b>Present: P / T= Telephone</b>	10	13	15			11	11	11/9	14	11/9	12	14	
<b>Excused: E</b>	6	3	0			3	3	4	1	4	3	2	
<b>Absent: A</b>	0	0	0			1	1	0	0	0	1	0	
<b>Board Members Participating</b>	63%	81%	100%			73%	73%	73%	93%	73%	75%	88%	
<b>Board Members Present at the Meeting</b>								60%	93%	60%	75%	56%	

**BY-LAWS FOR HISPANIC UNITY OF FLORIDA, INC.**  
**AS AMENDED ON MARCH 6, 2019**

**ARTICLE I: NAME**

The name of the corporation shall be Hispanic Unity of Florida, Inc., (referred to herein as the “Corporation”).

**ARTICLE II: PLACE OF BUSINESS**

The corporate office of the Corporation shall be located at 5840 Johnson Street, Hollywood, Florida 33021, or such other location as may be established from time to time by the Board.

**ARTICLE III: MISSION STATEMENT**

Empowering immigrants and others to become self-sufficient, productive, and civically engaged.

**ARTICLE IV: BOARD OF DIRECTORS**

- a. **Function:** The Board of Directors (the “Board”) shall have and exercise all corporate powers necessary to manage the business and affairs of the Corporation, with the authority to delegate certain administrative and Executive functions to paid employees of the Corporation.
  
- b. **Operation:** The Board shall be responsible for the operation, development and maintenance of the Corporation in accordance with the requirements for exemption from the federal taxation under the current section 501 (c)(3) of the Internal Revenue Code, or as amended.
  
- c. **Number:** The Board shall be comprised of a maximum of twenty-one (21) elected directors that are to be nominated and elected to the Board in accordance with these By-Laws. The maximum number of elected directors may be increased or decreased from time to time by amendment to these By-Laws. Said increase or decrease must be consistent with any applicable law, and no decrease in the number of elected directors shall have the effect of shortening the terms of any incumbent elected directors or having the effect of removing any directors.

**d. Nominations/Elections/Terms:**

- 1. Nominations:** As vacancies on the Board exist or may occur, any director may submit to the Governance/Nominating Committee names for consideration to fill the vacancy. Members of the Governance/Nominating Committee will interview potential candidates, explain the operations of the Corporation, as well as inform candidates of the obligations and duties of a Director. The Chair of the Governance/Nominating Committee or his/her designee can present to the Board candidates for election to the Board at any regular or special Board meeting.
- 2. Vacancies:** Should an elected member of the Board not complete an elected term, then that position on the Board as an elected director shall be considered as vacant.
- 3. Election and Tenure:** Each Director shall be elected by a vote of the then-existing Board in accordance with the voting procedures set forth in these By-Laws. Such election shall ordinarily be held based upon the nominations provided by the Governance/Nominating Committee. Directors shall be elected for an initial term of one year. If a Director is elected to the Board anytime on or between January 1 to June 30, then such calendar year will be considered as the Director's "first year". If a Director is elected to the Board anytime on or between July 1 and December 31, then the following calendar year will be considered as the Director's "first year". At the conclusion of the first year as a member of the Board, a Director shall be eligible to be elected for a second term of two years, unless removed from office as herein provided or said Director resigns. At the conclusion of the second term as a member of the Board, a Director shall be eligible to be elected for a third term of three years, unless removed from office as herein provided or said Director resigns. To the extent possible, terms of directors should be staggered such that terms of one third of the directors shall expire each year. No person shall serve as an elected director for more than three consecutive terms totaling six years, with the exception of the Immediate Past Chair and/or the current Board Chair who may have served three consecutive terms totaling six years on the Board, but have not completed their term as Board

Chair and Immediate Past Chair. In such instance, the Immediate Past Chair and/or current Board Chair shall remain as a Board member until the end of their term as Board Chair and Immediate Past Chair. An elected director who has served three consecutive terms shall not be eligible for re-election until one year after the expiration of such Director's final term. The Board may, by unanimous vote, on an individual basis modify the above term limit and extend the term of an elected Director if she/he is on a critical committee, or if the Board feels that the extension is necessary to benefit the Corporation. The extension may be for up to one year.

**4. Removal and Resignation of Officers and/or Members of the Board of Directors:**

(a) Any elected Director of the Board may be removed from office by the Board, whenever in its judgment the best interest of the Corporation would be served thereby. Such removal shall be by vote of two-thirds of the then-serving elected Directors, excluding the Director who is the subject of the removal vote. The Director subject to a removal vote shall be notified in writing of such action, and will be given the opportunity to defend him/herself and/or present additional evidence in his/her defense within then days after the date of the written notification. After the Director has presented his/her case, a decision shall be made by the Board within ten business days after the meeting at which the presentation was made.

(b) Any elected Director of the Board may resign by submitting written notice to the Board. A Director resigning for lack of attendance may re-apply to the Board at any time.

e. **Board of Directors Member Job Description:** The duties and functions of each elected member of the Board shall include, without limitation, the following:

1. Determine the Corporation's mission and purpose;
2. Select the Chief Executive;
3. Support the Chief Executive and assess his/her performance;

4. Actively participate in the creation and implementation of the Corporation's strategic plan;
5. Meet Board member Scorecard Commitments;
6. Ensure adequate resources through fund development and appropriate budget;
7. Serve on a standing Board committee;
8. Determine, monitor, and strengthen the Corporation's programs and services;
9. Enhance the Corporation's public standing;
10. Ensure legal and ethical integrity and maintain accountability; and
11. Recruit *diverse* Board members, orient new members, and assess self and Board performance.

f. **Board Member Emeritus:** Board Member Emeritus is the highest honor bestowed by the Corporation's Board to a Board member who has made extensive contributions to the Corporation over the life of their service to the Corporation.

1. All Board members shall be eligible for consideration as a Board Member Emeritus, provided there is a history of that Board member's contributions to the Corporation for consideration by then-existing Board of Directors.
2. The minimum qualifications for a Board Member Emeritus shall be:
  - (a) Tenure on the Board for a minimum of six (6) years, with no less than a one year term as Board Chair. Service as Board Chair can be waived by a majority vote of the Board.
  - (b) Nomination for Board Member Emeritus - A Board member shall be nominated by the Governance/Nominating Committee for consideration as a Board Member Emeritus.
  - (c) The nomination for consideration as Board Member Emeritus shall include a detailed description: (1) of the reason(s) why the nominee's service to the Corporation should be recognized, and how the nominee's service is distinguishable from the service of other Board members whose terms have

ended, and (2) why the Corporation should continue to have an association with the nominee.

3. The nomination shall be presented to the Board at a meeting by the Chair of the Governance/Nominating Committee for consideration and vote.
4. The benefits and rights bestowed upon a Board Member Emeritus include, without limitation:
  - (a) Invitation to all Board meetings and special events;
  - (b) Lifetime membership to the Corporation; and
  - (c) The right to address the Board on issues of interest to the Corporation.
5. A Board Member Emeritus shall not have the right to vote at Board meetings.
6. A Board Member Emeritus shall not be required to make a minimum annual contribution to the Corporation. Notwithstanding this, if, in accordance with the nomination and voting procedures as stated in these By-Laws, a Board Member Emeritus returns to the Board as a Director with full voting rights, then such Board Member Emeritus shall be responsible for adhering to all obligations and duties of active Directors, including but not limited to, the requirement to make a minimum annual contribution to the Corporation.
7. A Board Member Emeritus may be removed as a Board Member Emeritus by a vote of two-thirds of the members of the then-existing Board for cause, including, without limitation, any of the following:
  - (a) Conviction of a felony;
  - (b) Abuse of power;
  - (c) Any act which, in the best judgment of the Board is detrimental to the Corporation or the community; or
  - (d) Unauthorized representation of the Corporation without proper authorization by the Board.



- g. Contribution Requirement:** Each elected member of the Board shall be required to make a minimum annual contribution to the Corporation in such amount as determined from time to time by a majority of the Board. The minimum annual contribution to the Corporation shall be payable on or before March 31 of each calendar year.
- h. Conflicts of Interest:** Directors shall serve voluntarily and in the best interest of the Corporation. No two Directors may be related by marriage or immediate family at any given time. In the event that a Director is directly related to an employee of the Corporation either by marriage or by family, said Director must abstain from voting on all issues that relate to said employee. Any and all decisions and/or discussions pertaining to these or any other issues must be kept in the strictest of confidence by all Directors. Each Board Member shall read and sign a form agreeing to abide by the following Conflict of Interest Policy:

***Conflict of Interest Policy***

*The standard of behavior at Hispanic Unity of Florida (HUF) is that all staff, volunteers, and Board Members scrupulously avoid conflicts of interest between the interests of HUF on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, indirect conflicts of interest, as well as perceptions of conflicts of interest.*

*I understand that the purposes of this policy are to protect the integrity of HUF's decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and Board Members. Upon or before election, hiring, or appointment, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a direct or indirect conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.*

*In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other nonprofit affiliations), my family and/or my significant other, employer, or close associates will receive a direct or indirect benefit or gain. After disclosure, I understand that I will be asked to leave the room for the discussion and will not be permitted to vote on the question.*

*I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.*

- i. **Board Meetings:** The Board shall have meetings and an annual meeting, and may call special meetings as necessary and according to the proper protocol as outlined herein.
  1. **Scheduling Of Meetings:** Written notice of all Board meetings shall be sent to all Directors at least five days prior to the meeting date.
  2. **Annual Meeting:** An annual meeting shall be held in November or 60 days thereof, of each year at such place and at such date as the Board Chair may determine with the purpose of reporting on the status of the Corporation, its programs and to consider such other matters as is appropriate by law or custom for an annual meeting.
  3. **Special Meetings:** Special meetings may be called by the Board Chair or upon written request by three Board members within three business days of the proposed meeting.
- j. **Attendance at Meetings:** Directors are required to attend meetings and must notify the Chief Executive and Board Chair prior to the regular meeting if they are not able to attend. Three absences within a one-year period shall be grounds for removal of any Board member, which removal shall be initiated by a motion of the Board Chair.

## **ARTICLE V: VOTING BY THE BOARD**

**a. Rules Governing Voting:** Voting shall be governed by the following rules:

1. One Director shall have one and only one vote, except any Honorary Board Member or Board Member Emeritus who shall not be entitled to vote.
2. No proxy vote will be allowed.
3. A quorum for the transaction of ordinary business, including business transacted by the Board, shall consist of fifty-percent plus one (50% + 1) of the total membership of the Board entitled to Vote. An affirmative vote of fifty-percent plus one (50% + 1) of the voting Board members present shall decide any questions before said Board.
4. On the request of one Board member, voting may be secret ballot with a majority vote from the membership in attendance at the meeting.
5. Voting may be by “alternative methods” (such as electronic mail and/or telephonic vote) in emergency situations, and only as called upon by the Board Chair or Committee Chair. An affirmative vote of fifty-percent plus one (50% + 1) of the total number of Directors on the Board, or committee members, then voting, as applicable, shall decide any motion before the matter is passed. If the alternative voting method to be employed is electronic mail, then the matter for which a decision or resolution is being sought shall not be concluded prior to 48 business hours from when the initial e-mail requesting a vote was sent, unless fifty-percent plus one (50% + 1) of the total number of Directors on the Board or committee members, as applicable, have cast their vote in favor of or against the matter. The alternative method vote shall be subject to discussion. The discussion shall be provided to all of the Members of the Board or committee members to give every Member of the Board the opportunity to participate in said discussion. A separate file for alternative method votes shall be created. Copies of all the alternative method discussions and votes shall be affixed to said file. Every alternative method resolution that occurs must be documented in the minutes of the Regular Meeting or Committee Meeting minutes immediately following the alternative method vote. Voting by alternative method is not permitted

on matters scheduled to appear on the Monthly Board Meeting Agenda. The latter provision shall not apply to Board Committees.

#### **ARTICLE VI: OFFICERS OF THE CORPORATION'S BOARD**

- a. **Non-Employee Officers of the Corporation's Board:** The non-employee officers of the Corporation's Board shall be the Board Chair, Chair Elect, Secretary, Treasurer, and Immediate Past Chair (the "Board Officers"). All Board Officers of the Corporation shall be voting members of the Board. The Board Officers shall maintain continuous monitoring of the business and affairs of the Corporation and may propose action to promote the purposes of the Corporation. The Board Officers shall keep regular minutes of their proceedings, and a copy shall be furnished to all members of the Board.

Each Board Officer shall be elected for an initial term of one year, and may be re-elected for an additional term of one year only for the same office. Should an elected Officer of the Board not complete an elected term, then that Officer position shall be considered vacant, and shall be filled in accordance with the provisions of these By-Laws for the nomination and election of Officers, and only for the remaining portion of such elected Officer's original term.

By August 1<sup>st</sup> of the calendar year in which each Officer is serving his or her initial one-year term, each Officer shall notify the Governance Chair whether or not such Officer is willing to serve in the same office for an additional one-year term. If an Officer notifies the Governance Chair that he or she is declining or not willing to serve an additional one year term in the same office, the Governance Committee will abide by that declination. Election procedures shall be pursuant to the procedures for the election of Directors. Notwithstanding the above limitation on the term of Officers, in the event that circumstances exist where the knowledge, experience and acumen of the Treasurer is such that the continuance in office of such individual for more than one year will be in the best interest of the Corporation, then, the Board by a majority vote may extend the term of the Treasurer beyond the two year limitation to hold the same office.

**b. Duties and Powers of the Non-Employee Officers of Corporation's Board:** The duties of the Officers shall be the following:

**1. Board Chair:**

(a) Build Participation

- Share information with Board Officers, committee chairs, and others in leadership positions;
- Build engagement and momentum through ex-officio membership on Board committees;
- Participate in on-board all new Board members through the orientation and conversations;
- Create a relaxed, natural environment in meetings and other exchanges; and
- Involve and support staff.

(b) Acquire and Communicate Information

- Maintain knowledge of the Corporation and a personal commitment to its goals and objectives;
- Stay informed;
- Keeps others informed;
- Work with the Chief Executive to prepare the monthly agenda for Board meetings; and
- Communicate concisely accomplishments, challenges, and failures.

(c) Talent Acquisition & Performance Evaluation

- Oversee search for new Chief Executive;
- With the Governance Chair and Chief Executive, lead the annual individual and collective Board assessment;
- Coordinate and participate in the performance evaluation of the Chief Executive; and
- Recognize good performance.

(d) Delegate

- Know the Board's role and the staff's role, and delegate accordingly;
- Expect reports and periodically assess progress; and
- Share the credit and share the risk.

(e) Raise Funds

- Be a role model for staff and other Board members;
- Provide leadership in activities and events; and
- Personally contribute.

(f) Be Visible in the Community

- Attend social functions;
- Speak in public on behalf of the Corporation;
- Be a consistent and open advocate for the cause, and encourage and support Board members to do the same; and
- Act as an alternate spokesperson for the Corporation.

(g) Develop Board Leaders

- Help identify his or her successor and assist with on-boarding of the next Board Chair;
- Assist Governance Chair and work with the Chair-Elect and Chief Executive to identify & recruit future Board Officers;
- In collaboration with the Chief Executive and Governance Chair, designate committee chairs and serve as mentor;
- Work closely with the Governance Chair on new Board member recruitment;
- Provide guidance and leadership to rising stars on the Board.

(h) Plan for the Future

- Work with the Chair-Elect, Governance Chair, and Chief Executive on an annual planning session;
- Ensure the Board reviews the Corporation’s strategic plan on a regular basis;
- Ensure the Corporation is funded for an in-depth strategic planning process every 3-5 years; and
- Encourage and engage the Corporation and the Board to participate in advocacy.

**2. Chair-Elect:**

- (a) Attend all Board meetings;
- (b) Maintain knowledge of the Corporation and a personal commitment to its goals and objectives;
- (c) Serve on the Executive Committee and serve on an additional standing committee;
- (d) Work with the Board Chair, the Governance Committee Chair, and the Chief Executive in conducting a yearly planning session, which will update the Corporation’s vision, role, actions and strategic positioning;
- (e) Carry out special assignments as requested by the Board Chair;
- (f) Understand the responsibilities of the Board Chair, and be able to perform these duties in the Board Chair’s absence;
- (g) Work with the Board Chair and Governance Committee Chair to identify and recruit future Board Officers;
- (h) Participate as a vital part of the Board leadership; and
- (i) Support the Chief Executive and selected Board committees in the formulation of, and subsequent implementation of, a strategic plan.

**3. Secretary:**

- (a) Attend all Board meetings;
- (b) Maintain knowledge of the Corporation and a personal commitment to its goals and objectives;

- (c) Serve on the Executive Committee and serve on an additional standing committee;
- (d) Ensure the safety and accuracy of all Board records;
- (e) Review Board meeting minutes and ensure their accuracy;
- (f) Work with staff to create and maintain a Board Calendar with key information such as Officer Slate, Chief Executive review and agreement due dates, New Board Member Orientation, Board Thank You calendar, etc.;
- (g) Facilitate adherence with the principles of Robert's Rules and approval of Board actions should questions arise;
- (h) Assume responsibilities of the Board Chair in the absence of the Board Chair and Chair-Elect; and
- (i) Provide notice of meetings of the Board and/or of a committee when such notice is required.

#### **4. Treasurer:**

- (a) Attend all Board meetings;
- (b) Maintain knowledge of the Corporation and a personal commitment to its goals and objectives;
- (c) Understand financial accounting for nonprofit organizations;
- (d) Serve as the financial officer of the Corporation's Board and as chairperson of the Finance Committee;
- (e) Recruit one individual from the Finance Committee to chair the Audit Committee (can recruit "self") [IRS rules allows for only one Finance Committee member to serve on the Audit Committee. Other Audit Committee members must include current Board members. Additional external members may also be recruited.];
- (f) With the Finance Committee, manage the Board's review of, and action related to, the Board's financial responsibilities;
- (g) Work with the Chief Executive and the Chief Financial Officer to ensure that appropriate financial reports are made available to the Board on a timely basis;



- (h) Assist the Chief Executive or the Chief Financial Officer in preparing the annual budget and presenting the budget to the Board for approval;
- (i) Assist the Chief Executive and the Chief Financial Officer in the design and execution of the Corporation's treasury policy;
- (j) Present the annual budget to the Board for approval; and
- (k) Ensure the Audit Committee chair reviews the annual audit and answers Board members' questions about the audit and the auditor's report.

**5. Immediate Past-Chair:**

- (a) Attend all Board meetings;
- (b) Serve on the Executive Committee;
- (c) Carry out special assignments as requested by the Board Chair;
- (d) Assist the Board Chair by providing historical information and sharing personal experiences on issues addressed by the Board the previous year; and
- (e) Participate as a vital part of the Board leadership.

**ARTICLE VII: EMPLOYEE OFFICERS OF THE CORPORATION**

**a. Employee Officers of the Corporation:** The employee officers of the Corporation shall be the President, the Chief Executive Officer, the Vice President of Development, the Senior Vice President of Strategy and Programs, and the Chief Financial Officer (the "Employee Officers"). The offices of President and Chief Executive Officer shall be combined until such time as a majority vote of the Board determines to create two separate positions. For ease of reference, the combined position of Chief Executive Officer/President shall be referred to in these By-Laws as the Chief Executive.

**1. Chief Executive Officer/President:** The Chief Executive Officer/President ("Chief Executive") shall be an employee of the Corporation. The Chief Executive shall attend all meetings of the Board and such meetings of the committees of the Board as requested by the Board Chair, but shall not be a voting member of the Board or any committee. The Chief Executive may execute any contracts or instruments which the Board authorizes. The Chief Executive shall perform such other duties as may be

prescribed by the Board consistent with being the Chief Executive of the Corporation. The Chief Executive of the Corporation shall be an at will employee of the Corporation, and shall remain in office subject to the vote of a majority of the Board. In the event of a vacancy in the position of Chief Executive, the position shall be filled based upon the majority vote of the Board.

2. **Chief Financial Officer:** The Chief Financial Officer (“Chief Financial Officer”) of the Corporation shall be an employee of the Corporation. The Chief Financial Officer shall be responsible for managing the day-to-day accounting, treasury, auditing, tax and other financial functions of the Corporation. The Chief Financial Officer will have charge of, and be responsible for, all funds and securities of the Corporation consistent with the banking and investment policies of the Board, receiving and giving receipts for monies due and payable to the Corporation from any source whatsoever, depositing all such moneys in the name of the Corporation in such banks, trust companies, or other depositories as shall be designated by the Board, and disbursing the funds of the Corporation according to the policies of the Board. The Chief Financial Officer shall attend all meetings of the Board as requested by the Board Chair or the Chief Executive, but shall not be a voting member at such meetings. The Chief Financial Officer shall perform such other duties as may be prescribed by the Chief Executive. The Chief Financial Officer of the Corporation shall be an at will employee of the Corporation.
  
3. **Vice President of Development and Senior Vice President of Strategy and Programs:** The job description and duties of the Vice President of Development and the Senior Vice President of Strategy and Programs shall be designated and assigned from time to time by the Chief Executive after conferring with the Board Chair, and, if necessary, the Board.

## ARTICLE VIII: COMMITTEES

- a. **Designation of Committees:** The Board may, by resolution, designate standing and/or ad hoc committees. Each such committee shall have power to the extent delegated to it by the Board and in accordance with the laws of the State of Florida. Each committee shall keep minutes of proceedings and report to the Board. The Board Chair shall be an ex-officio member with one vote in each committee. Unless otherwise stated herein, committee appointments shall be made by the Board Chair. The term of the appointment of each committee member is at the will and direction of the Board Chair.
- b. **Standing Committees:** The following committees have been established by the Board as necessary.
1. **Executive Committee:** The Executive Committee is composed of the following Employee Officers and Board Officers of the Corporation: the Chief Executive (non-voting), Board Chair, Chair-Elect, Secretary, Treasurer and Immediate Past Chair. A quorum of any three of the Officers can meet in executive session.
  2. **Finance Committee:** The Finance Committee assists the Board Chair and the Chief Financial Officer in preparing and presenting the budget to the Board for approval, monitors the record keeping, reviews finances and makes recommendations to the Board. The Finance Committee also reviews bids for major purchases and/or contracts. “Major Purchases and/or Major Contracts” are agreements and/or expenditures greater than \$5,000.00, which are not specifically identified in the annual budget. Major Purchases do not include budget items for fundraising events, monthly maintenance or program services relating to the program’s grant budget. All

Major Purchases and/or Major Contracts must be specifically authorized by a majority of the Board.

- 3. Audit Committee:** The Audit Committee will be composed of three Board Members, in good standing and independent. At least one member of the Audit Committee shall have appropriate financial experience and acumen. Up to one member on the Audit Committee may serve on the Corporation's Finance Committee. The Audit Committee's principal responsibilities are to see that appropriate accounting policies and internal controls are established and followed, and that the Corporation is issued financial statements and reports on time. The Audit Committee shall select a certified public accounting firm to audit and examine the books of the Corporation on an annual basis. Said accounting firm shall not have conflicts of interest with the Corporation and shall not have representation on the Board. The Audit Committee shall report on the examination of the books and the financial condition of the Corporation upon completion of the financial statements and audited reports. Audits shall commence no later than thirty days from the closing of the books for the fiscal year. The completed audit shall be presented to the Board no later than ninety days from the beginning of the audit.
- 4. Governance/Nominating Committee:** The Governance/Nominating Committee shall conduct an orientation session for new Board members to ensure that they understand their duties and the Corporation's operating procedures. This Committee is responsible for initiating the Chief Executive's annual performance review, individual Board member performance reviews, and assists the Chair-Elect with the Board's annual planning meeting. This Committee is also responsible for updating the By-Laws, training and development issues and strategic planning. The Governance/Nominating Committee advises the Board in connection with issues arising with respect to persons nominated to be members of the Board or to be elected as Officers. The Governance/Nominating Committee shall make an annual review of the Directors' adherence to the requirements for attendance, contribution, support and involvement with the Corporation. The Governance/Nominating Committee shall

have the responsibility for obtaining prospective members for the Board and for recommending those to be elected as Board Officers. In the event of a vacancy in the position of a Director or Board Officer, the Governance/Nominating Committee shall produce a list of candidates to fill such vacancy.

**5. Marketing Committee:** The Marketing Committee is responsible for overseeing the overall direction, coordination, and oversight of the Corporation's brand and image. The Marketing Committee shall work with the employees of the Corporation to strategically, and in a cohesive manner, promote the Corporation as a whole in order to increase the Corporation's visibility and stature within the community.

**6. Public Policy and Advocacy Committee:** The Public Policy and Advocacy Committee is charged by the Board to review public policy, make recommendations, and suggest strategies for addressing these issues.

**c. Ad-hoc Committees:** Ad-hoc committees are to be created when there is a specific need for a committee that cannot be fulfilled by the actual standing committees. The creation of an ad-hoc committee may be suggested by any Director of the Board and must be approved by a majority of the Board. The Board Chair may create and appoint members to ad-hoc committees and task forces as he/she deems appropriate. Such ad-hoc committees and task forces shall have the power and duties designated by the Board, and shall give advice and make non-binding recommendations to the Board. These committees may include non-Board members, but must have a Board member as the chair.

#### **ARTICLE IX: CHECKS, NOTES AND DRAFTS**

For accounting purposes, the Corporation shall maintain a minimum of one operating account. All checks, notes and drafts made from the operating account in an amount greater than \$5,000.00 must be signed jointly by the Chief Executive, and a Board member with signature authority. All checks notes and drafts for less than \$5,000.00 may be signed the Chief Executive, and /or a duly authorized Officer.

## **ARTICLE X. CONTRACTS**

Major Purchases and/or Major Contracts are those that are equal to \$5,000.00 or more, and all Major Purchases and/or Major Contracts must be specifically authorized by a majority vote of the Board.

## **ARTICLE XI: BY-LAWS**

Any amendments to the By-Laws shall be approved by two thirds of the Directors. Amendments to the By-Laws shall be drafted by the Governance/Nominating Committee. The Board shall be given at least twenty days notice prior to the presentation of any amendments to the By-Laws for consideration by the Board.

## **ARTICLE XII: NON PROFIT ORGANIZATION**

This Corporation is not organized for pecuniary profit. It shall not have any power to issue certificates or stock or declare dividends and no part of its income shall inure to the benefit of any Member, Director, Board Officer or individual (notwithstanding any salary paid to any employee of the Corporation).

## **ARTICLE XIII: EMPLOYEES**

All paid employees of the Corporation (except for the Chief Executive and Chief Financial Officer) shall be selected by the Chief Executive, consistent with the policies outlined in the Corporation's Policies and Procedures Manual.

## **ARTICLE XIV: GRIEVANCE PROCESS**

Grievance procedures are described in the Corporation's Employee Manual. The Board shall maintain a personnel and grievance policy, and may from time to time move to amend it. Should the employees, clients and vendors of the Corporation believe that a decision affecting them is unjust or inequitable, they shall have a forum in which to appeal to the Board and/or Executive Committee. As provided by the Corporation's policies and procedures, the grievant must exhaust all administrative measures first and such request must be in writing. The Board's decision shall be considered final.

### **ARTICLE XV: CONFIDENTIALITY**

Directors and employees of the Corporation shall be bound to the strictest confidence, both during and after their term with the Corporation, regarding all matters having to do with the Corporation's Board and the business conducted therein.

### **ARTICLE XVI: RULES OF ORDER**

In case of doubt, the Robert's Rules of Order shall be consulted, and its recommendation adopted.

### **ARTICLE XVII: INDEMNIFICATION**

Directors and Board Officers of the Corporation shall be indemnified as of right to the fullest extent now or hereafter permitted by law in connection with any actual or threatened civil, criminal, administrative or investigative action, suit, or proceeding (whether brought by or in the name of the Corporation or otherwise) within the course and scope and arising out of their service to the Corporation or to another organization at the Corporation's request.

**Hispanic Unity of Florida**  
**Board of Directors**  
**Meeting Minutes**  
**Tuesday, March 19, 2019**

**Call to Order/ Roll Call**

At 4:02pm

Chuck Tatelbaum gave a special thanks to Willy Gomez, Steve Sampier and Emma Pfister for their efforts on the strategic plan and finance committee, Also, a special thank you to John Guerrero for procuring the Gallant Lady for HUF's Circle of Friends event. Chuck also thanked and recognized Shani for running an excellent event.

He reminded everyone about the Saturday, May 4<sup>th</sup> retreat at Tripp Scott and the Board Member's Annual gift contribution.

**Presentations**

- Mission Moment: Presented by Felipe Pinzon, Ingrid Ekblad and Ana Maria Ceballos. The team shared a recent NBC news video on HUF's VITA program. Ingrid introduced Mireya Calderon and thanked her for her 16 years serving as a volunteer VITA tax preparation. HUF is currently on course to match last year's numbers.
- Member to Member Meet Up's: Emma Pfister and George Mihaiu had lunch recently to discuss gathering more board member recruits. Chuck and Willy Gomez also recently got together. Willy and George also recently met up together for lunch.

**Governance Chair, Steve Sampier**

- Prospective Board Member: Lesli Cartaya Franco. Steve and Lucia Rodriguez interviewed Leslie. She is very passionate about immigrant issues and has worked in the non-profit world for Kids in Distress. She recently joined HUF's marketing committee. Dr. Rolando Garcia also added she had worked at Broward College and done an excellent job in creating a crisis plan for them.

Motion by Steve Sampier to have Lesli C. Franco join the HUF's board of directors. Emma Pfister provided a second and the motion passed.

- Prospective Board Member: Giselle Cushing was interviewed by Melida Akiti. Giselle is extremely motivated to be on the HUF and Urban League boards. She has marketing experience and sought us out. She is currently on the commercial side of HUMANA.

Motion by Steve Sampier to have Giselle Cushing join the HUF board of directors. Willy Gomez provided the second and the motion passed.

**Immigration Overview & Upcoming Challenges – Josie Bacallao**

Josie introduced Adonia Simpson from Americans for Immigrant Justice (AIJ). AIJ, along with Catholic Charities Legal Services and Legal Aid, run six immigration clinics in Broward which HUF promotes and supports. Josie and Adonia shared an immigration presentation.

Josie presented Adonia Simpson with a HUF Metal of Hope.

**Consent Agenda**

Steve Sampier motioned to accept the consent agenda. Tony Abbate provided a second and the motion passed.

**Executive Session**

The board met with Josie Bacallao and discussed her annual performance review.

**Adjourn 5:48pm**



**Governance Committee Meeting Minutes**  
**April 5, 2019**

**Present:**

Steve Sampier, Angie Stone, Christina Paradowski, Maria Elena Ferrer, Melida Akiti, Willy Gomez (*special guest – strategic planning*) and Josie Bacallao, Felina Rosales-Furer

**Excused:**

Barbara Grevior, Chuck Tatelbaum, Lucia Rodriguez

**Next Steps/Action Items:**

1. Steve Sampier will rework and edit the purpose of this committee based on discussion with the committee members.

**Discussions:**

1. Comments from the Chair. Steve Sampier shared the board had approval of two new board members for a total of 17. We have a few more board recruits who will be interviewed soon. George Mihaiu may need to take a leave of absence due to some health issues. We need to find a CPA as Emma Pfister is terming out as Treasurer and board member in 2020. We also need a technology expert (or more). HUF has a number of future tech-related projects – from client database to CRM – to finding ways to further create efficiencies and we'll need this expertise. We must be selective regarding the skill sets we need on the board and recruit accordingly. Melida Akiti shared we need someone else from Memorial Hospital around the table and Steve asked her to please begin to think about who that might be. We need to have two candidates for each vacancy moving forward. Angie Stone asked how our public policy work also impacts our recruitment. Josie Bacallao shared that moving forward it would be very helpful to have both public policy and advocacy expertise at the board level.

Melida would like to help dive in for Advocacy in the future after she is off the board.

2. Approval of March 2019 Minutes  
Motion made by Christina Paradowski to accept the March 2019 governance committee minutes.  
Second made by Maria Elena Ferrer. The minutes were unanimously approved.
3. Strategic Plan---SWOT Analysis  
We are engaged in a strategic plan refresh as we are three years into a five year plan. We are reviewing what we have accomplished, what else remains to be done – do we need to still work on it? Or, based on new trends and needs the committee asked itself the following questions:
  - What does committee need to be doing different?
  - What should the committee/agency be considering?
  - What does the committee need from the board?

**Next Steps**

- Maria Elena and Angie Stone will work on recruitment together.
- The committee agreed to eliminate the Young Professionals committee.
- We will remove #14 as that is more of Josie Bacallao's job and she shares updates with the board.

- Is it appropriate for Governance to assist with a Fund Development role? But it is unusual to have a non-profit have a Fund Development committee. In most board's it is the Chair's role. Willy will explore this with the development committee.
- Create more detailed job descriptions for each board officer. And, schedule annual onboarding of new officers.
- Willy Gomez said it would help if committee has an overall strategic objective for the board to be better. In Willy's opinion he thinks we should systematically improve the board.

Steve with Willy's suggestion, we need to remove the "in the next three years" in the purpose. Steve plans to embed the intent that the committee's goal will be to continuously improve the board. Steve will work out the editing on the purpose.

Steve suggests that more Governance committee members participate in the onboarding of new board members.

4. Bylaws---Final Committee Approval

Motion made by Christina Paradowski to accept the updated bylaws as presented. Second made by Angie Stone. The bylaws were unanimously approved.

5. Other Business

Angie shared that she had attended a board recruitment event on behalf of HUF. She promoted HUF and scheduled several tours. She does NOT recommend participating in future years. The level of people who we are seeking most likely will not be attending this kind of event.

**Next Meeting:**

**NO meeting in May** meeting as we have the board retreat is scheduled for the day after the committee meeting.

**Friday, June 2019 @9am (Date to be confirmed once board members respond.)**

**Public Policy & Advocacy Committee Meeting Minutes  
April 12, 2019-Conference Call Meeting**

**Present:**

**Dan Schevis, Carolina Cardozo, Dr. Rolando Garcia, Nicole Krauss, Heather Davidson (Phone), Commissioner Dick Blattner (Phone), David Arce and Josie Bacallao,**

**Excused:**

**Julie Fishman, Robby Holroyd, Sister Maria Elena, Chuck Tatelbaum, Felina Rosales-Furer**

**Next Steps/Action Items:**

1. If the 2019-2020 plan for the PP&A committee is approved, the board chairs will assign individual committee members to work on several of the items.
2. Dr. Rolando Garcia will be reaching out to FIU's PP & legal counsel to learn more about how they are funded but also to explore possible interest of this individual to join the HUF board as the PP "subject matter expert."

**Discussions**

The PP&A committee met at HUF.

The committee focused on the following items related to HUF's 2016-2020 Strategic Plan REFRESH which will be taking place at the board's annual retreat on May 4<sup>th</sup>.

**What should HUF should focus on in the next 18 months?**

(Keeping in mind that our advocacy coordinator position ends in a few weeks and we do not have any funds secured moving forward.) But also knowing that 2020 will be an election year and a Census year. (Josie is leading the Cultural-Ethnic 2020 Census subcommittee for Broward.)

Attached for reference were:

1. SWT analysis being used by the various committee members
2. HUF's 2019 PP&A plan

The committee created the priority items for HUF in 2019 and 2020 as it relates to Public Policy & Advocacy. It also identified the specific issues and projects that HUF should work on in 2019. Lastly it also produced a list of potential items for the 2021-2023 Strategic Plan. All the information will be reviewed with the HUF board at the May 4 Retreat.

**Next Meeting: Friday, May 10, 2019 @9am.**

**Development Committee Meeting Minutes  
April 5, 2019**

**Present:**

**Willy Gomez, Maria Elena Ferrer, John Guerrero, Shani Wilson & Josie Bacallao, Felina Rosales-Furer**

**Excused:**

**Malena Dorn, Dan Herz**

**Discussion:**

1. Why and should we have a Development Committee?

Maria Elena Ferrer stated we have to decide the committee's purpose. The "normal" purpose is for this type of committee (at education, health and other major institutions) is to drive fundraising efforts – specifically for major donors. It is usually composed of major donors who lead the identification of new donors and strategies on how to cultivate them. James Mueller has suggested numerous times that the development committee at HUF serves no purpose.

Should board member development (fundraising) engagement and accountability rest with the board chair?

John Guerrero stated that he fundraises towards the end of the year. He wants to be mindful that being a broken record with the board to get money could become an issue.

The committee concluded that development should be the responsibility of the HUF Board Chair. The Chair can work with others on the board and the development director to create an ad hoc group of board members to determine how they are going to go about raising money. It could be an ad hoc committee for fundraising. The committee believes this would be a more productive process than what is currently in place.

The committee recommended the ad hoc committee use the current tools available to the board members to fundraise: Including the Circle of Friends, annual open house, end of year campaign, monthly tours, individualized meetings with the HUF CEO and each board member's individual fundraising page. We should be planning it six months in advance. The board could break down into teams and everyone would hold each other accountable.

John shared for some finding a donor base may be difficult and they will need more assistance. Willy shared that Chuck Tatelbaum secured a presenter for the board retreat who could help the board with "making the ask."

Shani, Josie and Willy will work with the Board Chair to ensure the board maximizes the use of the Circle of Friends and discuss specifics. The annual plan the board chair creates with an ad hoc group of board members should be task oriented, i.e., provide names, increase introductions or attend events, etc. Each board member needs to come with their budget (\$3,500 annually) and how they are going to "deliver money to Shani". They should be responsible for providing their individual plans. The chair should be accountable for ensuring this occurs.

Should this committee exist? John, Willy and Maria Elena said it makes sense to dissolve the development committee and create an ad hoc committee as needed. Willy present this recommendation to the board at the retreat.

**Hispanic Unity of Florida  
Finance Committee Meeting**

March 21, 2019

Emma Pfister called the meeting to order at 8:33am

**December 2018 Unaudited Financial Statements/Statement of Activities Analysis**

Virginia Cielo went through the unaudited statements for December 2018. She indicated HUF is in a strong position. She noted that our Aged Receivable continue to reflect the delayed payments by United Way of Broward/Volunteer Florida/FEMA grant payments. At this time, the Disaster grant is current but for two months - December and January.

Unrestricted went up \$130k. In 2018, HUF will end the year with high numbers as a result of several large gifts/grants received by HUF.

**Program Update**

Felipe Pinzon shared there are not any major problems to report. Our major challenge in the program area is recruitment. A proposal was submitted to the Kresge Foundation, HUF is one of twenty three invited to apply. (We were later notified that we were one of 14 and that site visits are being set up.) We hope to be one of the ten finalist to be funded.

**Executive Session**

The committee discussed personnel matters.

The meeting concluded at 9:38am.



## Marketing Committee Meeting Minutes

April 3, 2019

**Present:** A Lucia Rodriguez, Alex Llerena, Josie Bacallao, Mari Naranjo, Felina Rosales-Furer and (On the phone) Shani Wilson, Willy Gomez

**Excused:** Lesli Franco, Maguana Jean, Mindy Figueroa, Jeney Gonzalez

### Action Items:

1. Mari Naranjo will compile the three documents the marketing committee will be working on and share with all: 1. Marketing Communication Plan; 2. Brand Guidelines; 3. Inventory of Marketing materials (produced by Marketing, as well as program team members).
  2. Lucia Rodriguez will create three committees to either make presentations and/or work on the above projects. One committee will be assigned to complete a PR plan for HUF; one committee will be created to complete the HUF brand manual and she will present a workshop on the HUF Going Digital.
  3. Alex Llerena will reach out to her FIU contact to try and engage students.
- 
- The Strategic Plan was discussed. All the items in green have been completed. Only three of the nine not completed. We are 90% completed on #5 (Create & Implement a comprehensive Marketing Plan and Communications Plan to refresh HUF Board) completed. Then follow with #6 (Create Brand Guidelines Manual. Train staff and board on usage) and #7 (Conduct brand inventory). The order 5, 6 then 7 is most sense of order of completion as once brand guidelines are completed then inventory can be updated.
  - Brand guidelines encompass messaging and the visual part which needs more development.
  - We hope to share the duties throughout the committee and staff as we need to continue to be mindful of the resources in Marketing – the transition to a new director and the ongoing priorities.
  - Marketing plan needs to be completed in 2019. #6 (Create Brand Guidelines Manual. Train staff and board on usage) - #7 (Conduct brand inventory) goal for completion would be end of 2019.
  - Mari will compile a google doc (or simple email the documents) so all committee members can access.
  - Lucia believes HUF should develop a digital plan for the agency.
  - Lucia Rodriguez shared we need an expert in PR, digital platform plan, CRM, etc, So we can understand what it is, the cost, time and how does it fit into our priorities.
  - Willy Gomez asked, do our clients have internet access to gather the info? Will they be able to use? Perhaps do a survey for the clients to leverage how clients find us. 60% of our clients find us by online hits. Need to find out how to gather more donor audience thou.
  - Willy asked the committee, What has changed since we created the Marketing plan?
  - Lucia will work on a digital workshop as she sees this is a very important piece.
  - Josie Bacallao suggested April-June the focus on #5 and complete. Then next steps would be to group the experts in the committee (example: Alex, Lesli & Mindy work on PR) to complete a task/tackle.



- Whoever we want to recruit for PR we can invite them to a workshop on the topic, so they get better acquainted with HUF
- Alex asked if we can use FIU students (her contact Heather who works with Capstone classes) for a project to work on project/concept. Need support with media support and outreach. Reach out to local and state elected officials even?
- This committee needs the board to engage in sharing postings and know what is going on. Forward constant contact emails and that we need resources!!!! A communications person on staff more funds to hire the talent and in the end to do more. Continue finding expertise in the areas we want to grow in such as Public Policy.
- We need more strength on the board with Communication, Marketing and Technology background
- Main two objectives are money and recruitment

**Next Meeting:**

**Wednesday, May1, 2019 @ 8:30am**

**Program Task Force Meeting Minutes  
April 4, 2019**

**Present:**

Steve Sampier, Felipe Pinzon, John Guerrero, Carolina Cardozo, Dr. Rolando Garcia, Ingrid Ekblad, Pamela Thomas, Willy Gomez and Felina Rosales-Furer

**Excused: Dan Schevis**

**Next Steps/Action Items:**

1. Felipe Pinzon will update the presentation to address task force members recommendations and feedback

**Discussion**

1. 2Generation Approach Update presented by Felipe Pinzon and Ingrid Ekblad. Accomplishments and challenges were presented and discussed – see presentation attached

Steve Sampier asks that we capture and document the challenges faced in the past year and what was done to overcome them. In future we may be invited to assist other organizations.

Highlights:

- Felipe reached out to CSC. Asked to then to lead a Broward County Community Learning Cohort on 2gen approach. CSC, BCPS and HUF will have an initial conversation the week of April 8<sup>th</sup>
- Felipe shared with the task force that through the implementation process the organization learned that 2gen approach is not a PROGRAM, more importantly it is a way to serve families and do business. He also mentioned that we are walking away from COMPASS as program. A plan will be drafted.

2. Strategic Plan

a. 2016 Plan Update:

- i. Created a theory of change in 2017 which should be used to provide strategic direction therefore must inform strategic plan. As part of the CPM cohort the TOC was shared with the Urban Institute on April 2<sup>nd</sup>, 2019 – feedback was provided and TOC will be revised in May 2019

Willy Gomez asked, how do we define and track success? Felipe shared some of the financial stability and educational indicators. Felipe also underscored the data management challenges (systems, skill set). A performance management system is needed to increase capacity and sustainability.

Rolando asked if HUF is trying to get families off of government aid? Felipe said yes we are.

- ii. High School programming – Felipe shared CSC plans to change program design by 2020. Most likely it will be focused on case management. The traditional afterschool/summer programming may be terminated.
- iii. Gaps in Services – Felipe provided an update on service gaps identified in 2016 and what has been done to address such gaps – see presentation attached.

Felipe indicated the need to continue strengthening HUF's financial stability services with a focus on helping working families increase household income: vocational skills training and entrepreneurship

It was also discussed the need for mental health services for adults and children due to the negative consequences (unhealthy relationships, difficulty in securing and retaining employment, low educational attainment, etc.) on unaddressed trauma.



iv. Geographic Footprint

Broward County – Felipe shared potential areas for expansion and shared that VITA and Citizenship have presence in other areas – He also shared that FS may start providing services in the Pompano Area in 2020 if request for funding is approved by CSC.

Rolando shared The Great Fort Lauderdale Alliance and BrowardUp are working on initiatives and that could be a partnership. Steve asked, do the funders know there is a need there? Also a challenge is our capacity in personal to move out to that area. John Guerrero asked, where we should expand or grow deeper roots in Broward and Dade

Miami-Dade County – Felipe provided an update:  
Citizenship in 2017  
Entrepreneurship in 2018  
Free Tax Preparation – small event in 2019

**Sustainability was discussed and remains the main concern**

- b. Community Needs – see attached presentation. Felipe made emphasis on financial indicators (household income). “Children’s outcomes are directed impacted by how well their parents do financially”. Even CSC included family financial stability question in their FS RFP.
- i. ALICE Report: From United Way who reports on “the working poor”. 50% of Broward County households don’t make enough to meet their basic needs. In Miami this number is 59%. The trend shows it is getting worse. A survival budget is \$65k which translates to \$32 an hour, our clients are far from that salary.
  - ii. UnidosUS—Latinos and the great recession: Have to help families make more money and that will assist education growth, etc. Assisting with workforce development is key.
  - iii. Pamela Thomas shared HUF’s own research preliminary findings. Human Centered Design focuses on experiences and this is being led by Ker-Twang with the consultant Harris Levine. The main needs we found were social isolation, limited English proficiency (practical English), and acculturation. Program design has to be informed by these outcomes going forward.
- c. Discussion and staff recommendations
- i. Strengthen HUF’s ability to make a difference in people’s lives. Continue the path of deepening the work the organization does to help families meet their goals and reach financial stability.
    - 1. Expand and replicate the 2Gen approach ---- NOT as a program but as an approach, a way to serve families
    - 2. Increase in Capacity
      - a. Either train existing staff or buy the expertise to strengthen, redesign, enhance, expand and/or customize the following programs: ESOL, workforce, entrepreneurship
      - b. The need for a Performance Management System must be address to make the organization more sustainable: database system, staff training, hire a data management staffer, etc.
    - 3. Allocate resources Voter Registration and Engagement in preparation for 2020 elections
    - 4. Make Miami-Dade programming a priority – develop a robust sustainability plan

Additional Information provided and/or comments made:

Families and HUF's programs should be the focus of strategic planning

Develop partnerships to offer Mental Health and Leadership Development services to HUF's families

Not to focus on serving more clients or expanding geographic footprint – instead serve better the existing clients. Quality verse quantity. Go deeper where we are not expansion into more geography. Having enhanced services gives us the value.

Do we have bandwidth for Miami and north Broward? We are a premium brand and our funders care more about our service depth and quality. Do we need more clients? Or serve better those that we have? Enhancing our services!

We need to bring more expertise in house that we do not have.

Database will demonstrate our success

Do we have bandwidth for Miami and north Broward? We are a premium brand and our funders care more about our service depth and quality. Do we need more clients? Or serve better those that we have? Enhancing our services!

Felipe Pinzon and Rolando Garcia need to meet to discuss potential partnership with Broward College and expansion into Pompano Beach – ONLY if included in strategic plan

**Next Meeting:**

**TBD- September or October 2019**

## Strategic Planning Meeting

April 8, 2019

**In attendance:** Willy Gomez, Steve Sampier, Lucia Rodriguez, Dan Schevis, Dr. Rolando Garcia Felipe Pinzon, Felina Furer & Josie Bacallao

**Unable to attend:** Charles Tatelbaum (traveling); Emma Pfister (tax deadline)

Willy Gomez indicated the purpose of the meeting was to review the status of every committee's discussions related to the 2016-2020 HUF Strategic Plan "Refresh". He asked each committee chair to provide an update. He noted that Public Policy & Advocacy will be meeting on Friday and they will go over their strategic plan during that meeting.

- Steve Sampier shared **Programs** deals directly with clients and why we exist. A very staff driven committee but the purpose is to review in what direction programs are going and work as a sounding board and provide recommendations. The committee focuses on program elements and if they meet HUF's mission. The committee also looks for gaps. We have continued to target Broward County and strategy of being invited to Miami-Dade, which has occurred. The most interesting program changes are related to HUF's shift to a two-generation, 2Gen approach which entails assisting the whole family. Strategic decision to focus on the family is not as easy as it seems as we need to ensure funding will be available. Certain components make it 2Gen. Increasing capacity is the committee's second recommendation. Training existing staff and or buying new personal. In future we need to look at ESOL, as the current model is not effective. What is that we have to do better and change to get more families to being completely self-sufficient? Josie share we need more help with infrastructure as well. We do not have capacity for admin staff to grow further at this time.

Steve said an important strategic question is: should we go wider or deeper into our program? The conclusion is that HUF should go deeper in areas we currently exist. And we have to promote civic engagement and voter registration. How do we tell our story that we are non-partisan? All our work related to voter registration is conducted in a nonpartisan fashion. Our partners also are nonpartisan. Permanent funding for a Public Policy & Advocacy staffer is needed. If we secured these funds, he/she could manage a voter registration effort.

Steve discussed the need for a client database. With such client information we would have greater opportunity to cross sell our clients. Set ourselves up for the database building then scale up from there. Focus on the gaps in capacity. Felipe Pinzon shared that our funders are concerned now with really changing families lives verse numbers.

- **Finance & Operations.** (Josie Bacallao reported out for Emma Pfister, finance committee chair.) A dashboard will be completed this year. We now have a \$500,000 reserve. And the goal is to increase the reserve to \$1 million in the next 5 years, we are half way there. We need to grow our current reserve for facilities as our facilities doubled in 2018. We need an investment plan and a small sub-committee will be created later this year. Capacity building is very important to support the agency's 72% growth in the past three years. We need more capacity in operations (facilities and technology), human resources, as well as in the finance area. We may continue

buying financial assistance to keep us on track. Once we have an Associate Director of Operations, this individual would create a facilities and technology plan. We also will work with the COO to create a short and long term HR plan as well. Dan Schevis asked about our legal support. Josie indicated that our risk manager reviews every agreement then sends it to Catalina Avalos prior to signing. We believe however, that we will need to grow our legal capacity. Dr. Rolando suggested that we may be able to combine our PP&A position with a legal counsel position similar to what Broward College does with their General Counsel and VP for Government Relations position. They could do the advocacy and coordinate the legal piece.

- **Development** committee's recommendation, Willy Gomez shared, is to disband. The responsibility of fund raising should be one of the main jobs of the Chair of the Board. And, the Chair can create an Ad Hoc committee as needed for fundraising. Development recommends the Chair meet with finance committee and create a budget as to what should be raised as whole. Then the Chair with the Development Director and the ad hoc committee would create a plan.
- **Governance.** Recruitment is in the works but we are getting close to a full board Steve shared. We need support in groups that assist with recruitment. Governance's job is to make the board better, they will work on training board members on development. The onboarding of the new officers; we need to create a process. Critical to look into succession plan for board officers and committee chairs.
- **Marketing.** Lucia Rodriguez shared the Marketing & Communications Plan is in progress. An overarching marketing and communications plan will soon be completed. A subcommittee will be tasked to create a PR plan. Lucia will lead a workshop on moving HUF forward with a "Digital Plan". HUF is getting to the point it is important we continue to tell our story. Moving forward we need a pro-bono team and digital assistance.
- The order of the presentations at the retreat will be: Programing, Finance, PP& Advocacy, Governance, Development then Marketing. Each committee chair will report out key points and their updated action items. These will be fined tuned and the strategic plan will be duly edited. At end we will be clear on how to proceed through the end of 2020.
- **Presentations:** Josie will update the action item sheets and create a power point presentation for each committee chair. The committee chairs willg use these present during retreat. Discussions will be had following after each presentation.
- The PP& Advocacy will create an action item "sheet" for the retreat as this did not exist in the original strategic plan.