



**Empowering a  
New Generation  
of Americans**

## **Board of Directors Meeting Package**

**Meeting #2**

**Tuesday, February 21, 2023**

**@4pm**

Join Zoom Meeting

<https://us06web.zoom.us/j/84903878249?pwd=dFRsRGJYTWIKQ3Nrd2pYd3NwRUpDdz09>

**Meeting ID:** 849 0387 8249

**Passcode:** 193610

### **Mission**

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



**Board of Directors**  
 Meeting Agenda  
 Tuesday, February 21, 2023 | 4:00 PM

Time	Item	Lead	Pgs	Action
4:00	Call to Order / Roll Call	Christina Paradowski Felina Furer		
4:05	Chair Welcome	Christina Paradowski		Information
4:10	CEO Report	Felipe Pinzon		Information
4:15	Consent Agenda	Christina Paradowski		Action
	- Board Meeting Minutes (01/2023)		2	
	- Finance Committee Minutes (01/2023)		5	
	- November 2022 Financial Statements		7	
	- Public Policy & Advocacy Committee Minutes (01/2023)		17	
	- Appropriation Requests Meetings with Elected Officials Summary (01/2023)		19	
	- Governance Committee Minutes (02/2023)		22	
	- Program Scorecard (12/2022)		24	
	- Fund Development (02/2023)		27	
4:20	Strategic Plan – Kick Off	VeraCruz Advisory	29	Presentation
	- Pre-Reading Articles			
6:00	Adjourn			

**19 Active Board members / 11 required for quorum and vote**

# Hispanic Unity of Florida Board of Directors Meeting Minutes Tuesday, January 24, 2023

## Call to Order/ Roll Call

Began at 4:03pm

## Chair Welcome & Presentations—Presented by Christina Paradowski

- Installation of 2023 Officers:
  - Chair: Christina Paradowski
  - Chair-Elect: Tony Abbate
  - Secretary: Carolina Cardozo
  - Treasurer: Lisette Rodriguez
  - Past Chair: Lucia Rodriguez

Christina thanked the 2022 Executive Committee members for their service.

Strategic Plan Update: Board approved selection process used by the Executive Committee to evaluate strategic planning RFPs on November 4<sup>th</sup>. Proposals were evaluated mid-December, and VeraCruz Advisory was recommended. A 6-month contract valued at \$36,000 has been negotiated. A project update & overview – to include VeraCruz Advisory - will be presented during the February board meeting,

- 211 Community Choice Award: HUF is a nominee for this award and eligible for a \$1,000 grant. Community members can vote daily, through February 20<sup>th</sup>, for their choice nonprofit.

Felipe Pinzon is in Tallahassee with Otto Valenzuela and Ashley Boxer, HUF's advocacy consultant. They are meeting with State representatives to introduce Hispanic Unity as well as, get feedback on our two appropriation applications. Ashley previously worked as a lobbyist with Memorial Healthcare and Baptist Health South Florida; she believes success for HUF will come from connecting and collaborating with local players and others doing similar work.

Ashley Boxer shared the process for appropriations; requests are no longer their own bills. It's beneficial for HUF to align with Governor's priorities. The Legislature has a committee process where a request goes through subcommittees and culminates at Budget conference to secure a match in House and Senate. If approved, requests are presented to the Governor for review & approval; the Governor also has line item veto power. HUF's messaging is very important, and meetings with key representatives increase awareness about HUF, solicit feedback on our requests and allow us to gain champions for our appropriations. Our two requests will support and expand our Mental Health HEAL program and 2Gen with a focus on workforce development program, which is welcomed on both sides of the aisle.

## Mission Moment—Presented by Eduardo Pineda & Alpha Balde

Volunteer Income Tax Assistance (VITA): HUF helps families maximize their federal tax returns. We help those living paycheck to paycheck gain access to the nation's greatest antipoverty tool, tax credits. Each year, the Earned Income Tax Credit (EITC) lifts 6 million taxpayers out of poverty and puts money into their pockets to help pay bills and put food on the table. We are a link to asset building programs and hope that the community leverages their returns to financial stability. On average, over \$4 million dollars in refunds go back into the community each tax season.

## Public Policy & Advocacy Committee---Presented by Otto Valenzuela & Carolina Cardozo

2023 Agenda Public Policy & Advocacy: This agenda will be used past the May legislative session. We seek to answer the "why" of what we do what we do and how are services are rooted in policy decisions made outside of Broward. This is our working plan, when we meet with elected officials we share with them other material and a one pager.

## Motion

**Anthony Abbate motioned to approve the 2023 Public Policy & Advocacy Agenda. A second was made by Giselle Cushing. Motion passed.**

**Finance Committee**—Presented by Lisette Rodriguez & Leonor Romero

2023 Budget: 86% of grant revenues are secured for this year. It is a flat budget. Budgeted revenues are \$8.7 million, \$1 million higher than last year. Fund Development will need to raise \$1.66 million similar to 2022. There is a contract ending in 2023 that will likely not be renewed because it was funded with federal dollars for COVID. Unfortunately, will need to eliminate positions but we hope to absorb talented staffers into another program. Shani Wilson shared fundraising will be \$1.1M from grants and \$560K from unrestricted donations. We are planning an in-person Entrepreneur Summit which provides sponsorship opportunities.

Elizabeth Dorante shared there are 10 vacancies across the agency. The Jim Moran Foundation renewed its grant for three years, investing more than \$1M in the Center for Working Families. The Florida Blue Foundation awarded a four-year grant for Comprando y Sano totaling \$400K. After 3 years, VITA will fully return to in person services; the program has undergone leadership changes, but the team has a lot of experience. The Children's Services Council of Broward supports several programs, including Family Strengthening Program (where current goals are exceeded, and we expect to scale the grant when applying for renewal); and Unity 4Teens (we'll continue maximizing the contract). Civic Engagement has a new contract with Miami-Dade County, via Catholic Charities Legal Services, to provide assistance with 75 Temporary Protected Status (TPS) applications and work permit renewals. All programs are in-person, with hybrid options, and most cost reimbursement funding grants have returned to unit cost. Program revenues are made up of 51% cost reimbursement, unit costs (46%), and tuition (3%).

Leonor Romero shared expected increases, including salaries (3%), health care insurance (10%) and mileage reimbursement (\$0.655/mile). There are no expected increases to Worker's Compensation nor unemployment. Anticipated decreases include \$7K for equipment/building (issues resolved), and re-negotiated agreements. Anticipated new expenses include \$17K for air conditioning and room updates at our two facilities. Moreover, all computers on Microsoft 11 software will require replacement to stay current and have important security software protections. HUF's total cash is close to \$2 million, unrestricted \$984K and restricted \$774K. Line of credit balance at end of year \$306K.

#### **Motion**

**Anthony Abbate motioned to approve the 2023 Budget. A second was made by Dan Herz. Motion passed.**

**Fund Development**—Presented by Shani Wilson

- Recap of end of year fundraising campaign & 2023 stewardship plan: 35 donors raised more than \$27,000 dollars. As part of stewardship activities that help with retention, board members are asked call and thank donors. Shani shared the annual schedule for thank you calls (please let her know if your month needs to be rescheduled). Shani will provide scripts and donor & gift details to board members for their assigned month.
- Mural Project Update: Completion should be in next few months. Marie Franco is our Venezuelan artist working on the mural. We will share event details once they're confirmed.

**Consent Agenda**—Presented by Christina Paradowski

#### **Motion**

**Anthony Abbate motioned to accept the consent agenda. A second was made by Maria Barnard. Motion passed.**

**Executive Session**

**Adjourn**

At 5:39pm

**Hispanic Unity of Florida**  
Finance Committee Minutes  
January 19, 2023

**Attended Via Zoom:**

5 Members Present: Lisette Rodriguez, Christina Paradowski, Alejandro Alvarez Loscher, Rodney Bacher and Arnold Nazur.

0 Members Excused:

1 Members Absent: Myrna Monserrat

6 Non-Voting Members Present: Elizabeth Dorante, Felina Rosales-Furer, Leonor Romero, Felipe Pinzon, Juliana Esguerra and Shani Wilson

**Open the Meeting**

By Lisette Rodriguez at 9:01am

**Approval of December 2022 Meeting Minutes**

**Motion**

**Arnold Nazur motioned to approve the December 2022 meeting minutes. A second was made by Rodney Bacher. The motion passed.**

**2023 Budget Review - Presented by Leonor Romero (refer to power point and budget package)**

Revenues: \$8.7M, \$1.0M higher than last year (Operating current year only excluded future year figure), 86% of HUF's program grant revenue is secured (vs. 83% and 82%, respectively in 2022 and 2021), Flat budget (trends)

**Fund Development** Need to raise \$1.66M (similar to 2022 for single year operations),; additionally, raised \$1.3M for years beyond 2023 (as of 12/31/22)

**Projects and vulnerabilities** New Grants: Immigration Services (Miami), Health Literacy ending in 2023 we will not seek renewal. Unfortunately, will need to eliminate positions, but we hope to absorb talented staffers into another program.

Shani Wilson shared Fund Development fundraising will be \$1.1M from grants and \$560K will be unrestricted donations from existing funders. We are planning to have an in-person Annual Entrepreneur Summit which provides sponsorship with our funders and partners. Programs are all in person services with hybrid and unit cost funding. Unit costs are 46%, tuition 3% and grants 51% cost reimbursement.

Elizabeth Dorante shared regarding staff we have 10 openings overall agency. The Jim Moran Foundation renewed our grant for 3 years for Center for Working Families. Florida Blue renewed the contract for Comprando y Sano. VITA after 3 years will be all in person services and leadership for the program has changes but there is a lot of experience with the new team. We have exceeded the goals for Family Strengthening Program and we expect to scale this program up, have the grant renewed and have a higher budget (increased revenue) going forward. Unity4Kids is projected to loss money in 2023. Unity4Teen will continue to maximize the contract. Civic

Engagement has a new contract with Miami-Dade and Catholic Legal Services to assist with 75 TPS and work permit renewals. We believe we need to close programs that are not producing at high level, possible hiring freeze and combine Management positions since salaries are our biggest budget expense.

Leonor shared salaries increases of 3% overall. 10% increase of health care insurance is expected. Mileage reimbursement is now on .65 cents a mile per IRS updated rate for 2023. No Worker's Comp or increase to unemployment from what we have received notification to-date. We would like to reinstate HUF 401K up to 10% of max elected contribution per existing policy which is 10% cap x 10% match. We would contribute annually, and this fund would be passed onto the funded grants where allowable. This will help staff retention and recruitment to have quality staffers provide high-end services to our clients. Equipment/Building of \$7K decrease due capacity needs addressed in 2022. Many agreements have been renegotiated for savings in HUF's favor. Major expenses are AC and room updates which is estimated at \$17K at our two facilities. Due to needing all our computers on Microsoft 11 software we will need to purchase new equipment to stay current and have important security software for our protection. Our total cash is \$2M, unrestricted \$984K and restricted \$774K. Line of credit balance at end of year \$306K.

### **Motion**

**Arnold Nazur motioned to accept the 2023 proposed HUF Agency Budget. A second was made by Rodney Bacher. The motion passed.**

### **Lawsuit – Insurance Claim**

The claim we discussed in December is now a lawsuit and HUF has been served. A participant at one of our after-school program event fell down after our activities were done. The child is having issues with blurry vision. Philadelphia Insurance have secured an attorney and the process is moving forward. The adjuster believes the past client is reaching. Leonor will reach out to Philadelphia Insurance today. Christina advised, we don't want to discuss this further outside then those that need to know.

### **New Business**

Felipe shared we received .5 Bitcoin which is \$10k from Arnold's client.

### **Close of Meeting**

Meeting ended at 10:09am

**HISPANIC UNITY OF FLORIDA, INC.**

FINANCIAL STATEMENTS

FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2022  
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2021)

Prepared by: L. Romero  
FOR REVIEW BY CEO/FINANCE COMMITTEE for 2/16/23 Meeting  
SOURCE: SAGE PEACHTREE @11/30/22 / TR SCHEDULE



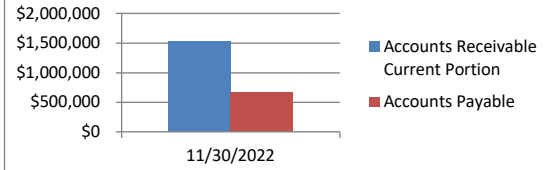
# 11/30/2022 Dashboard

## Revenue YTD Compared to Previous YTD

11/30/2022

	Revenue YTD as of 11/30/2022	Revenue YTD as of 11/30/2021	Year Over Year Chng
Unrestricted Revenue	\$6,956,824	\$2,297,980	\$4,658,844
Restricted Revenue	\$145,084	(\$452,307)	\$597,391
<b>Total Revenue</b>	<b>\$7,101,908</b>	<b>\$1,845,673</b>	<b>\$5,256,235</b>

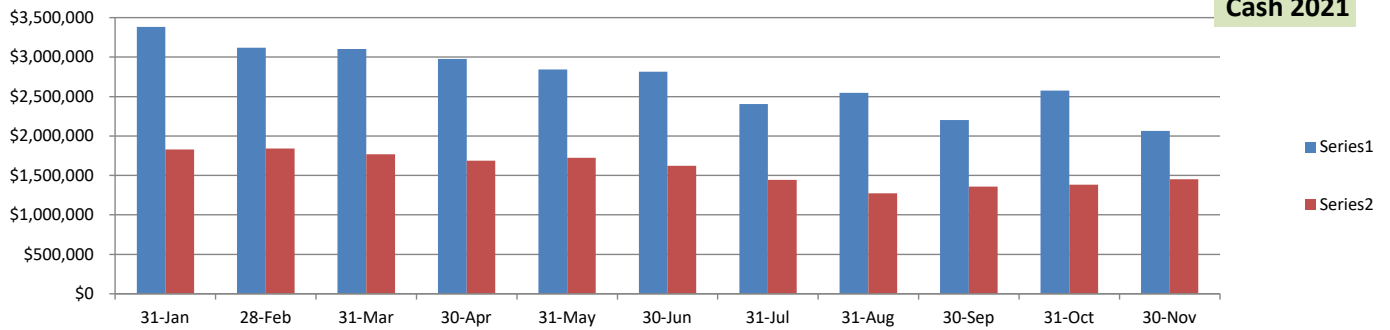
## Accounts Receivable Vs Payables November 30, 2022



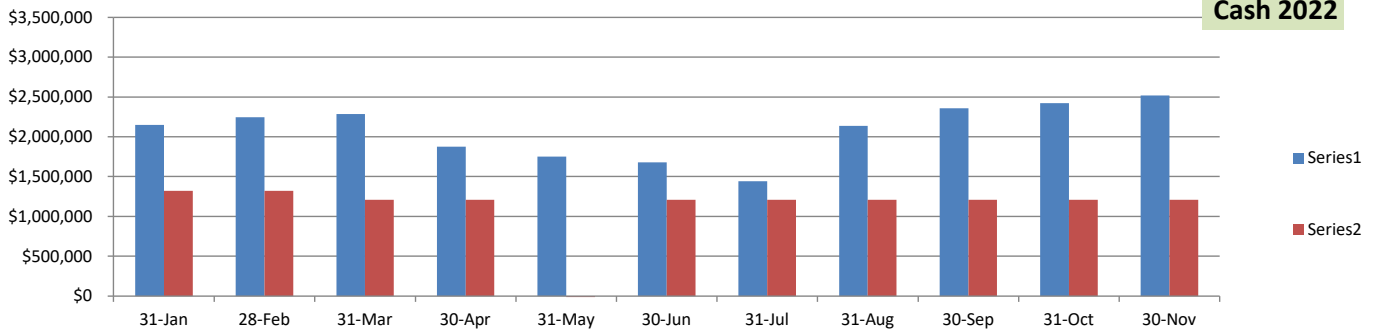
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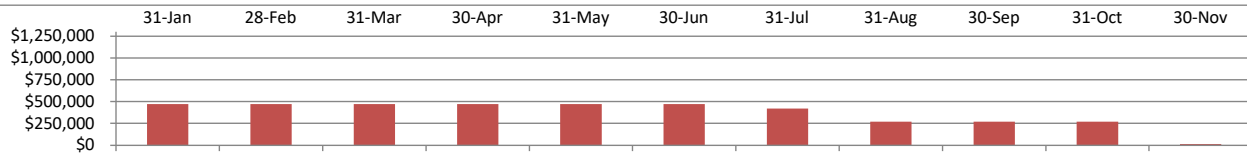
### Cash 2021



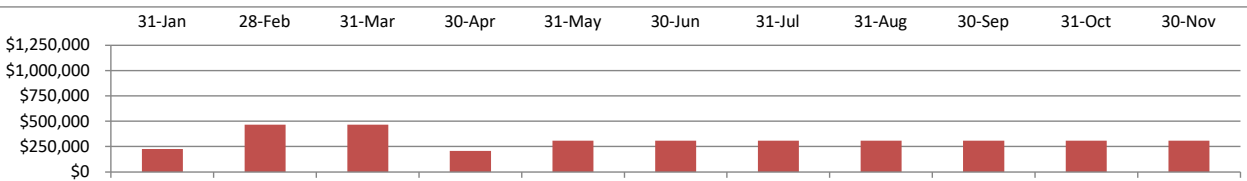
### Cash 2022



### Line of Credit Usage 2021



### Line of Credit Usage 2022



**Hispanic Unity of Florida, Inc.**  
Notes to Financials  
11/30/2022

UNR Net Assets

	<b>YTD Actual Agency Surplus</b>	<b>35,545</b>
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Reconciliation of UNR Net Assets:

1 Gain/(Loss) From Program Operations	2,163,145
2 Gain/(Loss) from Support Services	(443,545)
<b>Inc(Dec) in UNR Net Assets</b>	<b>\$ 1,719,600</b>

**Includes:**

From Net Assets "Released Prior Year"	(1,270,166) for current year operations
From Net Assets "Released Current Year"	(422,625)

*The year-to-date projected operating surplus was \$625K. Our year-to-date actual was \$904K reflecting a favorable variance of \$279K. Note, this net includes \$928K received-to-date for future allocations*

- 1) Development YTD had a unfavorable budget variance \$143K; however, \$53K has been secured unrestricted during 12/22 (unrestricted only)
- 2) Programs YTD had a favorable variance of \$1.365M includes Donors with Restrictions for future allocations for \$809K .
- 3) Admin YTD had a favorable budget variance of \$288K, includes Donor with Restrictions for future allocation for \$386K

Programs:

Program's total contributions-to-date toward administrative and shared fixed costs to the agency totals \$2.8M

Temp Restrictions overview "remaining"	Programs	Supportive	Total
prior year reserves for future use	393,930	133,153	527,083
current year reserves for future use	1,162,720	252,530	1,415,250
Subtotal as of 9/30/22	1,556,651	385,683	1,942,333

Cash

Year to date cash decreased by (\$287K) as a result of the following activities:

\$ 35,544	<i>Inc/(Dec) in Net Assets</i>
261,915	<i>Adjustments to reconcile increase (decrease) in net assets</i>
297,459	<b><i>Net cash provided (consumed) by operating activities</i></b>
(26,876)	<i>Investing Activities</i>
279,505	<i>Financing Activities</i>
\$ 550,088	<b><i>Inc/(Dec) in Cash</i></b>

**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF FINANCIAL POSITION**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2022**  
**(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2021)**

<u>ASSETS</u>	<u>2022</u>	<u>2021</u>
Current Assets		
Cash	2,516,835	\$ 1,966,747
Grants receivable, net	899,824	835,991
Unconditional promises to give, net	638,478	344,947
Prepaid expenses	<u>36,990</u>	<u>25,220</u>
 Total Current Assets	 <u>4,092,127</u>	 <u>3,172,905</u>
Non-Current Assets		
Long term conditional promises to give	79,966	104,966
Property and equipment, net	1,188,540	1,298,258
Deposits and Other Assets	<u>33,288</u>	<u>33,725</u>
 Total Non-Current Assets	 <u>1,301,794</u>	 <u>1,436,949</u>
 Total Assets	 <u>5,393,921</u>	 <u>\$ 4,609,854</u>
 <u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities		
Accounts payable and accrued expenses	671,079	\$ 202,061
Mortgage payable, current	18,659	18,658
Line of credit	<u>306,339</u>	<u>11,339</u>
 Total Current Liabilities	 <u>996,077</u>	 <u>232,058</u>
Noncurrent Liabilities		
Mortgage payable, net of current portion	<u>741,572</u>	<u>757,068</u>
 Total Non-Current Liabilities	 <u>741,572</u>	 <u>757,068</u>
 Total Liabilities	 <u>1,737,649</u>	 <u>989,126</u>
Net Assets		
Without Donor Restrictions	1,713,940	1,823,479
With Donor Restrictions	<u>1,942,333</u>	<u>1,797,249</u>
 Total Net Assets	 <u>3,656,273</u>	 <u>3,620,728</u>
 Total Liabilities and Net Assets	 <u>5,393,922</u>	 <u>\$ 4,609,854</u>

**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2022**  
**(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2021)**

				2021
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Revenues and Other Support:				
Contributions	\$ 354,901	\$ 1,839,204	\$ 2,194,105	\$ 2,752,404
Special events	-	-	-	22,000
Grants from government agencies	4,215,990	-	4,215,990	3,147,254
Other grants and fees	433,845	-	433,845	246,612
Miscellaneous	255,435	\$ 2,533	257,968	253,542
Donations, in-kind	-	-	-	81,189
Net assets released from restrictions:				
Satisfaction of time restrictions	1,692,791	(1,692,791)	-	-
Satisfaction of program and purpose restrictio	3,861	(3,861)	-	-
<b>Total Revenues and Other Support</b>	<b>6,956,824</b>	<b>145,084</b>	<b>7,101,908</b>	<b>6,503,001</b>
Expenses (Functional)				
Program services	6,501,054	-	6,501,054	6,083,567
Management and general	494,645	-	494,645	594,450
Fundraising	70,664	-	70,664	35,373
<b>Total Expenses</b>	<b>7,066,363</b>	<b>-</b>	<b>7,066,363</b>	<b>6,713,390</b>
<b>Change in Net Assets</b>	<b>(109,539)</b>	<b>145,084</b>	<b>35,545</b>	<b>(210,389)</b>
Net Assets - Beginning of Year	1,823,479	1,797,249	3,620,728	3,831,117
<b>Net Assets - End of Year</b>	<b>\$ 1,713,940</b>	<b>\$ 1,942,333</b>	<b>\$ 3,656,273</b>	<b>\$ 3,620,728</b>

**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF CASH FLOWS**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2022**  
**(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2021)**

	<u>2022</u>	<u>2021</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ 35,544	\$ (210,389)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	137,032	143,394
Provision for uncollectible promises to give	-	-
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(63,833)	(511,509)
(Increase) decrease in unconditional promises to give	(268,532)	265,000
(Increase) decrease in prepaid expenses	(11,770)	21,701
(Increase) decrease in security deposits and other assets	-	477
Increase (decrease) in accounts payable and accrued expenses	<u>469,018</u>	<u>(9,166)</u>
Total adjustments	<u>261,915</u>	<u>(90,103)</u>
Net Cash Provided by Operating Activities	<u>297,459</u>	<u>(300,492)</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment, net of retirements	<u>(26,876)</u>	<u>(43,606)</u>
Net Cash (Used In) Investing Activities	<u>(26,876)</u>	<u>(43,606)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of LOC	295,000	(458,726)
Borrowing (Repayment) of mortgage	<u>(15,495)</u>	<u>(17,668)</u>
Net Cash Provided by Financing Activities	<u>279,505</u>	<u>(476,394)</u>
Increase (decrease) in Cash	550,088	(820,492)
Cash - Beginning of Year	<u>1,966,747</u>	<u>2,787,239</u>
Cash - End of Year	<u>\$ 2,516,835</u>	<u>\$ 1,966,747</u>

**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF ACTIVITIES - TOTAL**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2022**

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
<b>Revenues</b>							
Donations - UNR	\$ 39,794	\$ 36,250	\$ 3,544	\$ 353,901	\$ 398,750	\$ (44,849)	
Donations - TR	54,500	103,671	(49,171)	1,840,204	1,214,985	625,219	refer to TR / new foundation efforts
Satisfaction of Restrictions	324,036	102,543	221,493	1,692,793	1,140,100	552,693	includes prior year release of \$1,270,166
Fundraising Events	-	5,417	(5,417)	0	59,583	(59,583)	
Grant Income	448,103	382,224	65,879	4,649,836	4,727,888	(78,052)	Program billing was down due to attrition of \$78K shortfall for clients in some program areas. Some schools were lower and unable to recoup funds.
Interest Income	0	58	(58)	9,807	642	9,165	Includes a dividend from Amtrust for \$9.7K; otherwise, rates are extremely low 0.01% on Money Market Funds
Rental Income	4,570	4,383	187	49,603	48,213	1,390	
Voluntary Pre-K	3,527	0	3,527	33,325	52,002	(18,677)	U4K low enrollment
Fees & Miscell Income	12,328	11,250	1,078	165,234	152,352	12,882	
<b>Total Revenues</b>	<b>886,858</b>	<b>645,796</b>	<b>241,062</b>	<b>8,794,703</b>	<b>7,794,515</b>	<b>1,000,188</b>	
<b>Expenses</b>							
Salaries and benefits	535,846	480,528	55,318	4,952,080	5,491,714	(539,634)	Underage due to offsetting revenues.
Advertising	122	1,326	(1,204)	45,020	14,588	30,432	per "new grant" not in original budget
Bank service charges	266	825	(559)	9,055	9,075	(20)	
Building repairs/maint	17,892	15,307	2,585	185,919	186,939	(1,020)	
Depreciation	12,417	10,756	1,661	136,595	131,351	5,244	
Dues Subscriptions	587	1,697	(1,110)	16,319	19,872	(3,553)	
Information Technology	11,299	8,015	3,284	127,582	94,397	33,185	Overage: tied to higher demands, will adjust with other attrition lines moving forward and/or bill grants directly for their share; cost increases with increase of users - tied to "new funding"
Insurance	6,250	5,270	980	67,964	62,008	5,956	
Interest expense	1,627	3,226	(1,599)	47,491	38,381	9,110	
Licenses and permits	230	100	130	1,180	1,178	2	
Mileage reimbursement	2,214	2,311	(97)	21,310	25,108	(3,798)	
Miscellaneous	4	(4)	8	(101)	(3)	(98)	
Office expense	1,899	6,152	(4,253)	64,106	67,448	(3,342)	
Postage and shipping	105	171	(66)	5,152	2,862	2,290	
Printing	8,748	3,912	4,836	59,287	171,791	(112,504)	
Professional fees	56,935	48,342	8,593	560,479	541,127	19,352	
Program expenses	65,311	35,982	29,329	446,725	492,941	(46,216)	Underage due to offsetting revenues.
Public relations	678	667	11	20,711	7,333	13,378	
Rent	2,960	1,453	1,507	38,491	20,191	18,300	
Staff events/meetings	1,603	854	749	9,083	9,396	(313)	
Software	5,000	0	5,000	29,747	0	29,747	Database Management System
Special fundraising events	7,865	2,083	5,782	7,920	22,917	(14,997)	no events to-date
Staff training and development	489	2,357	(1,868)	46,133	33,669	12,464	
Telephone	6,035	4,407	1,628	67,342	50,185	17,157	
Telephone - Cell/HotSpots	5,154	4,945	209	62,967	61,393	1,574	
Utilities	4,791	2,378	2,413	37,806	28,029	9,777	
<i>Worst Case-Admin Net Effect</i>		122	(122)				
<b>Total Expenses</b>	<b>756,327</b>	<b>643,182</b>	<b>113,145</b>	<b>7,066,363.00</b>	<b>7,585,241</b>	<b>(518,878)</b>	
<b>Increase (Decrease) in UNR Assets</b>	<b>\$ 130,531</b>	<b>\$ 2,614</b>	<b>\$ 127,917</b>	<b>1,728,340</b>	<b>\$ 209,274</b>	<b>\$ 1,519,066</b>	

Programs	\$ 2,163,145
Support	\$ (443,545)
<b>Total</b>	<b>\$ 1,719,600</b>

**Increase (Decrease) in UNR Assets \$ 1,728,340 subtotal**

**Less:**

**Net Assets "Released Prior Year" Without Donor Restrictions (1,270,166)**

**Net Assets "Released Current Year" Without Donor Restrictions (422,625)**

**YTD Actual Agency Deficit 35,549 includes Depreciation \$134K**



**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF ACTIVITIES - PROGRAMS**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2022**

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
<b>Revenues</b>						
Donations - UNR		0	0	16549	0	16,549
Donations - TR	40,000	101,588	(61,588)	1,754,704	1,192,068	562,636
Satisfaction of Restrictions	319,619	95,876	223,743	1,449,056	1,066,767	382,289
Grant Income	448,103	382,224	65,879	4,641,096	4,727,888	(86,792)
Rental Income	4,570	4,383	187	49,603	48,213	1,390
Voluntary Pre-K	4,161	0	4,161	33,325	52,002	(18,677)
Fees & Miscell Income	11,694	11,250	444	166,669	152,352	14,317
<b>Total Revenues</b>	<b>828,147</b>	<b>595,321</b>	<b>232,826</b>	<b>8,111,002</b>	<b>7,239,290</b>	<b>871,712</b>
<b>Expenses</b>						
Salaries and benefits	438,010	398,608	39,402	4,182,389	4,590,584	(408,195)
Advertising	122	122	0	17,979	1,342	16,637
Building repairs/maint	19,481	13,759	5,722	167,083	169,914	(2,831)
Depreciation	11,022	9,668	1,354	121,245	119,388	1,857
Dues Subscriptions	0	225	(225)	1,820	3,687	(1,867)
Information Technology	10,333	6,658	3,675	106,832	79,466	27,366
Insurance	5,718	4,784	934	62,304	56,659	5,645
Interest expense	4,300	3,226	1,074	44,026	38,381	5,645
Licenses and permits	89	0	89	89	78	11
Mileage reimbursement	2,184	2,099	85	20,234	22,770	(2,536)
Office expense	1,359	4,911	(3,552)	49,538	53,789	(4,251)
Postage and shipping	127	50	77	4,368	1,528	2,840
Printing	7,061	3,491	3,570	52,922	167,161	(114,239)
Professional fees	23,815	37,110	(13,295)	441,811	417,583	24,228
Program expenses	65,311	35,982	29,329	446,218	492,941	(46,723)
Rent	2,258	1,114	1,144	32,606	16,459	16,147
Software	5,000	0	5,000	20,000	0	5,000
Staff training and development	1,089	2,357	(1,268)	32,727	33,669	(942)
Telephone	5,598	4,013	1,585	62,361	45,850	16,511
Telephone-Cell/HotSpots	4,325	3,417	908	51,561	44,584	6,977
Utilities	2,341	2,091	250	29,744	24,869	4,875
<i>Worst Case-Admin Net Effect</i>	0	5,539	(5,539)	0	60,934	(60,934)
<b>Total Expenses</b>	<b>609,543</b>	<b>539,224</b>	<b>70,319</b>	<b>5,947,857</b>	<b>6,441,636</b>	<b>(493,779)</b>
<b>Increase (Decrease) in UNR Assets</b>	<b>\$ 218,604</b>	<b>\$ 56,097</b>	<b>162,507</b>	<b>\$ 2,163,145</b>	<b>\$ 797,654</b>	<b>1,365,491</b>

Toward Administrative and Fixed Costs

\$ 2,846,636



**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF ACTIVITIES - SUPPORT**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2022**

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
<b>Revenues</b>						
Donations - UNR	\$ 33,612	\$ 36,250	(\$ 2,638)	\$ 337,352	\$ 398,750	(\$ 61,398)
Donations - TR	14,500	2,083	12,417	85,500	22,917	62,583
Satisfaction of Restrictions	4,417	6,667	(2,250)	243,737	73,333	170,404
Fundraising Events	0	5,417	(5,417)	0	59,583	(59,583)
Grant Income	0	0	0	0	0	-
Interest Income	0	58	(58)	9,807	642	9,165
Rental Income	0	0	0	0	0	-
Voluntary Pre-K	0	0	0	0	0	-
Fees & Miscell Income	0	0	0	(1,435)	0	(1,435)
<b>Total Revenues</b>	<b>52,529</b>	<b>50,475</b>	<b>2,054</b>	<b>674,961</b>	<b>555,225</b>	<b>119,736</b>
<b>Expenses</b>						
Salaries and benefits	97,836	81,920	15,916	769,691	901,130	(131,439)
Advertising	0	1,204	(1,204)	27,041	13,246	13,795
Bank service charges	266	825	(559)	9,055	9,075	(20)
Building repairs/maint	(1,589)	1,548	(3,137)	18,836	17,025	1,811
Depreciation	1,395	1,088	307	15,350	11,963	3,387
Dues Subscriptions	587	1,472	(885)	14,499	16,185	(1,686)
Information Technology	966	1,357	(391)	20,750	14,931	5,819
Insurance	532	486	46	5,660	5,349	311
Interest expense	(2,673)	0	(2,673)	3,465	0	3,465
Licenses and permits	141	100	41	1,091	1,100	(9)
Lobbying	0	0	0	0	0	0
Mileage reimbursement	30	212	(182)	1,076	2,338	(1,262)
Miscellaneous	4	(4)	8	(101)	(3)	(98)
Office expense	540	1,241	(701)	14,568	13,659	909
Postage and shipping	(22)	121	(143)	784	1,334	(550)
Printing	1,687	421	1,266	6,365	4,630	1,735
Professional fees	33,120	11,232	21,888	118,668	123,544	(4,876)
Program expenses	0	0	0	507	0	507
Public relations	678	667	11	20,711	7,333	13,378
Rent	702	339	363	5,885	3,732	2,153
Special fundraising events	7,865	2,083	5,782	7,920	22,917	(14,997)
Staff events/meetings	1,603	854	749	9,083	9,396	(313)
Staff training and development	(600)	0	(600)	13,406	0	13,406
Telephone	437	394	43	4,981	4,335	646
Telephone - Cell/HotSpots	829	1,528	(699)	11,406	16,809	(5,403)
Utilities	2,450	287	2,163	8,062	3,160	4,902
<i>Worst Case-Admin Net Effect</i>	<i>0</i>	<i>(5,417)</i>	<i>5,417</i>	<i>0</i>	<i>(59,583)</i>	<i>59,583</i>
<b>Total Expenses</b>	<b>146,784</b>	<b>103,958</b>	<b>42,826</b>	<b>1,118,506</b>	<b>1,143,605</b>	<b>(25,099)</b>
<b>Increase (Decrease) in UNR Assets</b>	<b>(\$ 94,255)</b>	<b>(\$ 53,483)</b>	<b>(\$ 40,772)</b>	<b>(\$ 443,545)</b>	<b>(\$ 588,380)</b>	<b>\$ 144,835</b>

**Hispanic Unity of Florida**  
**Public Policy & Advocacy**  
**Committee Meeting**  
**MINUTES**  
**Friday, January 20, 2023**

**Present:** Carolina Cardozo, Dick Blattner, Dr. Maria Bernard, Dr. Jeff Nasse, Nazbi Chowdhury, Christina Paradowski, Robby Holroyd, Megan Turetsky, Ashley Boxer, Otto Valenzuela, Felina Rosales-Furer, and Felipe Pinzon

**Excused:**

**Absent:** Dan Schevis

**Roll Call**

Began at 9:04am

**Approve December 2022 Minutes**—Presented by Otto Valenzuela

**Motion**

**Dick Blattner moved to approve the December 2022 minutes. Dr. Jeff Nasse gave a second. Motion passed.**

Felipe Pinzon introduced Ashley Boxer of Boxer Strategy we have started our working relationship with public relations and advocacy. She formally worked at Memorial and Baptist Health in the lobbyist realm. Ashley believes success for HUF will come from connecting and collaborating with local players and others doing similar work.

**HUF's PP&A Activities Update**—Presented by Otto Valenzuela

What is HUF's role in the affordable housing realm in Broward County? We are working to answer that question but as an organization we need to understand what our role is in the proposed solutions, and what those proposed solutions are. Maintaining housing stability is an important factor for our clients. We have reached out to Sandra Vezi-Einhorn who shared the Broward housing plan that will be shared with this Committee. Bringing in Maggie Zalamea as a committee member will also help us in the housing space. Dick Blattner asked about our clients. Otto shared their issues are rental rates are rising and how they deal with high increase of monthly rent. The affordability and how they are struggling to pay. We are connected with City of Hollywood and Broward County rental assistance for our clients.

Felipe spoke at the Broward Delegation meeting last Friday, January 13, 2023 regarding HUF and its appropriation requests.

This year we are submitting two appropriation requests for well-being/mental health (further our work with the HEAL program) and workforce training/job advancement. Rep. Marie Woodson will support these requests in the House and Senator Book will champion these requests in the Senate.

Ashley Boxer shared the process for appropriations, Speaker Renner changed the appropriation process in the House: they are not bills but their own requests. It is important for HUF to align with Governor's priorities. The Legislature has a committee process where a request goes through subcommittees and it culminates at Budget conference to secure a match in House and Senate. If approved here, request then goes to Governor's office for him to review and he has line item veto power. Messaging is very important in Tallahassee, this is why Felipe, Otto, and Ashley are meeting with key representatives next week to further educate on HUF, gain feedback on our requests, and gain champions for our appropriations.

**HUF 2023 Public Policy Agenda Draft Version 2**--Presented by Otto Valenzuela

The agenda is short but information packed. Dr. Nasse asked to put the HEAL Program by name in the agenda, committee agreed that is a good change to make to align with appropriation requests too. The concern for equity and inclusion "words" are in our agenda but right now those words are buzz words potentially hurtful. Robby shared to leave alone as it is fundamental for HUF and not front and center, sprinkled throughout the agenda. Access and inclusion are great words for HUF to use.

**Motion**

**Dr. Jeff Nasse moved to approve the HUF 2023 Public Policy Agenda. Nazbi Chowdhury gave a second. Motion passed.**

**Potential New Members to This Committee**---Presented by Otto Valenzuela

- **Kersti G. Myles, Esq., Director of Policy and Government Relations, Urban League of Broward County:** Nazbi shared she is a great addition.
- **Maggie Zalamea, Community Outreach and Advocacy Manager, Habitat for Humanity of Broward:** She is a former employee of HUF around 2002 and also worked for Broward County Public Schools.

Carolina will reach out to both individuals with Dan Schevis to invite them to the committee.

**Adjourn**

At 10:00am

**Next Meeting: Friday, February 10<sup>th</sup> @9am**



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**Hispanic Unity of Florida  
Mini Fly-in at the Capitol  
Monday, January 23, 2023 – Wednesday, January 25, 2023**

**Recap**

From the moment we landed in Tallahassee on the evening of January 23, it was non-stop networking and connecting about HUF's impact. We had a total of 18 meetings to discuss our efforts with the appropriations process for the upcoming legislative session. Furthermore, in addition to the enclosed agenda, we had favorable interactions with Florida Department of Business and Professional Regulation Secretary Melanie Griffin, Broward College President Gregory Haile, Senate Minority Leader Lauren Book, and Lobbyist and Broward Days Chair Candice Ericks, in which we were able to briefly chat about ways to work together. The creative wheels are turning!

Although the purpose of the trip focused primarily around the socialization of the two appropriations projects that HUF will submit, it was also a great opportunity to spread awareness of the mission, vision, programs, and services that HUF currently provides. The messaging is also very important as HUF continues its pursuit to be a player in the funding and policy spaces at the state level.

To conclude, next steps include: provide Rep. LaMarca's office with copy of the 2Gen/Workforce request, complete the paperwork for the appropriations request and turn in to sponsors at least a week ahead of the submission date, schedule a meeting with Dr. Mildred Coyne to discuss the upcoming WIOA statewide rollout with the hope of being included, start socializing the appropriations projects with HUF partners whom are currently involved with the respective programs, start thinking about new messaging to show the impact (by the numbers), schedule a follow-up meeting with DBPR Secretary Melanie Griffin during the Broward Days trip, as well as other follow up meetings during the Broward Days trip.

**Appropriations**

Legislators and staff made several recommendations regarding the submission process including: make sure you have the right sponsors, make sure the sponsors list as top priorities, meet with leadership and appropriations staff members to ensure they are aware of the project, provide adequate data and a precise budget, have a plan b for funding, the local match is very important to note for proof of sustainability and local stakeholder buy in.

*\*The following two pages contain the schedule from the aforementioned trip recap.*

**Hispanic Unity of Florida  
Mini Fly-in at the Capitol  
Monday, January 23, 2023 – Wednesday, January 25, 2023**

**Schedule**

**Monday, January 23, 2023**

4:00 p.m.	Meet at Centurion Lounge near Gate D12	MIA
5:53 p.m.	Pinzon and Boxer departure from MIA to TLH	MIA
6:00 p.m.	Valenzuela departure from FLL to TLH	FLL
7:24 p.m.	Pinzon and Boxer arrival at TLH	TLH
7:55 p.m.	Valenzuela arrival at TLH	TLH
8:00 p.m.	Light dinner at Doubletree Rooftop	Eve on Adams

**Tuesday, January 24, 2023**

8:30 a.m.	Breakfast with Robby Holroyd	Goodies
10:00 a.m.	Rep. Hillary Cassel	1002 Capitol
10:15 a.m.	Rep. Robyn Bartleman	1001 Capitol
11:45 a.m.	Lunch	Poco Vino
1:00 p.m.	Chair Danny Perez	422 House
1:30 p.m.	Brian Clark, Staff Director, House Health Care Appropriations	221 House
2:15 p.m.	Senator Ana Maria Rodriguez	314 SOB
2:45 p.m.	Senator Shevrin Jones	218 SOB
3:30 p.m.	BLOCK for HUF Board of Directors Meeting	Doubletree
6:00 p.m.	(Meeting at 3:45 p.m. – 5:45 p.m.)	

6:30 p.m.	Dinner with Jennifer Guy-Hudson and Matt Hudson, Former Speaker Pro Tempore and HHS Approps Chair	Bella Bella
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**Wednesday, January 25, 2023**

8:00 a.m.	Breakfast	TBD
9:00 a.m.	Rep. Mike Gottlieb	407 HOB
9:30 a.m.	Rep. Christine Hunschofsky	329 House
10:00 a.m.- 11:00 a.m.	Rep. Marie Woodson	1001 House
11:00 a.m.	Sean LeHockey, staff, Senator Lauren Book	314 SOB
12:00 p.m.	Senator Tina Polsky	220 SOB
12:30 p.m.	Lunch with Lacey Hofmeyer, General Counsel and VP, Government Affairs, Broward College	LL
1:30 p.m.	Rep. Pat Williams	407 HOB
2:00 p.m.	Rep. Chip LaMarca	209 HOB
2:15 p.m.	Rep. Daryl Campbell	1003 House
4:30 p.m.	Chancellor Henry Mack	1903
6:00 p.m.	Depart Doubletree for TLH	Doubletree
7:55 p.m.	Pinzon and Boxer departure from TLH to MIA	TLH
8:35 p.m.	Valenzuela departure from TLH to FLL	TLH
9:15 p.m.	Pinzon and Boxer arrival at MIA	MIA
10:25 p.m.	Valenzuela arrival at FLL	FLL

**Governance Committee**  
Meeting Minutes  
Friday, February 3, 2023 | 9:00 AM

**Call to Order / Roll Call**

**Tony Abbate and Felina Furer**

Began at 9am

**Approval of November & December  
2022 Minutes**

**Tony Abbate**

**Motion to approve the November minutes by Christina Paradowski. A second was made by Angie Stone. Motion passed.**

**Motion to approve the December minutes by Christina Paradowski. A second was made by Maria Barnard. Motion passed.**

**Mentorship Program**

**Angie Stone**

Angie shared there are two Board member seats open and several committees that are in need of new committee members. Angie agreed to reach out to Christian Reyes, Elsa Bittar and Ana Rodriguez regarding pairing them with a Board member mentor.

Christina Paradowski will bring up recruitment at the beginning of February Board meeting for both Board of Directors and Board committees.

**Committees**

**Tony Abbate**

Felina Furer will reach out to BoardLead for additional Board recruitment support over the next year. Tony Abbate also offered to be more active on recruitment efforts and meet with any potential Board candidates.

Marketing Committee - Lesli Franco agreed to co-chair the Marketing Committee with another Board member through the summer of this fiscal year. The committee discussed the lack of attendance from several committee members. Christina Paradowski then agreed to reach out to Lesli Franco and Francisco Rivera to have a meeting to discuss the future of the Marketing Committee .

Melida Akiti then suggested to outsource the need for marketing technical assistance instead of relying on a Marketing Committee. She also questioned the need for a Marketing. She mentioned HUF may need more an Ad-Hoc committee instead of a standing committee.

Strategic plan will lead to a refinement of committees, Tony mentioned.

Christina will reach out to Board and committee members who have not attend meetings.

Christina will also contact Committee Chairs to have them reach out to their committee members for their commitment and re-engagement. Tony Abbate will speak with Maria Barnard as she is set to be the upcoming Governance Committee Chair in 2024.

Melida Akiti suggested to reshare the Board Scorecrad and have the board sign it.

<b>Board Members Not on a Committee</b>	<b>Tony Abbate</b>
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Angie Stone will reach out to Ana Rodriguez, Elsa Bittar and Christian Reyes to discuss committee membership and mentorship.

<b>Succession Plan</b>	<b>Tony Abbate</b>
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The committee went over the Board member class dates to discuss recruitment priorities. Christina will contact Tony Abbate regarding a succession plan for the Board Chair position.

<b>Old/New Business</b>
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<b>Adjourn</b>
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At 9:57am

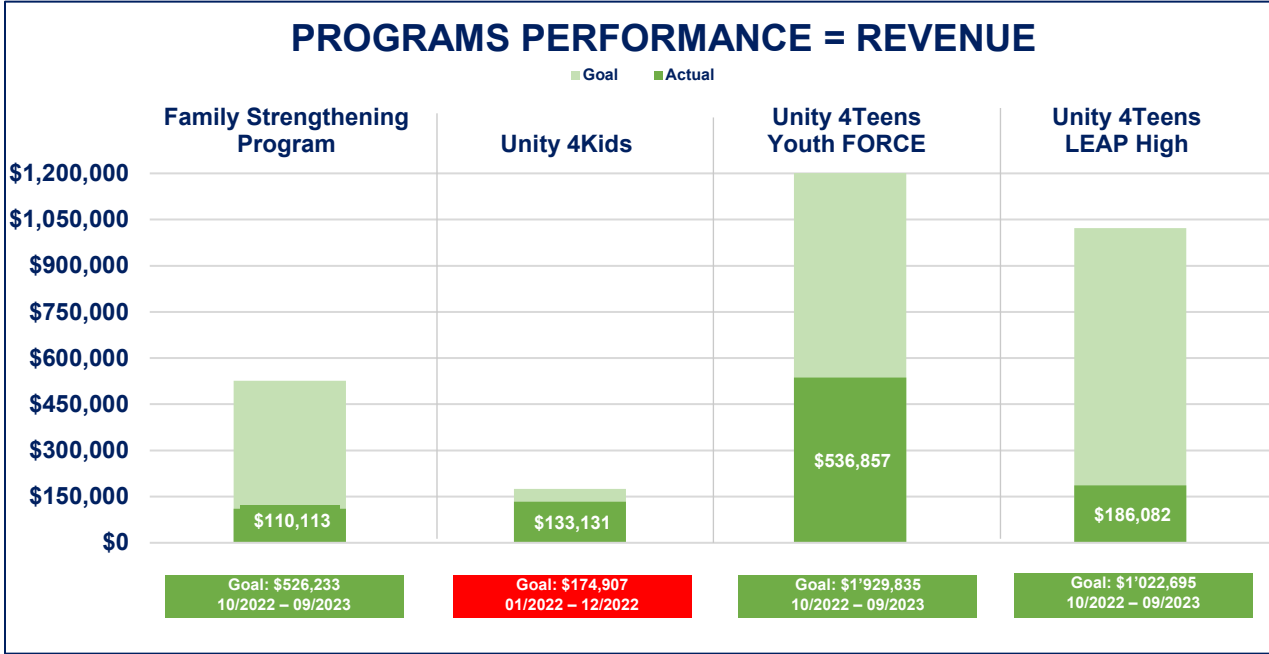
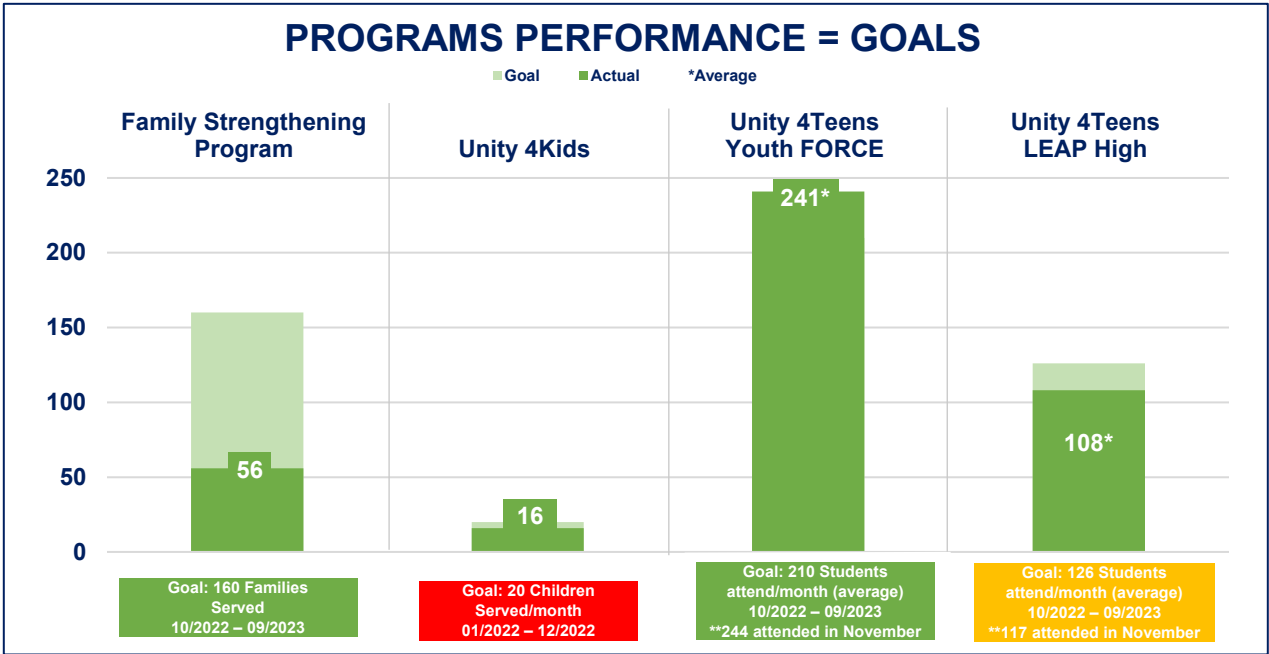
**Next Meeting: Friday, March 3, 2023 @9am**





Empowering a New Generation of Americans

# EDUCATION DECEMBER 2022



Based on current results and if future projections are met:

- On track to meet goals/projections
- Close to being on track to meet goals/projections
- Not on track to meet goals/projections

\*Unity 4Teens Program Performance Goals are based on the average students that attend daily.



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# ECONOMIC DEVELOPMENT DECEMBER 2022

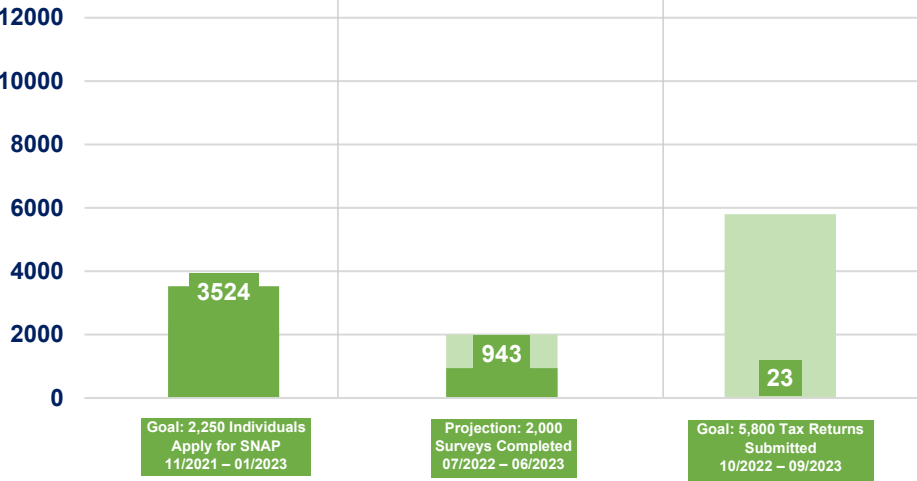
## PROGRAMS PERFORMANCE = GOALS

■ Goal ■ Actual

Comprando  
Rico y Sano

Health Literacy

VITA



## PROGRAMS PERFORMANCE = GOALS

■ Goal ■ Actual

Te Ayudo

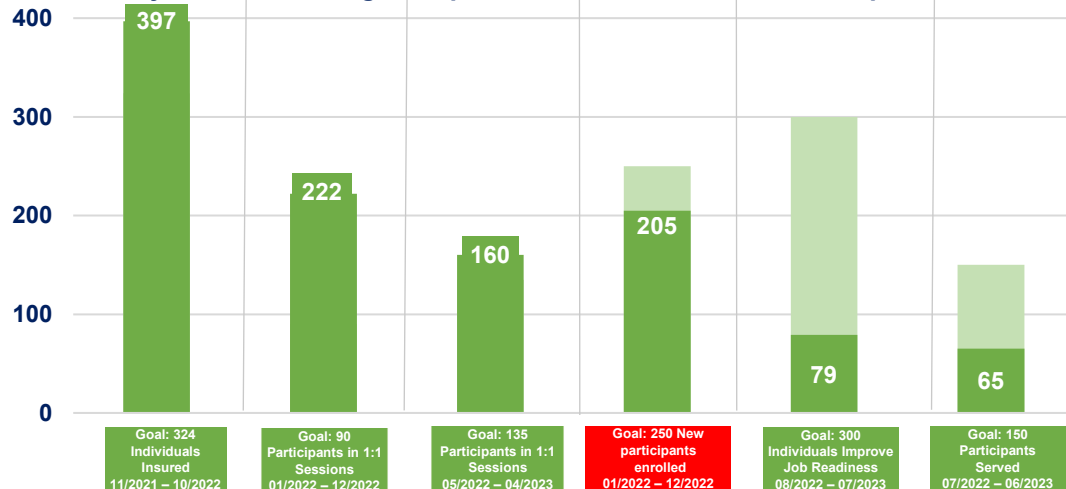
Housing

Financial  
Capabilities

CWF

AmeriCorps

HEAL

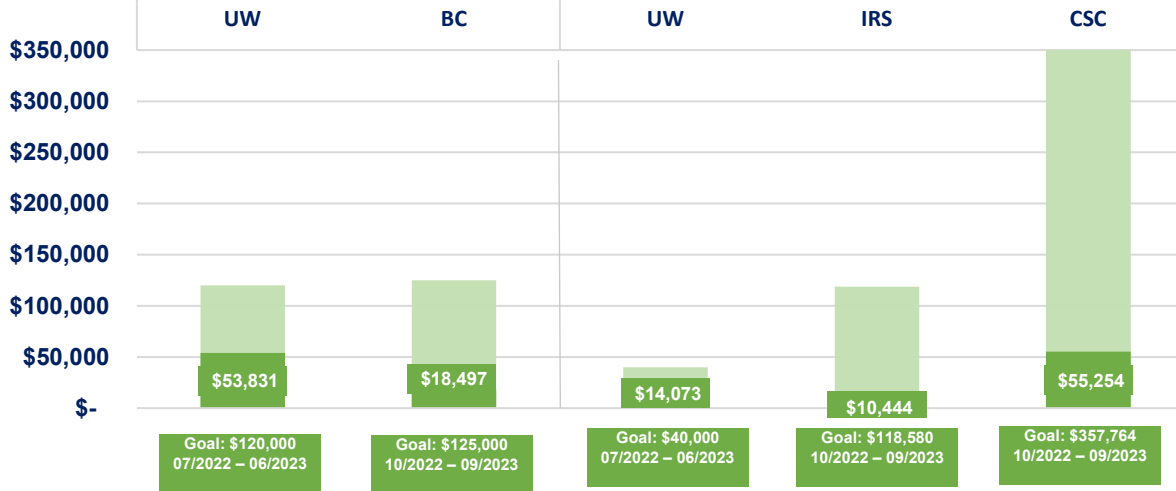


## PROGRAMS PERFORMANCE = REVENUE

■ Goal ■ Actual

CWF

VITA



Based on current results and if future projections are met:

On track to meet goals/projections

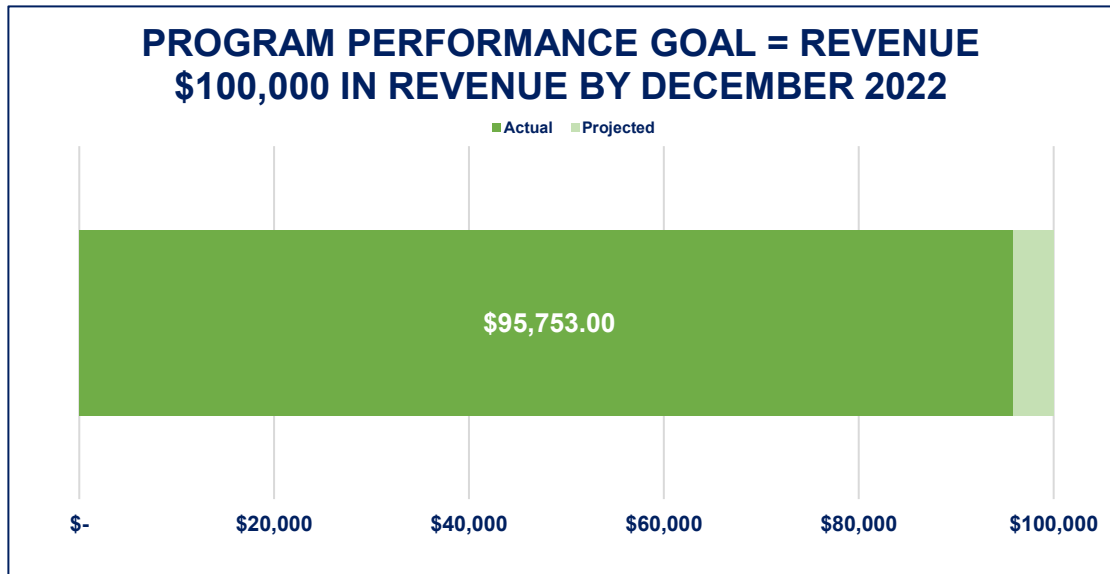
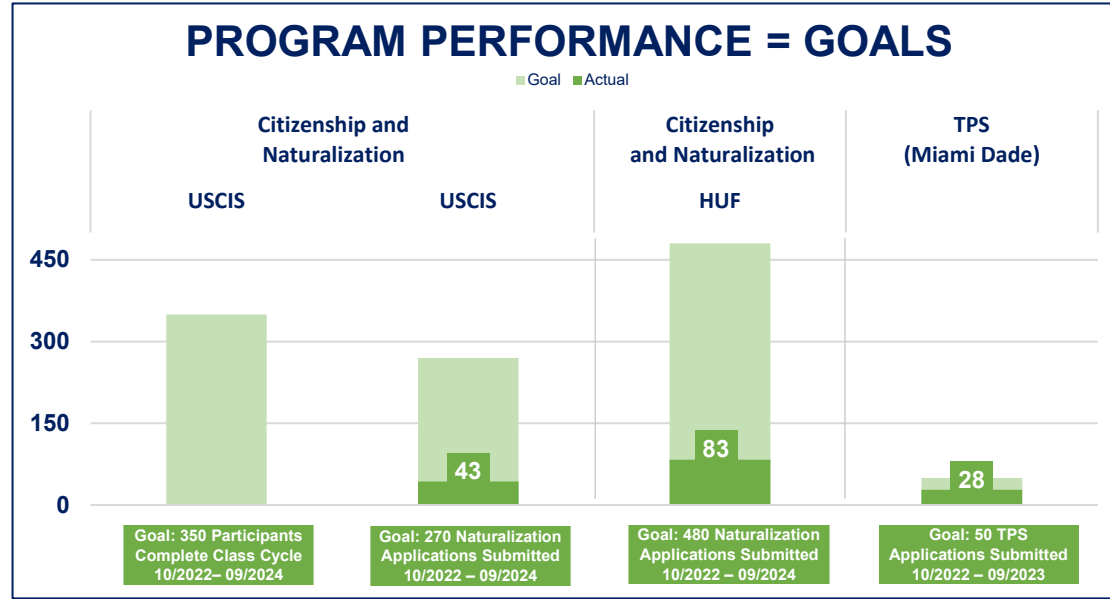
Close to being on track to meet goals/projections

Not on track to meet goals/projections



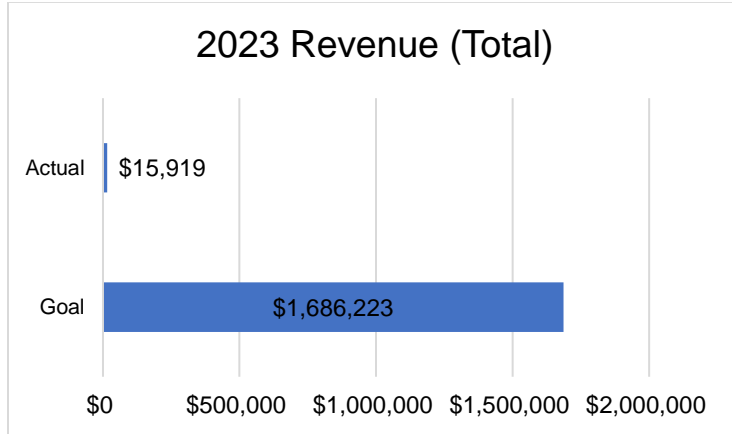
Empowering a  
New Generation  
of Americans

# CIVIC ENGAGEMENT DECEMBER 2022



Based on current results and if future projections are met:

- On track to meet goals/projections
- Close to being on track to meet goals/projections
- Not on track to meet goals/projections



**Breakdown of Revenue**

<b>Unrestricted</b>	<b>Goal</b>	<b>Actual</b>	<b>Variance</b>
Annual Campaign	\$14,000	\$844	(\$13,156)
Circle of Friends	\$50,000	\$1,050	(\$48,950)
Corporate	\$310,000	\$4,000	(\$306,000)
Events	\$80,000	\$0	(\$80,000)
Major Gifts	\$70,000	\$0	(\$70,000)
Major Gifts (MY)	\$35,000	\$0	(\$35,000)
Miscellaneous	\$1,000	\$25	(\$975)
<b>Total</b>	<b>\$560,000</b>	<b>\$5,919</b>	<b>(\$554,081)</b>
<b>Temporarily Restricted</b>	\$1,126,223	\$10,000	(\$1,116,223)
<b>Total</b>	<b>\$1,126,223</b>	<b>\$10,000</b>	<b>(\$1,116,223)</b>
<b>GRAND TOTAL</b>	<b>\$1,686,223</b>	<b>\$15,919</b>	<b>(\$1,670,304)</b>

<u>Grant Pipeline (Conservative)</u>			<u>Grant Pipeline (Aggressive)</u>		
Month/Year	# of Requests	Value of Requests	Month/Year	# of Requests	Value of Requests
2/2023	2	\$ 47,500	2/2023	7	\$ 1,482,500
3/2023	4	\$ 610,000	3/2023	6	\$ 295,000
6/2023	3	\$ 60,438	5/2023	1	\$ 10,000
4/2023	1	\$ 8,000	4/2023	1	\$ 10,000
9/2023	10	\$ 179,610	<b>Grand Total</b>	<b>15</b>	<b>\$ 1,797,500</b>
12/2023	4	\$ 95,000			
<b>Grand Total</b>	<b>24</b>	<b>\$ 1,000,548</b>			

<u>Grants Submitted</u>			<u>Grants Awarded</u>		
Month/Year	# of Requests	Value of Requests	Month/Year	# of Awards	Value of Awards
12/2022	4	\$ 75,000	12/2022	1	\$10,000
1/2023	5	\$ 406,272	<b>Grand Total</b>	<b>1</b>	<b>\$10,000</b>
2/2023	4	\$ 96,000			
<b>Grand Total</b>	<b>13</b>	<b>\$ 577,272</b>			

<u>Pitch Pipeline</u>			<u>Pitches Awarded</u>		
Month/Year	# of Requests	Value of Requests	Month/Year	# of Awards	Value of Awards
Open	1	\$ 2,500	<b>Grand Total</b>		
3/2023	2	\$ 25,000			
6/2023	1	\$ 5,000			
<b>Grand Total</b>	<b>4</b>	<b>\$ 32,500</b>			

<u>Pitches Submitted</u>		
Month/Year	# of Requests	Value of Requests
1/2023	1	\$ 10,000
<b>Grand Total</b>	<b>1</b>	<b>\$ 10,000</b>

# SHAPING THE FUTURE OF YOUR ORGANIZATION

A Strategic Planning Guide  
for Nonprofit Leaders

### WHAT IS STRATEGIC PLANNING?

Strategic planning is focused on accomplishing the big-picture goals and needs of an organization, rather than just checking items off a task list. It requires broad-scale information gathering, an exploration of alternatives to current practices, and an emphasis on the future implications of present decisions.

It includes:

- defining a strategy for an organization with the greatest possible knowledge of its environment and context
- a written list of the actions needed to carry out the plan
- a method for monitoring the results achieved through the plan

Strategic planning is a disciplined approach to deciding what an organization is, what it does, and why it does it, with a focus on the future. Strategic planning produces a framework that enables the organization to focus its energy, to coordinate the efforts of individuals so that they are working toward the same goals, and to assess its response to changing factors and adjust accordingly. Strategic planning varies widely and has continued to evolve over the past decade. It's up to boards and chief executives to determine what planning process is right for their organizations.

Much of the real value of planning lies in the process, which often results in stronger and deeper relationships and communication patterns among the board, stakeholders, and staff.

Strategic planning is not

- **written in stone.** The essence of a strategic plan is to establish organizational practices and approaches to decision making that will be responsive to change.
- **a departmental, program, or operational plan.** Based on the organizational strategic plan, each department or program will develop its own goals and actions based on the newly defined organizational priorities.
- **going to be effective if it is constantly undergoing wholesale changes.** Strategic plans should be adaptable and flexible in their objectives, but should not allow for the board or chief executive to update the language within the plan to coincide with the constantly changing external environment.

### TERMS

Before beginning the strategic planning process, it is important to distinguish between key terms. The following terms may be used differently and have different meanings in the public and private sectors — and may even be used interchangeably in the nonprofit vernacular — but they are distinct.

A **long-range plan**, outlining a long-term vision and direction, includes operating assumptions based upon a relatively stable external environment. A long-range plan is useful when an organization does not anticipate change down the road. It emphasizes a vision and long-term direction more than specific annual objectives.

A long-range plan differs from a strategic plan in that the latter assumes an organization should constantly monitor changes in the external environment and respond accordingly through more frequent planning cycles. A long-range plan is developed and used by the board and staff. These types of plans are being used less frequently for nonprofits since the environments many organizations operate in are constantly changing.

**Strategic planning** defines what an organization should do in a period of time set by the board. Strategic planning assumes nonprofit organizations operate in a constantly changing environment that must be monitored and adjusted to in terms of strategic directions and activities. Most strategic plans include an assessment of threats and challenges that an organization faces within its operating environment. Strategic planning — which usually encompasses broad

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strategic goals and strategies but not specific action steps — is developed and used primarily by the board, staff, and other key stakeholders. It should be noted that many different versions and formats for developing strategic plans exist.

An **operational plan**, also known as an action plan or tactical plan, converts the strategic goals and objectives in a strategic plan into annual plans. An operational plan incorporates the strategic goals and their related objectives and strategies and identifies specific action steps, timelines, budget requirements, responsible people or organizational area, and a monitoring and evaluation process.

Although the board of directors approves and monitors an operational plan, staff and volunteers most frequently develop, implement, and evaluate the plan.

A **business plan** may be developed for the whole organization or for specific programs. It specifies the purpose and provides a snapshot of the market, clients, competition, finances, and key personnel for accomplishing the stated purpose within a given time frame. A business plan includes elements of the strategic plan and operational plan, particularly in the strategic areas of marketing and financial management. It is often used in developing a new program or generating earned income through some mission-related business venture.

In some respects, a business plan is similar to a funding proposal. Like an operational plan, a business plan may be approved and monitored by the board of directors, but its development, implementation, and evaluation are the primary responsibilities of the staff and, in some instances, selected volunteers.

## WHY PARTICIPATE IN A STRATEGIC PLANNING PROCESS?

Boards and staff members must be clear about their motivation for embarking on strategic planning, and it might be useful to look at some reasons why strategic planning is important and the benefits it can provide to an organization.

### **Brings clarity and agreement on mission and vision**

Agreement on mission is paramount. Defining a shared vision and then planning based on that desired outcome is the essence of strategic planning.

#### *Additional benefits:*

- Strengthens organizational focus
- Promotes effective stewardship
- Garners financial support (particularly from funders who require a strategic plan)

### **Helps prepare for the future and anticipate and manage change**

Strategic planning facilitates making short-term decisions based on long-term implications. Most important, a strategic plan provides a series of agreements about what needs to happen. A sound plan requires thoughtful monitoring by board and staff. In the best of situations, board and staff work together to identify situations in which the strategic plan must be adapted to accommodate unanticipated environmental changes and where the original vision crafted in the strategic plan must be upheld, even if that means tailoring operational plans to meet those goals in another way.

#### *Additional benefits:*

- Enables a systematic approach to future thinking
- Encourages thinking outside the box
- Prepares you for possible partnerships
- Allows you to identify existing strengths



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### **Determines priorities and improves decision-making process**

With a strategic plan in place, day-to-day decision making and problem solving will be directly related to long-range and short-term goals. Planning reduces stress by making decisions easier. When choices are made within the context of a strategic framework, based on a thoughtful environmental analysis, the organization's direction is clearly defined.

#### *Additional benefits:*

- Enables you to concentrate on priorities and key strategies
- Encourages you to assess, reassess, and adjust programs
- Includes opportunities to analyze systems and processes

### **Align the board and staff and provide an opportunity to recommit to the cause**

When individuals are focused on the same goal or outcome, they feel a certain amount of synergy and often set aside differences, help each other, and become invested in a common purpose. Focusing on the future work of the organization can bring the board, staff, and other stakeholders into alignment around the mission.

#### *Additional benefits:*

- Builds teamwork, communication, and expertise among board and staff
- Keeps you on track during leadership transitions
- Encourages accountability and the evaluation of organizational effectiveness
- Educates participants about institutional history

## COMMON CONCERNS

Getting buy-in to do strategic planning is not always easy. Here are common roadblocks board members and staff raise to oppose strategic planning and advice on how to avert them.

### **Bad past experience**

Clearly define the process in advance, so people will find it less confusing and threatening. Show participants that it includes a commitment to regularly monitor progress on goals, which will likely have a significant impact.

### **No time to commit to the process or poor forecasting of the level of time needed**

Help people understand the long-term benefits. Point out ways that the strategic plan will make daily decisions and prioritization easier. In some situations, an ad-hoc plan created in chunks of "spare time" will be worse than no plan at all. Spend some time at both the board and staff levels calculating the level of "planning tolerance" each group has, and what administrative support can be reasonably given to planning, executing, and documenting meetings and decisions made.

### **Lack of understanding of how all the parts fit together**

In the beginning, give people a roadmap of the planning process. Assure them that they will have the opportunity to respond to the goals and actions being proposed.

### **Process is exhausting**

Comprehensive planning is time consuming, but the discussions that take place during the process are the very conversations that effective, well-managed organizations should conduct on a regular basis if they want to be successful. Additionally, a trained facilitator can make a world of difference, both by managing the process and by freeing up the board's and chief executive's time to commit to the planning process instead of managing logistics or facilitating.

### **Need to complete the same process again in a few years**

If the original plan includes mechanisms for continuous monitoring and evaluation, its recommendations will become integrated into the permanent organizational DNA.

When you are satisfied that board and staff members are ready to begin planning, you will want to think of ways to incorporate the process of planning into the daily life of your organization.

## WHERE IS YOUR ORGANIZATION?

To ensure a successful strategic planning process, it is essential to identify where your organization is and where you would like it to go. Start by distributing a survey for both board and key staff prior to beginning the actual planning process.

By exploring key questions, the answers will ultimately aid in determining the best approach your organization should use in developing the strategic plan. Be sure that the participants seek answers in terms of relevance to the organization's future, and not just the present or the past.

Addressing the key questions below can help start the process:

- Is the organization clear about its primary purpose?
- Are new strategic approaches needed for implementing the mission?
- Can existing strategies be implemented in a more effective way?
- Are organizational goals and outcomes clear?
- Should any of our major programs be eliminated?
- Is there a need for new programs and services?
- Is it necessary to consider a totally new approach to our mission?
- Should we consider an alliance or strategic restructuring?

### **Is your organization ready to plan?**

Another set of key questions can help determine whether your organization is ready to begin the strategic planning process.

#### **Is your organization stable?**

If your organization is experiencing major funding problems, an upset in the leadership of the organization — be it the chief executive or a major portion of the board — or a potential public scandal that may soon be revealed, the organization is in crisis. Do not start a strategic planning process. A crisis is something that must be handled immediately and then, once the organization begins to restabilize, planning may begin. Usually, when recovering from a crisis, planning becomes quite necessary.

#### **Does a strategic plan already exist?**

If your organization has already gone through an extensive strategic planning process in the past, the next question to ask is whether the board is satisfied with the current plan, given any changes in the environment that organization operates and any changes it may see in the future. If the board is satisfied, strategic planning may become a process in which the existing strategies and activities are reorganized but no new strategic initiatives are considered.

#### **How well do current board and staff members understand the existing strategic plan?**

Just because a strategic plan currently exists, does not mean it has been used well. Ask your board and staff how comfortable they are with the current document. Has it been utilized to monitor progress thus far? Do people have a level of familiarity with it (or not) that can be used as a common starting ground for a new planning process?

### **Have key strategies been determined?**

If the board, the staff, and influential parties (such as the founder, key stakeholders, consumers, major donors) are committed to key areas of strategic direction, it is important that their input be included in the process in a relatively seamless way. The decision-making prerogative around key organizational directions should be determined at the beginning of the planning process in order to ensure its success and the ownership of all involved.

### **Is there time to plan?**

Strategic planning takes time. It customarily takes six to nine months to complete the process and to have a document approved by the board, but the length of time required will depend on the level of intensity needed and the organization's previous planning experience. Board, staff, and often, a consultants' time are required for gathering data and conducting research and analysis. Don't forget the level of administrative time required for planning meetings, collecting or developing input documents, and documenting key discussions and doing pre-work between meetings.

### **Is funding available?**

Funding support is needed to support research and information gathering, to contract for consulting and facilitating services, and to cover logistical expenses. The first step is to develop a budget. If there is no funding to support any of the planning activities, the organization could attempt to find a pro-bono consultant and donated meeting space, and board members should be prepared to donate additional time and talent. If your organization's budget allows, however, trained and experienced facilitators do provide additional value to the process.

### **Are board and staff committed to planning?**

The commitment of the board and staff is absolutely essential to the success of the planning process.

*Board:* Its commitment is demonstrated through the board members' willingness to dedicate time to supporting and being involved in the process, to support the expenses inherent in the planning process, and to monitor implementation of the strategies and goals determined by the plan.

*Staff:* Staff members must be open to new possibilities and willing to spend time information-gathering and planning, earmark funds to support the planning process, and monitor implementation of the strategies and goals determined by the plan. In addition, the staff needs to be committed to assuming new and diverse roles and responsibilities that the strategic plan may direct.

### **Who should facilitate the process?**

*Should a consultant be hired?*

A strategic planning consultant can play a significant role in facilitating the strategic planning process. Finding a consultant who fits in with the task at hand and with the style of the organization can pose a challenge, so be sure to start the process early and ask for referrals. It's also important to be sure that the planning process (and budget) allows for enough time to bring the consultant up to speed with your organization if s/he hasn't worked with your organization before. In an effective planning process, the consultant has done a good deal of pre-work before ever facilitating a session.

The dedicated task of the strategic planning consultant/facilitator is to keep the process on track. The main functions of a consultant/facilitator involve moving the process forward and ensuring that adequate information is available for educated decision making.

*Should a board member act as a facilitator?*

Boards should use caution when using one of its members — even an expert strategic planner — in the role of facilitator. The primary reason for using an outside facilitator is to provide neutrality. A staff or board member will naturally have a vested interest in the outcome of some of the issues being discussed and may even unknowingly

create a meeting agenda that will affect the outcomes. If a board member facilitates, s/he must remain objective and limit his/her insights and ideas – not only by his or her own estimation, but by that of the group. Is this person seen by **all** group members as truly neutral? Or, is s/he favored by a powerful few – say, the executive committee members?

## KEY ROLES IN THE STRATEGIC PLANNING PROCESS

### Full board

The board plays a vital role in strategic planning. As the link between the organization and its environment, the board can help reconcile the ambitions of leaders and staff with the constraints of economic and political realities. The strategic plan will eventually guide the board in decision making, facilitate and help to provide inspiration – in conjunction with the development plan – for the board’s fundraising efforts, and help the board better understand how the organization operates.

*The board’s role is to*

- set the direction of the organization and balance short-term needs with long-term goals
- ensure that each board member has a role to play in any part of the planning process – even if that role is a thoughtful review and commentary
- add value to discussions by sharing its expertise in legal, financial, marketing, technological, industry-related, and business areas
- offer counsel on the impact strategic initiatives will have on the organization’s fiscal viability and fundraising capacity, and make sure the right questions are asked
- review and approve vision, mission, critical issues, and strategies, usually at a retreat or a series of meetings
- confirm that all individual board members are familiar with the plan and that the full board approves the written planning document
- provide oversight to ensure that the operational plan is appropriately implemented and oversees accomplishment of goals

### Chief executive

The chief executive’s responsibility is to ensure agreement on the organization’s goals and methods of achieving those goals. He or she typically takes the lead in recognizing the need for strategic planning and determining whether the time is right to initiate the planning process.

## COMMON STRATEGIC PLANNING APPROACHES

Organizations embarking on strategic planning for the first time – or after a long absence – will probably find it most beneficial to follow a traditional planning process, which includes these steps:

- **Planning to plan.** Typically, the chief executive takes the lead in preparing the organization for strategic planning. Planning to plan includes identifying a timeframe, establishing a budget, determining who will participate, and clarifying what form the final planning document will take.
- **Undertake a SWOT analysis.** Board members not only identify the organization’s strengths, weaknesses, opportunities, and threats but also discuss potential strategic responses.

	Opportunities	Threats
Strengths	Where <u>opportunities</u> and <u>strengths</u> are aligned, we need to <b>invest</b>	Where <u>threats</u> and <u>strengths</u> are aligned, we need to <b>defend or mobilize resources or enter into strategic alliances</b>
Weaknesses	Where <u>opportunities</u> and <u>weaknesses</u> are aligned, we need to <b>invest, divest, or collaborate</b>	Where <u>threats</u> and <u>weaknesses</u> are aligned, we need to <b>divest or damage control</b>

- **Review the mission.** Revisit why the organization exists and the unique role it plays within the local, national, or global community. This does not necessarily mean “wordsmithing” your entire mission (although it might include some language changes), but it does get at the importance of making sure that everyone – board and staff – have an opportunity to ensure that the mission is central and that there’s clarity across the group in how it is interpreted.
- **Generate strategies, goals, and objectives.** These should be viewed within the context of the mission, so all of the organization’s undertakings ultimately contribute to advancing its mission.
- **Monitor the plan.** Identify specific data the board can use to review progress toward the anticipated outcomes and, when necessary, make adjustments to the plan.

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### *The chief executive's role is to*

- enlist support for strategic planning from board members
- prepare board and staff for planning and ensure everyone understands what is expected of them and how they will contribute
- after the strategic planning has concluded, work with staff to prepare the operational plan
- evaluates accomplishment of strategies, goals, and objectives
- regularly report to the board the successes and challenges that the organization is having in implementing the strategies and accomplishing the goals of the plan

### *Chief executive and board*

- Ensure adequate resources are available to support the process, including both financial and human resources.
- Define the participants and their roles.
- Decide on the best approach to take based on the organization's needs.
- Decide who will be on the strategic planning task force and what the responsibilities will be.
- Determine whether to include an outside consultant in the process.
- Participate in "plan to plan" to guide the strategic planning process.

### **Staff members**

The staff is responsible for the details of operational planning, constituting the link between the top-level vision of the organization and its everyday activities. Having key staff and volunteers on the strategic planning task force is important as it allows them to share unique perspectives and shape the plan they will ultimately be in charge of implementing.

### *The staff's role is to*

- analyze the organization's internal capacity, strengths and weaknesses, and/or working with external parties and consultants to do so
- provide background information, research, data, and institutional history
- bring their unique perspective of programs and services
- keep the mission and vision alive throughout the organization, ensuring that the organization has a sense of shared mission and vision
- offer administrative support to the strategic planning task force (e.g., creating and distributing surveys, organizing data collection, etc.)
- continuously implement the strategic plan in delivery of products, services, and programs

### **External stakeholders**

Constituents' perceptions of an organization are often different from those of the board, chief executive, or staff. Gathering information on these perceptions provides an opportunity to monitor quality and client/customer satisfaction.

Key stakeholders can include clients, customers, or users; staff and board; donors and funders; community partners; members, if it is a membership organization; and even the general public, if it is a public charity.

### *Stakeholders' role is to*

- participate in internal and external assessments during planning
- participate in focus groups, surveys, individual interviews, and any other information-gathering tool the organization chooses to use
- provide a perspective outside of the inner workings of the organization and supply critical information about how the organization's programs and services are being perceived and received

### Consultant/Facilitator

Strategic planning consultants have expertise in the steps, nuances, and desired outcomes of the strategic planning process and have meeting facilitation skills; they can also gather and analyze data. Consultants can offer orientation and training to the members of the strategic planning task force to maximize their efficiency.

*The strategic planning consultant/facilitator should*

- work as a partner with the organization, serving as the expert in process design
- facilitate meetings and create a safe environment to have strategic conversations
- identify what information is needed for planning
- understand the context within which the organization functions
- ensure that all key stakeholders are appropriately involved in the planning process
- plan/lead task force and strategic planning retreat
- ask the “hard” questions – questions that others may be afraid to ask or address – during the preparation for the planning retreat and during the planning meeting itself
- facilitate the discussion around truly innovative, long-term strategies, while not allowing the group to focus on operational short-term solutions
- synthesize and analyze information for easier consumption; carefully and accurately reflect back the thoughts and ideas of board and staff prior to and during the planning meeting(s)

### Strategic planning task force

There are many options for structuring the work of a task force – some boards use a “committee of the whole” with the full board and some create a sub-committee of another standing committee. Your organization should decide what works best for your board members and organizational structure. The task force is composed of board members, staff members, and the consultant, and is responsible for navigating the planning process. Its members should be organized and visionary, and understand that their role is to facilitate the process, not to write the plan or to advocate for their personal agendas.

*The task force should*

- meet on a regular basis to guide the planning process
- determine the approach to planning, the timeline, and who should be involved in the entire planning process
- organize the strategic planning retreat, including selecting those invited to the retreat and drafting the agenda
- prepare the final strategic planning document

After the plan has been written, the board may decide to ask the task force/committee to remain a committee to monitor successful implementation of the strategic planning.

## CONTENTS OF STRATEGIC FRAMEWORK

The strategic framework is the record of agreements that have been reached through the strategic planning process. The document is by no means the sole purpose of the process; it is simply the first concrete indication that your planning has reached a measurable junction. The written plan contains the guidelines for future action for your organization based on data that the organization has and assumptions it makes.

By the time a strategic framework gets to the board for formal approval, there should be no surprises. The plan should be clear and logical in addressing critical issues and setting up the necessary goals and objectives that will guide the board and staff.

Strategic plans can contain the following elements:

- **Introduction** – a letter from the board chair and/or chief executive supporting and introducing the plan.
- **Context for planning** – can include a historical synopsis of the organization, internal and external customer feedback results, and a trend analysis of external environmental factors.
- **Mission, vision, and core values statements** – express the organization’s reason for being, articulate its ideal or preferred future and that of the community it serves, and identify the values that serve as guiding principles for those most closely associated with the organization.
- **Strategic goals** – define the outcomes the organization would like to achieve in response to critical issues or fundamental challenges.
- **Objectives** – state the end results that will support the achievement of the strategic goals. They indicate what the organization is striving for and provide the link between goals and performance measures. Objectives should be measurable (responsibility, timeframe, outcome) and are often distinct.
- **Strategies** – Some organizations might use strategies instead of objectives in their strategic plans. In this context, strategies define the actions, directions, or means to the end that the organization will pursue to achieve its strategic goals. Strategies indicate how the organization will spend its time and allocate its resources.
- **Performance measure** – organizations should have some way to measure performance following the strategic planning process, but the measurement tactics will be unique to each organization.

### DON'T FORGET

KEEP THE FOLLOWING POINTS IN MIND BEFORE, DURING, AND AFTER YOUR STRATEGIC PLANNING PROCESS.



**Give your organization a head start.** A nonprofit with a strategic plan in place has a head start on the future. Planning will not eliminate every issue in an organization, but it gives an advantage in solving problems.



**Demonstrate leadership.** In periods of significant social and economic change, when many of the past assumptions on which organizations were built appear to be breaking down and resources are limited, it is even more important for nonprofit chief executives to provide decisive leadership.



**Maintain focus.** Putting your organization on a continuous cycle of planning and evaluation ensures that it will stay focused on fulfilling the mission and achieving the vision. An investment in strategic planning serves to align the different parts of the organization by providing a common, unifying perspective.



**Control your destiny.** The ultimate benefit of engaging your organization in a strategic planning process is that it gives all stakeholders a real chance to shape the future – instead of being overwhelmed by it.



**Strengthen your board.** Participating in such an important endeavor is bound to increase board members' satisfaction with and commitment to their service. With a strategic plan in place, the board agenda can be built around vision priorities, ensuring that all board discussion is strategic in nature.



**Invest in your team and reap the dividends.** Close collaboration with staff during strategic planning gives individual staff members a sense of being appreciated and considered vital participants in the future of the organization – not just implementers of board wishes. Participation generates accountability – the more someone knows, the more accountable he or she will be.

# The Strategic Plan is Dead. Long Live Strategy.

In today's fast-changing world, why freeze your strategic thinking in a five-year plan?

By [Dana O'Donovan & Noah Rimland Flower](#) | 58 | Jan. 10, 2013, SSIR

**T**ake a moment and read these two words: strategic plan. Now close your eyes and picture one. If what comes up is a thick binder, gathering dust on a shelf next to other thick binders from five and ten years past, you're not alone. We believe that a better understanding of the history of strategy and what caused the demise of binder-bound strategic planning can point the way to re-inventing strategy for the world we live in today. It is important to remember that strategy's roots are military. Military strategy focuses on setting objectives, collecting intelligence, and then using that intelligence to make informed decisions about how to achieve your objectives—take that hill, cut this supply line.

Historically, the battlefield was a place where you could count on a few constants:

- The past was a good predictor of the future. There were years or decades between meaningful shifts in the basic variables, such as the power of a soldier's weapons or the range of aircraft.
- Good data was scarce and hard to come by. Scouts and spies had to risk their lives to find and relay information, and had to be ever on the lookout for enemy deception.
- Lines of communication were unreliable at best. Small numbers of clear directives were a tactical imperative.

Not surprisingly, after a couple of millennia, military strategy became well adapted to these constraints.

After World War II, when military strategy came into the business world as strategic planning, so did these constraints. As a result, strategic planners focused on predicting the future based on historic trend lines; invested heavily in gathering all available data; and produced a small number of directives issued from the top, for the rest of the organization to execute.

This approach to strategic planning was a reasonably good fit for much of the business world from the fifties through the eighties. But with the rise of high-tech tools and increased globalization in the nineties, the world began to change, and now it looks quite different indeed. The future is no longer reasonably predictable based on the past—in fact, it is liable to be startlingly different. Good data is easy to access and cheap to acquire. Communication is rapid, indiscriminate, and constant.



The world has become a more turbulent place, where anyone with a new idea can put it into action before you can say “startup” and launch widespread movements with a single Tweet. This has left organizational leaders with a real problem, since the trusted, traditional approach to strategic planning is based on assumptions that no longer hold. The static strategic plan is dead.

This has led to increasingly polarized attitudes about the value of having a strategy at all. Some leaders are valiantly trying to save strategic planning by urging us to focus even more on rigorous data analysis. Others deny the value of strategy, arguing that organizations need agility above all else (an attitude that famed strategist Roger Martin **reports hearing with increasing frequency**).

We think that what is necessary today is a strategy that breaks free of static plans to be adaptive and directive, that emphasizes learning and control, and that reclaims the value of strategic thinking for the world that now surrounds us. Martin acknowledged this point at the Skoll World Forum in 2010 when he said: “Every model is wrong and every strategy is wrong. Strategy in a way helps you learn what is ‘righter’. People think you can prove a strategy in advance. You can’t.”

The approach we developed in working with our clients at Monitor Institute is what we call *adaptive strategy*. We create a roadmap of the terrain that lies before an organization and develop a set of navigational tools, realizing that there will be many different options for reaching the destination. If necessary, the destination itself may shift based on what we learn along the way.



Creating strategies that are truly adaptive requires that we give up on many long-held assumptions. As the complexity of our physical and social systems make the world more unpredictable, we have to abandon our focus on predictions and shift into rapid prototyping and experimentation so that we learn quickly about what actually works. With data now ubiquitous, we have to give up our claim to expertise in data collection and move into pattern recognition so that we know what data is worth our attention. We also know that simple directives from the top are frequently neither necessary nor

helpful. We instead find ways to delegate authority, get information directly from the front lines, and make decisions based on a real-time understanding of what's happening on the ground. Instead of the old approach of "making a plan and sticking to it," which led to centralized strategic planning around fixed time horizons, we believe in "setting a direction and testing to it," treating the whole organization as a team that is experimenting its way to success.

This approach wouldn't surprise anyone in the world of current military strategy. Recent generations of military thinkers have long since moved beyond the traditional approach, most notably famed fighter pilot John Boyd. He saw strategy as a continuous mental loop that ran from *observe* to *orient* to *decide* and finally to *act*, returning immediately to further observation. By adopting his mindset (with a particular emphasis on the two O's, given our turbulent context), we can get much better at making strategy a self-correcting series of intentional experiments.

To provide structure to this fluid approach, we focus on answering a series of four interrelated questions about the organization's strategic direction: what vision you want to pursue, how you will make a difference, how you will succeed, and what capabilities it will take to get there.

#### THE CASCADE OF STRATEGIC CHOICES:



The skills and mindset for today's strategic planning will come from continuously asking ourselves these questions about our organizations, programs, and initiatives. Once we accept Dwight D.

Eisenhower's sage advice that "Plans are useless, but planning is everything," we will be ready to adapt to whatever curveballs the twenty-first century sees fit to throw.

Dana O'Donovan (@DanaODonovan) is the COO of Monitor Institute and is fascinated by the border between strategy and execution, where seemingly incremental changes in day-to-day behavior can enable individuals, organizations and collectives to achieve breakthrough social change. Her consulting practice at Monitor Institute focuses on identifying opportunities, developing strategy, designing organizational and activity systems, helping organizations learn, and facilitating groups through periods of transition.

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