



AGENDA

Meeting #2

Tuesday, March 17, 2020

Humana

3501 SW 160th Avenue, Miramar, FL 33027

1st Floor, Community Room

[Directions](#)

Mission

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

Hispanic Unity of Florida
Board of Directors Meeting
AGENDA

Tuesday, March 17, 2020
Happy St. Patrick's Day!

We will start the meeting promptly at 4pm

1. 4:00pm **Call to Order/ Roll Call** **Lucia Rodriguez**

2. 4:05 **Presentations** **Lucia Rodriguez** **Information**
 - Mission Moment: Felipe Pinzon
 - Ana Valladares, Recognition, Josie Bacallao

3. 4:20 **Governance Committee** **Steve Sampier**
Vote on Potential Board Member: Maritza Alvarez, MHS **Action** *pgs. 1-7*

4. 4:30 **HUF Brand Personality** **Lesli Cartaya-Franco** **Discussion** *pg.. 8*
(Excel doc also attached to board package PDF for better readability)

5. 4:45 **Board Engagement** **Lucia Rodriguez** **Presentation/Discussion**

6. 5:15 **Consent Agenda** **Action** **Lucia Rodriguez**
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 February 2020 *pg.9-10*
 - ii. Electronic Vote: Finance Committee IT Vendor Meeting Minutes + Vote *pg 11-12.*
 - iii. Electronic Board Vote: IT Vendor *pg.13*
 - iv. Governance March 2020 Committee Minutes *pg.14-17*
 - v. Planned Giving Meeting February 2020 Ad Hoc Committee Minutes *pg.18-19*

7. 5:25 pm **Executive Session**

8. 5:45 pm **Adjourn**

18 Active Board members / 10 required for quorum and vote

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

BOARD MEMBER	Mar 2019	Apr 2019	May 2019	June 2019	July 2019	Aug 2019	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	
ABBATE, Anthony (Tony)	P	P	Retreat Cancelled	Retreat Rescheduled		No Meeting / Summer Break	E	P	P	P	P	P	
BELLO, Eduardo							P	P	P	P	P	P	P
CARDOZO, Carolina	P(T)	P					P	P	P(T)	P	P	P	P
CUSHING, Giselle		P					P	P	E	P	P	P	E
FRANCO, Lesli		P(T)					P	P	P	P	P	E	P
GARCIA Rolando, Ph.D.	P(T)	A					P(T)	P	P	P	P	E	E
GOMEZ, Willy	P	P					P	P	P	P	P	P	P
GUERRERO, John	P(T)	P					P	P	P	P	P	P	P
HERZ, Dan	P	P					P	P	P	P	P	P	P
KARLEN, Scott							P	E	P	P	E	P	
PARADOWSKI, Christina	P	P					P	P	P	P	P	P	P
PENA, Deborah							P	P	P	P	P	E	A
PFISTER, Emma	P	P					P	P	P	P	P	P	P
RODRIGUEZ, Lucia	P	P					P	P	E	P	P	P	P
SAMPIER, Steve	P	P					P	P	P	P	P	P	P
SCHEVIS, Daniel	E	E					P	P	P	E	P	P	
STONE, Angie	P	P					P	P	E	E	P	P	
TATELBAUM, Chuck	P	P					P	P	P	P	P	P	E
Total Board Members	16	18					20	19	19	19	18	18	
Present: P / T= Telephone	14	15	19	17	16	17	14	14					
Excused: E	2	2	1	2	3	2	4	3					
Absent: A	0	1	0	0	0	0	0	1					
Board Members Participating	88%	83%	95%	90%	84%	90%	78%	14					
Board Members Present at the Meeting	56%	67%	90%	90%	79%	90%	78%	78%					

Maritza Alvarez: HUF Volunteer Self-Nomination Form

Completed: 12/26/19

Email address *

malvarez@mhs.net

I am interested in serving as a volunteer leader with HUF (either on its Board of Directors or on one of its committees) because: *

I am interested in serving on the Board of Directors because I value and support the mission of HUF, to help immigrant families become self-sufficient productive members of our communities. I appreciate that you can see HUF is true to its mission with every program it offers. The communities HUF serves are fortunate to have a beacon of Hope as a catalyst to achieve their American dream. As a first generation American who understands and values freedom as the most appropriate platform to turn struggles into success it would be an honor to serve HUF and it's communities.

First Name *

Maritza

Last Name *

Alvarez

Primary Affiliation/Organization *

Memorial Healthcare System

Additional Affiliation(s)/Organization(s)

Mailing Address *

703 N Flamingo Road, Suite 180

City, State and Zip Code *

Pembroke Pines, FL 33028

Phone Number *

9548446207

Age *

36 to 45 ▼

Gender *

Female ▼

Professional Background *

- For-profit Organization
- Non-profit Organizaztion
- Government (Local, State)
- Government (Federal, Foreign)
- Other: _____

Previous HUF Relationship

- Current or Previous Volunteer
- Current or Previous Donor
- Current or Previous Committee Member
- Other:

Expertise/Special Skills (Check all that apply) *

- Accounting /CPA
- Business
- Strategic planning
- Management
- Marketing/Public Relations/Media expertise
- Nonprofit Board governance experience
- Non-profit management experience
- Banking/Financial Services
- Information Technology

Other board service/board training

Assessment of level of interest in serving *

Very Interested 1 2 3 4 5 Not Interested at All

Available Time and Commitment to serve *

How much time/commitment are you able to share with HUF? Please consider travel & current commitments.

High Level of Time & Commitment 1 2 3 4 5 Low Level of Time & Commitment

Assessment Fundraising Potential *

Assessment of giving & getting potential

High Level of Fundraising 1 2 3 4 5 Low Level of Fundraising

Referral or Connection Source

First and Last Name of individual you have a connection to at HUF.

Aurelio Fernandez & Melida Akiti

Additional Information

Melida Akiti

Submitted 12/26/19, 1:43 PM

Hispanic Unity of Florida

Maritza Alvarez

Interviewer Summary

Key Considerations:

To be shared and discussed at Governance Committee

1. What unique or needed skill sets does individual bring to board? (Special skills, fundraising ability, access, funding, etc.)

Maritza's background in advocacy when she was in the financial/mortgage industry in addition to the incredible relationships she holds to key people at Memorial.

2. Does the individual have the passion for our mission?

Maritza's personal family background is one of so many Cuban immigrants here in South Florida. What I am most impressed with is how she has brought her career back to healthcare and serving others when she was directed into business through her college education, and the beginning of her career. She truly has lived reinventing herself to be part of making a difference in the community. And what we always look for, her drive and desire to serve.

3. Does the individual have the time and commitment to serve?

Maritza shared where she is with here career and family, she does have the availability with time to commit to HUF. We discussed committee commitments in addition to overall board support. She has been on business board associations, in addition to working with the March of Dimes.

4. What diversity does this individual bring to board? (Age, background, nationality, perspective, geography?)

Maritza has immigrant family members. She meets our target for increasing female representation on the Board. Maritza's experience in advocacy will fill a critical gap on the board, and wold be an incredible asset in this area. She also has a solid network in Miami.

5. Does this individual have the potential to be Chair of HUF in the future? (Consensus builder, previous board OFFICER experience, management experience)

Maritza does not have specific board officer experience. We did not have a discussion specifically about board Chair leadership.

6. Does someone on the board know this person? Her/his recommendation?

Maritza comes highly recommended not only by Melida Akiti, Board Member Emeritus, but also endorsed by Aurelio Fernandez, CEO of Memorial Healthcare System. Melida has worked closely with Maritza and shared great enthusiasm that Maritza would be a great addition to the HUF board.

Recommendation: Yes Or No for board membership? Yes

I strongly suggest we recommend to the Board that Ms. Alvarez be added as soon as possible. Maritza is eager to engage with HUF, and it is important to keep the relationship with Memorial Healthcare System a priority.

If yes, what committee will she/he serve on?

Maritza has a natural fit with the Advocacy Committee, and is eager to broaden her knowledge through other committees as well.

Angie

Interview on 2/18/2020

Board of Directors

Attributes about operations and reputation	
Tools	2
Accountable	
Advisory	
Driven	
Efficient	
Equitable	
Finacial Responsibility	
Focused	
Fulfillment	
Independent	
Investment	
Justice	
Open	
Pathfinder	
Professional	
Rapid Assimilation	
Reaching	
Researched	
Responsive	
Transformative	
Transparency	
Unstoppable	
Tested	

Attributes about perceived demeanor	
Fun	
Giving	
Guide	
Helpful	
Illuminating	
Lifting up	
Neighbor	
Responsible	
Solidarity	
Support	
The Best	
Wonderful	
Proud	

Attributes about emotional capacity	
Caring	5
Compassion	2
Love	2
welcoming	2
Benevolent	
Hope	
Sincere	
Thoughtful	
Warm	

Attributes about what we do (and how we do it)	
Empowering	3
Education	
Dreamer	
Citizen	
Fund Raising	
Future	
Generational	
Opportunity	
Progress	

Attributes about drive and focus	
Organized	2
Committed	
Creative	
Dedicated	
Dicipline	
Dynamic	
Impactful	
Inspirational	

Attributes about our environment	
Family	5
Community	4
Growth	
Life	
Mobility	
Service	

Attributes about our culture	
Immigrant	2
Multicultural	2
Diverse	
Inclusive	
Children	
Involved	
Josie	
Youth	

Staff

Attributes about operations and reputation	
Trusting	7
Honest	2
Good Reputation	3
Quality	1
Professionalism	1
Information	1
Informed	1
Great	1
Genuine	1
Follow Through	1
Dignified	1
Ethical	1
Experience	1
Competent	1
Assistant	1
Accomplished	1

Attributes about perceived demeanor	
Helpful	14
Giving	3
Service	2
Responsible	2
Open Minded	2
Open	2
Generous	2
Patient	1
Fair	1
Balance	1

Attributes about emotional capacity	
Caring	12
Passionate	4
Kind	4
Empathetic	3
Compassionate	3
Warm	2
Sincere	2
Happy	2
Understanding	1
Loving	1
Joyful	1
Humble	1
Gentle	1
Fun	1
Fashionista	1
Cheerleader	1
Charming	1
Beautiful	1

Attributes about what we do	
Empowering	9
Support	7
Strength	2
Proactive	2
Motivating	2
Leader	2
Encouraging	2
Collaborative	2
Voice	1
Visionary	1
Role Model	1
Possible	1
Opportunity	1
Involved	1
Interesting	1
Inspiring	1
Future	1
Fearless	1
Enthusiastic	1
Energetic	1
Dreamer	1
Champion	1
Awareness	1
Ambassador	1
Advocate	1

Attributes about drive and focus	
Resourceful	8
Innovating	6
Driven	4
Engaged	3
Dedicated	3
Hardworker	2
Efficient	2
Resolving	1
Resiliant	1
Progressive	1
Influential	1
Goal Oriented	1
Effective	1
a hand	1

Attributes about our environment	
Family	8
Friendly	7
Welcoming	4
Safe	4
Community	3
Team Player	2
Partner	2
United	1
Stable	1
Respectful	1
Proud	1
Inviting	1
Human	1
Connecting	1
Connector	1
Contribution	1
Cooperative	1

Attributes about our culture	
Diverse	7
Inclusive	3
Multicultural	1
Included	1
Civic	1

Misc.	
Local	1
Longevity	2
at home	2
2 gen	1

Hispanic Unity of Florida
Board of Directors
Meeting Minutes
Tuesday, February 18, 2020

Call to Order/ Roll Call

At 4:00pm

Roll Call

Lucia Rodriguez welcomed Cindy Arenberg Seltzer, President/CEO of Children's Services Council of Broward County (CSC) and thanked her for her years of service to the community. Cindy gave a brief history of how CSC came to be and the partnership between them and HUF for more than 17 years. She looks forward to seeing our 2Gen work flourish.

Presentations

- Board Member Emeritus: Melida Akiti. Lucia shared Melida's many contributions and support to Hispanic Unity as a board member and as a Memorial Healthcare System partner. Melida will remain a member of the Governance Committee.
- Thank You, Virginia Cielo and Franco Basurto. Virginia and Franco have been long-time donors to HUF and in addition to an annual gift, they also adopt a HUF family monthly.
- Thanked Dan Schevis for attending the Broward County Commission meeting representing HUF. He also spoke to each commissioner prior to the meeting about HUF's position and support for refugees.
- Mission Moment: Felipe Pinzon shared a video of the Julcamanyan Family. Their daughter, Luciana received a full scholarship to a private school in Broward County. The father has met with has been placed in better employment and the mom is now in a drafting program at Sheridan Technical College. A true success story.

2020 HUF Budget---Presented by Emma Pfister and Virginia Cielo.

Emma Pfister reviewed highlights of the 2020 Budget. She noted, HUF will be cash positive at the end of 2020 – as well as 2019. In the next few months we will review 2019 end of year numbers. Emma discussed HUF revenue, program expenses, and a summary of the budget per page. She noted the budget is extremely detailed – more so than even most for-profit companies. She highlighted that HUF's main revenue resources is grants, local government funding (CSC) and some federal funding (IRS, USCIS), restricted dollars from sponsorship and other fixed incomes with rental of the 5811 building and VPK. Salaries, direct program expenses as well as, shared expenses are the main expenses. HUF is a growing business and there are timing differences between when we receive the funds and the monthly receivables, which is why we have a line of credit.

She shared that our 2019 auditor will soon begin with the auditors conducting a preliminary meeting soon. HUF's audit will be completed by mid-April.

Josie Bacallao gave an overview of this budgeting process which has been the most robust and detailed budget HUF has ever produced. Going forward we will have a solid template from which to build future budgets. HUF is floating \$700k of which is in process of being collected. This budget is reflecting our new 2Gen approach and implementation. We will be raising \$5.5 million in 2020. We have an upcoming project with Harris Levine which we will be researching immigrant small business entrepreneurship. Although we eliminated the Citizenship office in Miami, we did not reduce any of our Citizenship sites. HUF will have a new IT vendor by March as the RFP has been completed. Large campaigns include the Census, VITA and hiring an immigration fellow to aid in our advocacy work. At the end of this year, we will start the next three year strategic plan.

Felipe Pinzon shared HUF will be expanding the 2Gen approach in the Unity4Teens area. We have identified ways to be leaner and more efficient. He shared his plans for reorganization. The Learning Café will be piloted this year to focus on teaching the English language, digital literacy and empower our clients to get better jobs, in partnership with many of our partners. This will be a pilot project and nationally in collaboration with UnidosUS and The Migration Policy Institute.

Virginia Cielo reviewed the overall budget assumptions which included agency-wide salary increases (pending performance appraisals in March), health care and a decrease in mileage reimbursement rate (which matches the federal rate). Minimal capital improvements are planned in 2020.

What percentage of the 81% secured what part of that is CSC Willy Gomez asked? It is \$2.3 million out of the \$4 million. Willy had some clarification phrases he suggested for the budget.

Lesli Franco asked about PR budget line item, Josie shared that's for the policy immigration fellow work to come.

Anthony Abbate asked if the budget shows an increase in the cost of living. Josie said yes.

John Guerrero asked about chilling monies in temporary restricted funds for upcoming uses as we anticipate upcoming spending for a program.

Anthony Abbate, asked if there is any opportunity to sell our services for funding verse offering the services for free? Felipe shared yes, we are looking at models and some funders do not allow us to charge for our services. This will be part of the 2021 strategic plan discussion.

MOTION: Anthony Abbate motioned to approve the 2020 HUF budget as presented. Steve Sampier provided the second. The motion passed.

Investment Account Discussion & Vote

Emma Pfister shared HUF was setting up an investment account at Truist (formerly BT&T) for our restricted funding in order to earn interest. The financial institution requires a resolution signed by the secretary and under the current bylaws the secretary does not have signature authority. An additional discussion was had concerning the limits of the secretary's signature authority and the number of signatures required to access the funds.

FINAL (Amended) MOTION: Dan Schevis motioned to authorize Christina Paradowski to sign a resolution which would allow HUF to open an investment account. Christina would not have any additional signature authority beyond the resolution. Willy Gomez provided the second and the motion passed.

Emma Pfister instructed Chuck McGuire to explore HUF's internal controls and the requirement of having two signatures to access any of the account funds. The board after a further discussion would require two staff signatures (none from board members.) Update: Chuck distributed the recently updated/approved board policy on signatures. He also contacted the Truist account VP.

HUF Brand Personality—Presented by Kathy Gallego and Lesli Franco.

The board members were asked to engage in an exercise to use single words to describe HUF's personality.

Board Engagement---Lucia Rodriguez

Will be moved to the March meeting.

Consent Agenda

Willy Gomez motioned to accept the consent agenda. Anthony Abbate provided the second and the motion passed.

Executive Session

No executive session.

Anthony Abbate shared that he was told by a donor that if you want to know more about immigration topics go visit HUF. He noted that made him feel proud.

Adjourn 5:50pm

Hispanic Unity of Florida
Conference Call on IT Vendor
Finance Committee Meeting Minutes
March 3, 2020

Attendance:

6 voting members present – Pfister, Nazur, Karlen, Guerrero, Bacher, Pena
1 voting members excused – Tatelbaum
2 non-voting members present – Rodriguez, Stone

Staff: Bacallao, Saavedra

Ms. Pfister called the meeting to order at 1:02pm.

IT Vendor Discussion

Ms. Pfister opened up the meeting by confirming the process and then asking if any of the participants on the call had questions.

Bacallao shared with the committee that WheelHouse IT (WHI) had already responded to the Tripp Scott legal language changes. Two of the items were changed and two were not. Tripp Scott legal counsel is satisfied with the final legal draft.

Stone underscored WHI’s extensive – up to four month – on-boarding process. Guerrero asked about the cost of HUF’s current IT support vs. this new plan. Bacallao indicated that our current IT vendor plus our current IT staffer combined made the new vendor pricing comparable. Pfister confirmed we were signing up for the Gold Plan (\$7,700 per month after discounts.) Bacallao confirmed, yes, that was the plan HUF was selecting. Pfister asked about HUF’s ability to end the agreement. Bacallao indicated HUF can terminate at any time with a 30-day notice.

Bacallao indicated that HUF would have a 30-day overlap between the current vendor and IT staffer and the new company. This is being done to facilitate the transition. She also mentioned that Saavedra had contacted four of WHI’s clients and they received very favorable references.

MOTION:

Nazur moved to accept WheelHouse IT as HUF’s new IT vendor. Karlen provided the second. A voice vote indicated all present (six members) accepted the motion. Tatelbaum emailed in his vote to approve. Vote was unanimous by the finance committee.

Board Motion:

Rodriguez asked the board members present to move the item and second it so that the board of directors could vote. Karlen moved to accept the WheelHouse IT proposal and select them as HUF’s new IT vendor. Pfister provided the second.

Bacallao will email these minutes, a recap of the vote along with the proposal/legal agreement to the board of directors today for an electronic vote.

Meeting adjourned at 1:16pm.

Finance Committee March 2020 Vote

IT Vendor Selection/Wheelhouse IT

BOARD MEMBER	Vote
1. Rodney Bacher	Y
2. John Guerrero	Y
3. Scott Karlen	Y
4. Arnold Nazur	Y
5. Deborah Pena	Y
6. Emma Pfister	Y
7. Chuck Tatelbaum	N/A
Total	6 Yes votes

Hispanic Unity of Florida
Board of Director Vote - March 3-5, 2020
IT Vendor Selection: WheelHouse IT – Vendor Proposal/Agreement

BOARD MEMBER	Accept WheelHouse IT Proposal & Agreement
1. ABBATE, Anthony (Tony)	Y
2. BELLO, Eduardo	Y
3. CARDOZO, Carolina	Y
4. CUSHING, Giselle	Y
5. FRANCO, Lesli C.	Y
6. GARCIA, Rolando, Ph.D.	Y
7. GOMEZ, Guillermo (Willy)	Y
8. GUERRERO, John	Y
9. HERZ, Daniel	Y
10. KARLEN, Scott	Y
11. PARADOWSKI, Christina	Y
12. PENA, Deborah	y
13. PFISTER, Emma	Y
14. RODRIGUEZ, Lucia	Y
15. SAMPIER, Steve	Y
16. SCHEVIS, Dan	Y
17. STONE, Angie	Y
18. TATELBAUM, Charles (Chuck)	Y
(18 Voting) Total	18



**Governance Committee Meeting Minutes
March 6, 2020 (Conference Call)**

Present on Conference Call Meeting:

Steve Sampier, Angie Stone, Lucia Rodriguez, Jorge DeApodaca, Melida Akiti, Josie Bacallao and Felina Rosales-Furer

Excused:

Christina Paradowski, Maria Elena Ferrer & Tony Abbate

Next Steps/Action Items:

- 1) Steve Sampier will check in with Susie Levan and talk to Jorge DeApocada regarding joining the board.
- 2) Lucia Rodriguez is working on cultivating Francisco Rivera from Telemundo.
- 3) Angie Stone will present a draft of the new Board Engagement document (formerly known as the board Scorecard) at the April Governance meeting.
- 4) Lucia Rodriguez will begin working on Chair and Vice Chair roles for each committee. She will determine which committee needs a Vice Chair and who should be appointed. She also will determine if she will determine new chair appointments – in particular to the Governance, Program and possibly Public Policy & Advocacy committees.

Discussions:

5) Opening Comments and Updates

Steve Sampier reviewed the agenda for the April meeting, board succession planning, slate of officers and secretary duties. After the summer break, Steve will no longer serve as Chair of either the Governance or Program committees, but he is willing to serve as Vice Chair if needed. He noted he had previously communicated this to Lucia.

6) Approval of Minutes

Motion by Angie Stone to approve the February 2020 Governance Committee minutes. Jorge DeApocada provided the second. The motion passed.

7) Recruitment

Steve reviewed who will term out from the HUF board at the end of 2020: This includes, Chuck Tatelbaum, Willy Gomez and Emma Pfister. It may also include Dr. Rolando Garcia who shared with Felipe Pinzon that he will most likely leave the HUF board by June 2020. These are the positions we need to fill. Steve has been interviewing new potential board members to get the board to 20. Steve will check in with Susie Levan and speak with Jorge DeApocada, Board Member Emeritus. Both of indicated an interest to join the board.

- a) Review of General Status. Josie Bacallao went over Sion Tisone for a potential candidate to assist with tech side. Angie Stone reached out to a former Citrix colleague and has not received a response. Angie is also working on other leads in IT world. Lucia Rodriguez is working on Francisco Rivera to have a workshop of digital marketing for the marketing committee. He aligns with HUF would like to get more involved, Lucia will further cultivate him. Melida Akiti asked about considering donors for the board.
- b) Steve discussed potential board member Maritza Alvarez from Memorial Healthcare System. Angie Stone interviewed her, along with Melida Akiti and shared that Maritza has great energy and is enthusiastic about HUF. Maritza has been endorsed by MHS's CEO. Maritza has an advocacy background and spent in Tallahassee. Maritza uses her background to join her professional work and her community work while tapping her network is in Miami-Dade. Melida said Maritza did her homework on HUF to make she was a good fit. This would be her first board but she has worked with the March of Dimes. Josie shared when she met with Maritza she was very engaged and brings strong leadership as well. Melida suggests Angie work to get Maritza getting her up to speed and be her unofficial "mentor".

Motion by Melida Akiti to approve Maritza Alvarez as a new HUF board member. Angie Stone provided the second. The motion passed.



8) Board Member Engagement

Steve Sampier shared that Angie has been working on a tool which would allow board members to update their own engagement activities. The cumulative information would be shared with the whole board (anonymized where appropriate). Angie met with Tony Abbate a few weeks ago to work on best practices for the board scorecard process and level. It is important that it is engaging and asking for the right information. This will help to give the board members support in a more positive light. Josie is working on a one pager to provide resources to new board members on their financial commitments. The document, with links to resources, will be added to the board portal. The board Chair will continue to be the lead person regarding board member fundraising.

Angie will present a draft at the April Governance meeting.

9) Vice Chair Recommendations.

Steve reviewed the draft memo he had previously sent to Lucia. He noted this has become more critical as key committee chairs will be departing by mid and end of year. A Vice-Chair could take over if the Chair is absent. A possible second reason for having a VC is for succession purposes. It is an opportunity to grow leadership at the committee level possibly the board/officer level as well. But the latter should NOT be expected. Ultimate responsibility on committee appointments whether Chair or Vice-Chair falls on the Chair of the Board but the Governance can provide recommendations. Vice Chair role is the backup and to fit into a succession plan but not guaranteed to become the Chair. The VC's main role would be to support the function of the committee, Steve mentioned. Sometimes it will not be for succession purposes.

Melida shared in her other board experiences only the Governance Committee has a Vice Chair. For the other committee's there is a slate of officers to not have a future void. Steve shared Chair's for Committee's should be on the board. The Vice Chair has more fluidity with non-board member, may have to "act" as a Chair at presentations, etc. What about Board Member Emeritus functioning as Vice Chair. There can be issues by making exceptions, reminder this is a volunteer position, feelings can be hurt, etc.

Josie suggested having Governance Committee sets up a meeting – possibly in the Q3 of every year - with *incoming* Board Chair to review the committee Chairs and Vice Chair positions. That way the discussion would be guided by Governance committee with historical background, but the Chair of the Board would ultimately make the decision. This process would need to be formalized to ensure it occurs in every Chair term, this would need to be added to the calendar, perhaps October in Q3.

Jorge said they do not need to be a board member in order to lead a committee. Board member as a Chair and Vice Chair could be a non-board member who can assume the responsibilities. In the end, the board is the final authority, committee's only provide recommendations.

Steve suggested Lucia begin working on Chair and Vice Chair roles for each committee. She agreed.

10) Other Business/Updates if available

None.

Next Meeting:
Friday, April 3, 2020 @9am

Memorandum**DRAFT**

Date: March 6, 2020
To: Lucia Rodriguez, HUF Board Chair
From: Steve Sampier, HUF Governance Committee Chair
Subject: Recommendation for Committee Vice Chairs

As you know, the Governance Committee has recently been discussing a recommendation that you, as Chair, consider appointing some Committee Vice Chairs. The bylaws indicate that it is the responsibility of the Board Chair to appoint Committee Chairs. Though the bylaws do not address co-chairs or vice-chairs, there is past precedent for Board Chairs to appoint co-chairs. We would like to suggest vice-chairs as a superior concept.

In reviewing succession planning for Board leadership, we recognize that in addition to a designated vice chair improving the performance of a committee in the chair's absence, succession planning is also enhanced. Therefore, we recommend the following:

- Appoint vice chairs to committees where appropriate and where having a vice chair will enhance committee performance and provide leadership development opportunities.
- Recognize that the vice chairs responsibility is to serve all aspects of the chair's responsibilities in his/her absence. This includes leading meetings, reporting to the Board, engaging committee members, etc.
- Recognize that serving as vice chair is not intended to indicate that person is automatically in line to serve as chair. It is intended, however, that the committee chair will include the vice chair in planning for the committee, mentoring the vice chair in the committee's functions and strategies and better prepare the vice chair for future Board leadership opportunities.

We appreciate your consideration and would be happy to discuss this recommendation further.

HUF Governance Committee

Board Member Engagement (Scorecard) Summary

DRAFT

The following is a draft summary of our discussion at the February 7, 2020 Governance Committee:

1. The scorecard is not intended for general distribution, but rather for the following type of specific purposes:
 - Use by Board members to review their progress toward commitments in a friendly and positive manner.
 - Review of Board member performance by the Board Chair in order to assist Board members in meeting their commitments.
 - Use by the CEO to track Board member performance impacting budgets, relationships with Board members and Corporations, partnerships, etc.
 - Use by the Governance Chair and Board Chair to determine if Board members shall be recommended for additional terms (after 1 year and 3 years) per bylaws.
 - Use by the Governance Committee to see if performance patterns might indicate a need for training or education in targeted areas.
2. The scorecard should be renamed to Board Member Engagement Status Report.
3. While staff can continue to provide data to populate the Board Member Engagement worksheet, a simple self- reporting tool should be developed and Board members reminded about it (monthly if possible). This will serve to capture data in a timely fashion, capture hard to identify data such as in- kind value and remind Board members of their commitments on a regular basis.
4. Regarding the commitments themselves it was determined that none should change. There is still an individual \$1,000 gift category and a \$2,500 “give or get” category. An “in kind” category needs to be further developed.
5. Corporate giving associated with a Board member’s employment is not as clear. There is not a clear commitment for corporate contributions beyond the “give or get”.

A general suggestion was also made during the discussion that it would be helpful for new Board members to receive input as to some tips as to how commitments can be achieved.

And following the meeting a suggestion was made to consolidate several of the tracked items into 3 major goal areas.



Planned Giving Ad Hoc Committee

Committee Chair: Dan Herz

Committee Purpose: To create a plan and recommendations for a planned giving program for HUF

Minutes

Tuesday, February 18, 2020 at 3:15PM
Children's Services Council of Broward
6600 W. Commercial Blvd.
Fort Lauderdale, FL 33319

Present:

Dan Herz, Eduardo Bello, Maria Elena Ferrer, Scott Karlen, and Shani Wilson

Next Steps/Action Items:

1. Finalize changes to case statement.
2. Review template for statement of intent form (on back of case statement)

Discussions:

1. Welcome
2. Reviewed minutes from January 28, 2020 meeting
3. Reviewed & revised planned giving case statement for HUF. Requested additional description of HUF's need for legacy gifts, as well as appeal to donor.
4. Reviewed and brainstormed additional one line spiels for planned giving with HUF. Agreed on the following tagline to be used for all planned giving related marketing: "Ensure your legacy by empowering a New Generation of Americans". Subsequent call to action to be "To learn more, contact Shani Wilson..."
5. Provided update on planned giving subject matter expert presentation to HUF's Board of Directors. Date selected is Tuesday, June 9, 2020. Nydia Menendez, HUF Board Member Emeritus and attorney specializing in estate planning confirmed her participation. Andrea Darlow, Nova Southeastern University, Senior Director of Development, Legacy Gifts will advise of her availability to participate at end of March 2020 (she has not yet made plans for



her family's vacation). In the event she is unable to attend, we've asked her to recommend another person.

6. Soliciting planned gifts - Group agreed that Board members should be the first donors asked to make a planned gift, followed by annual campaign donors, Circle of Friends donors, and major donors. The order of this strategy was recommended as a way to make our mistakes with the most forgiving groups and refine our pitch & process before approaching mid-level & major donors. Group also discussed benefit of engaging volunteers and clients/former clients as potential planned gift givers, and agreed not to include representatives of corporations (unless he/she personally donates to HUF). As a way to increase exposure of planned giving options available at HUF, plan and execute a campaign for estate planning professionals (attorneys & CPAs) to learn more about HUF by attending Empowerment Tours with the goal of creating engaged professionals who will recommend HUF to their clients.

Next Meeting:

Tuesday, March 17th at 3:15PM

Humana

Followed by Board Social at Bokampers