



**Empowering a
New Generation
of Americans**

Board of Directors Meeting Package

Meeting # 3

Tuesday, March 14, 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, March 14, 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
	<ul style="list-style-type: none"> Broward County Hispanic Bar Association: 2023 Hispanic Organization of the Year Award HUF's Executive Team 		1 2	
4:20	Mission Moment	Dr. Maritza Torres & Elizabeth Dorante		Information
	<ul style="list-style-type: none"> HEAL Program 			
4:40	Strategic Plan Update	Christina Paradowski Felipe Pinzon	4	
5:00	Governance	Tony Abbate & Christina Paradowski		Information
	<ul style="list-style-type: none"> Recruitment Mentorship Program 			
5:20	Finance	Leonor Romero		Information
	<ul style="list-style-type: none"> Audited FS/Year End Timeline HR Projects/Support: Employee Handbook Update Insurance Claim 			
5:30	Public Policy & Advocacy	Carolina Cardozo & Otto Valenzuela		Information
	<ul style="list-style-type: none"> Broward Days 2023 Appropriation Requests Update Silvia Catellano's Visit to HUF (Governor's Office) 			
5:45	Fund Development	Shani Wilson		Information
	<ul style="list-style-type: none"> Mural Unveiling 			
5:50	Consent Agenda	Christina Paradowski		Action
	<ul style="list-style-type: none"> Board Meeting Minutes (02/2023) Strategic Planning Kick-Off Presentation 		17 20	
5:55	Executive Session			
6:00	Adjourn			

19 Active Board members / 11 required for quorum and vote



Broward County Hispanic Bar Association

Serving the community since 1989

President

Nazarena Rosales Hauser

President-Elect

Yineth Sanchez Aslan

Treasurer

Stewart Valencia

Rules & Regulations Officer

Michelle Rodriguez

Recording Secretary

Michelle Harper

Correspondence Secretary

Elisabeth Rodriguez

Historian

Marta Estevez

Membership Chair

Stefani Erazo

Directors

Bryan Andino

Mario Lopez

Carla Lowry

Jessica Marra

Marc Marra

Paula Munera

Immediate Past President

Kristen Palacio

Hispanic Unity of Florida

Monday, February 6, 2023

Dear Hispanic Unity of Florida,

On behalf of the Broward County Hispanic Bar Association (BCHBA), congratulations on being chosen as the recipient of our **2023 Hispanic Organization of the Year Award!**

You have been selected based on your exemplary dedication to the advancement of the Hispanic community in South Florida. Your successful legacy of service and empowerment of immigrants and refugees has transformed the lives of countless Hispanics in the community. It would be our honor to present you with this recognition.

BCHBA, a 501(C)(3) nonprofit organization, was founded in 1989 to act as a forum to address important issues affecting the Hispanic community. Since its inception, the organization has promoted diversity, cross-cultural appreciation and community growth. Our annual gala offers an opportunity to come together and reflect on recent developments, recognize individuals and organizations like you making a difference in the Hispanic community, and award scholarships to exemplary and deserving Hispanic students.

We invite you to accept your award and celebrate with us as an honored guest at our *34th Annual Scholarships, Awards, and Installation Gala* being held on the evening of Saturday, June 3, 2023, in Broward County. You will receive a complimentary ticket to the dinner. Your members, friends and supporters are also invited to share in honoring you at the event if they wish to purchase tickets. In addition to individual tickets, we have additional sponsorship opportunities for the event which are enclosed. Please let us know by **Friday, February 24, 2023**, if you are able to attend our Gala so that we may present you the *Hispanic Organization of the Year Award*.

My direct telephone number is 786-290-3884. Please do not hesitate to contact me if you have any questions. Again, congratulations, and we look forward to honoring you at the Gala on June 3, 2023.

Sincerely,

Yineth Sanchez Aslan, Esq.
BCHBA President-Elect









www.browardhispanicbar.com





BCHBA@outlook.com ✉

[/browardhispanicbar](https://www.facebook.com/browardhispanicbar) 

[@thebchba](https://www.instagram.com/thebchba) 

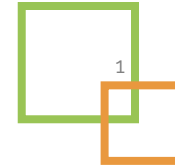
[@bchba954](https://www.tiktok.com/@bchba954) 

	<p>Shani Wilson, VP of Development</p> <p>swilson@hispanicunity.org</p> <p>754-260-0409</p>		<p>Leonor Romero, Chief Financial Officer</p> <p>lromero@hispanicunity.org</p> <p>754-221-7976</p>
	<p>Elizabeth Dorante, VP of Programs</p> <p>edorante@hispanicunity.org</p> <p>954-600-4318</p>		<p>Ingrid Ekblad, Director of Operations</p> <p>iekblad@hispanicunity.org</p> <p>954-907-1410</p>
	<p>Magaly Alvarado, Director of Civic Engagement</p> <p>malvarado@hispanicunity.org</p> <p>954-907-1354</p>		<p>Yonela Carusi, Interim Director of Education Department</p> <p>ycarusi@hispanicunity.org</p> <p>954-701-5232</p>
	<p>Katherin Gallego, Marketing Director</p> <p>kgallego@hispanicunity.org</p> <p>954-329-5262</p>		<p>Juliana Esguerra, Associate Director of Data Management & IT</p> <p>jesguerra@hispanicunity.org</p> <p>754-251-9031</p>

	<p>Eduardo Pineda, Director of Economic Development</p> <p>epineda@hispanicunity.org</p> <p>954-608-9259</p>		<p>Otayme "Otto" Valenzuela, Associate Director of Public Policy & Advocacy</p> <p>ovalenzuela@hispanicunity.org</p> <p>954-329-9323</p>
	<p>Felina Rosales- Furer, Administrative Manager</p> <p>ffurer@hispanicunity.org</p> <p>954-329-5968</p>		<p>Felipe Pinzon, President & CEO</p> <p>fpinzon@hispanicunity.org</p> <p>954-257-5473</p>



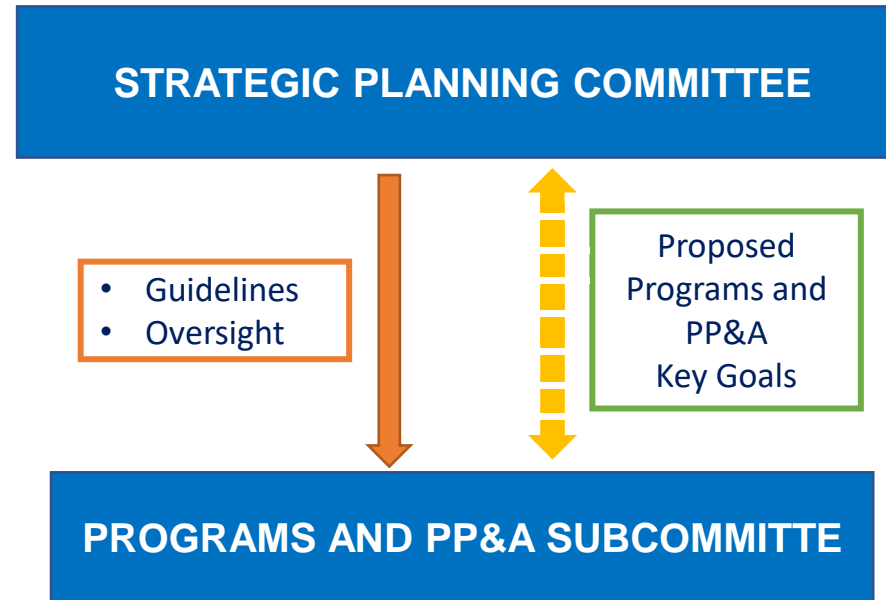
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STRATEGIC PLAN COMMITTEE RECAP MEETING # 1

March 9, 2023

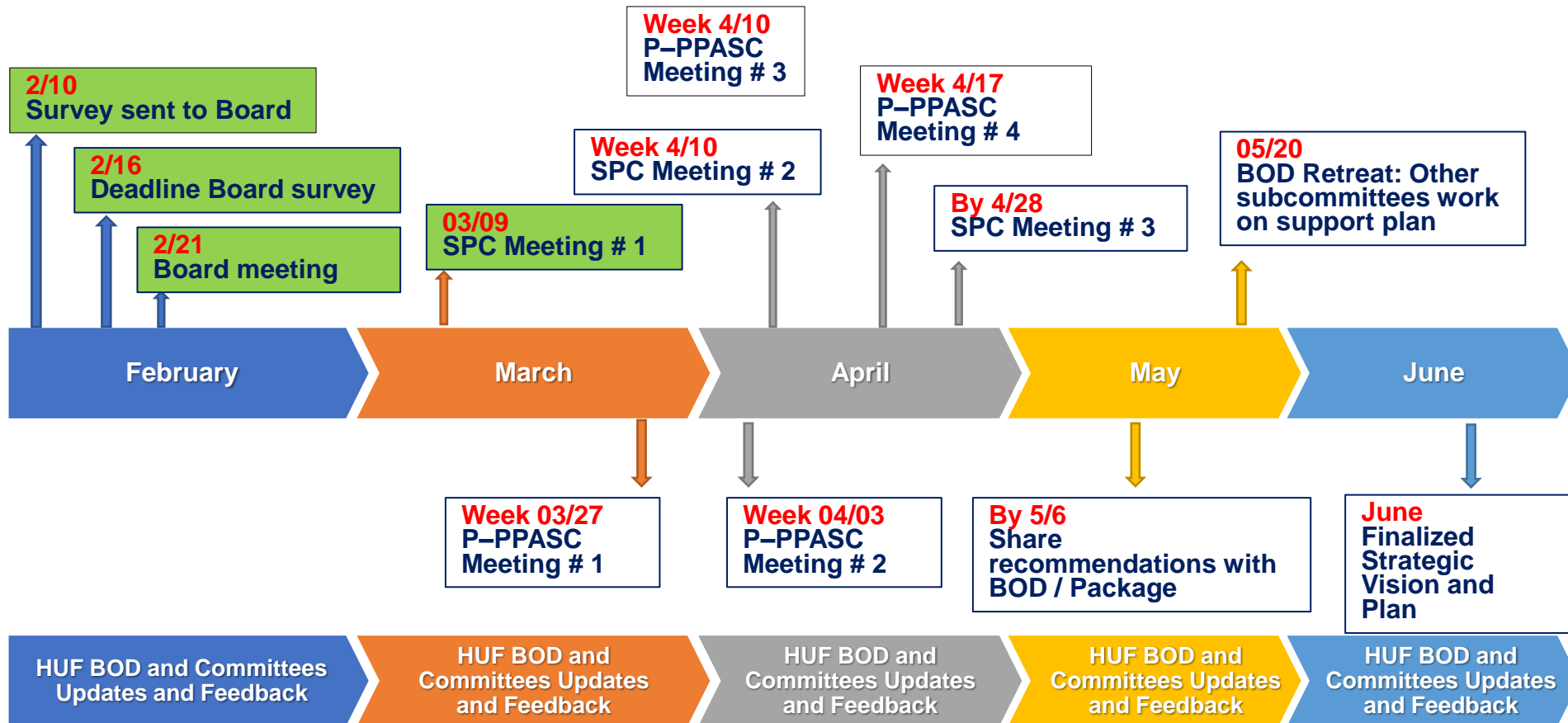
Proposed Structure and Workflow



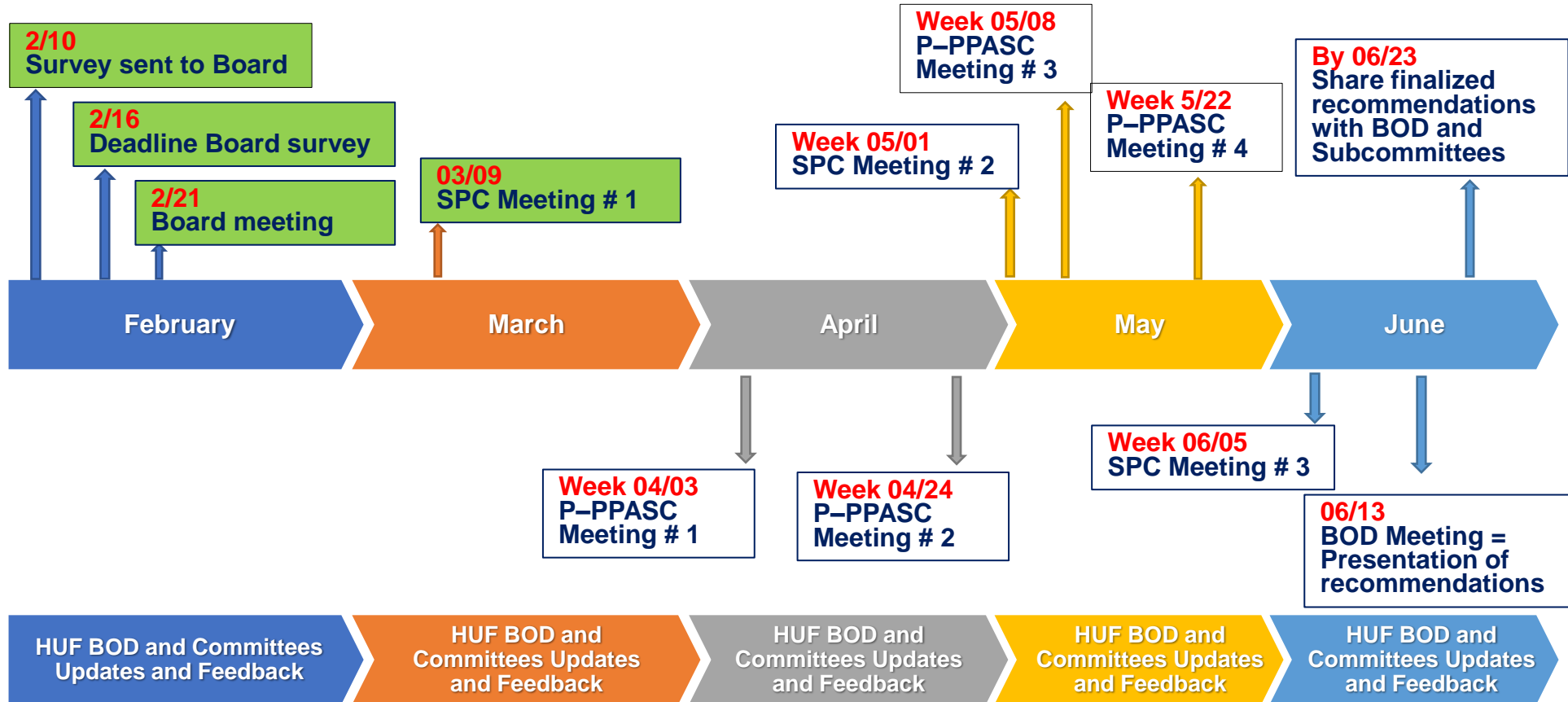
Proposed Structure and Workflow

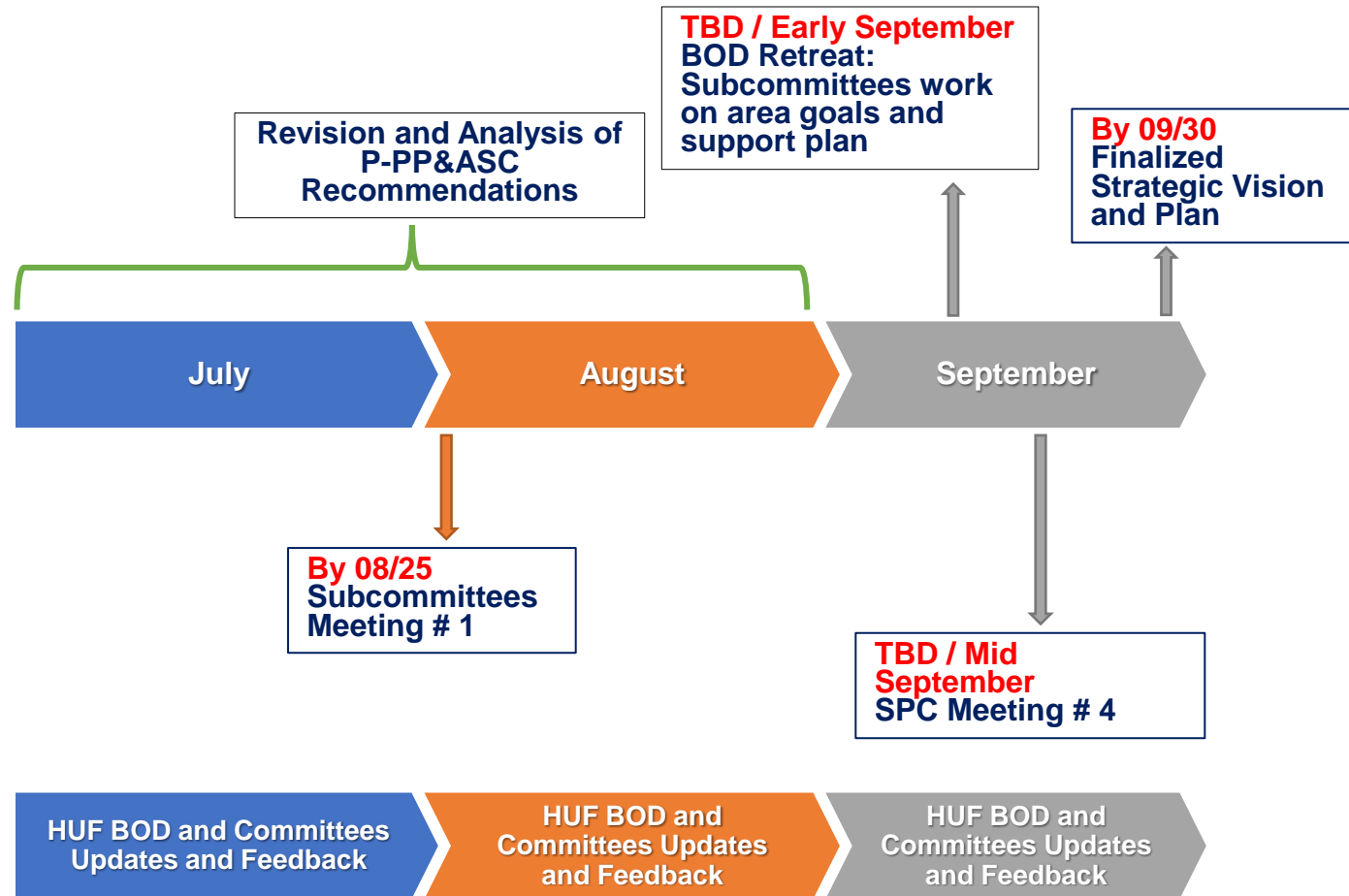


Proposed Timeline # 1



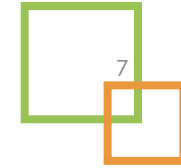
Proposed Timeline # 2







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Proposed Strategic Plan Committee Members

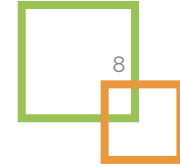
Name	Position
Christina Paradowski	Chair Board of Directors
Lisette Rodriguez	Treasurer Board of Directors
Anthony Abbate	Chair-Elect Board of Directors
Lucia Rodriguez	Past-Chair Board of Directors
Carolina Cardozo	Secretary Board of Directors
Boris Espinoza	Board of Directors Member
Dr. Jeffrey Nasse	Board of Directors Member
Maritza Alvarez	Board of Directors Member
Felipe Pinzon	CEO
Juliana Esguerra	Associate Director, Data Management and IT
Guests	
Name	Position
Elizabeth Dorante	Vice President of Programs
Otayme "Otto" Valenzuela	Associate Director, PP&A



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Proposed Programs and PP&A Subcommittee

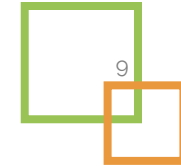


Name	Position
Dr. Jeffrey Nasse	Board of Directors Member
Carolina Cardozo	Secretary Board of Directors
Dan Schevis	Board of Directors Member
Elizabeth Dorante	Vice President of Programs
Otayme "Otto" Valenzuela	Associate Director, PP&A
Shani Wilson	Vice President of Development

Guests	
Name	Position
Magaly Alvarado	Director, Civic Engagement
Eduardo Pineda	Director, Economic Development
Yonela Carusi	Interim Director, Education



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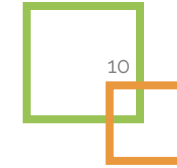
Proposed Marketing Subcommittee

Name	Position
Lucia Rodriguez	Past-Chair Board of Directors
Lesli Cartaya-Franco	Board of Directors Member
Ana Arguello	Board of Directors Member
Francisco Rivera	Board of Directors Member

Other Potential Members	
Name	Position
Ana Rodriguez	Board of Directors Member
Shani Wilson	Vice President of Development
Magdianis "Maggie" Martinez	Associate, Marketing and Development



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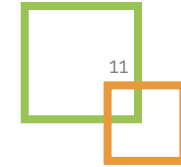
Proposed Finance Subcommittee

Name	Position
Lisette Rodriguez	Treasurer Board of Directors
Christian Reyes	Board of Directors Member
Leonor Romero	CFO

Other Potential Members	
Name	Position
Arnold Nazur	Finance Committee Member



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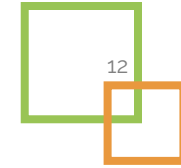


Proposed Governance Subcommittee

Name	Position
Anthony Abbate	Chair-Elect Board of Directors
Angie Stone	Board of Directors Member
Maria Barnard	Board of Directors Member
Giselle Cushing	Board of Directors Member
Felipe Pinzon	CEO
Felina Furer	Administrative Manager



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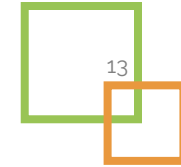


Proposed Development Subcommittee

Name	Position
Boris Espinoza	Board of Directors Member
Shani Wilson	Vice President of Development



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Proposed Operations Subcommittee

Name	Position
Maritza Alvarez	Board of Directors Member
Ingrid Ekblad	Director of Operations

Other Potential Members	
Name	Position
Juliana Esguerra	Associate Director, Data Management and IT

Board of Directors
Meeting Minutes
Tuesday, February 21, 2023 | 04:00 PM

Call to Order / Roll Call	Christina Paradowski and Felina Furer
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Began at 4:00pm

Chair Welcome	Christina Paradowski
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Christina Paradowski congratulated the Honorable Judge Catalina Avalos on her investiture. Catalina Avalos is a HUF Board member emeritus and provided HUF over 13 years of pro bono legal advice while she was with Tripp Scott.

Board Chair also congratulated Maria Bernard on her birthday (February 7).

She also thanked Francisco Rivera for visiting HUF and reading to Unity4Kids on February 8

CEO Report	Felipe Pinzon
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Appropriations Requests – from the moment Felipe Pinzon, Otto Valenzuela and Ashley Boxer landed in Tallahassee on the evening of January 23, it was non-stop networking and connecting about HUF’s impact. They had a total of 18 meetings to discuss HUF’s efforts with the appropriations process for the upcoming legislative session. Furthermore, in addition to meeting with over 15 State Senators, Representatives and State staff, HUF 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 it was discussed ways to work together.

Although the purpose of the trip focused primarily on the socialization of the two appropriations projects that HUF submitted, 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.

Appropriations Requests Information

2Gen Workforce Education

- \$400K funding request
- Sponsors:

- House – Rep H. Cassel
- Senate – Sen. L. Book

Mental Health

- \$500K funding request
- Sponsors:
 - House – Rep. M. Woodson
 - Senate – Sen. L. Book

Staff Retreat - On Friday, February 17, the organization had the HUF’s Be a Force for Good Staff Retreat at the David Posnack Jewish Community Center. There was 70+ staffers in attendance. There were opportunities for staff to provide feedback and suggestion on how to strengthen the organization – such suggestions will be used for HUF’s strategic plan.

Consent Agenda	Christina Paradowski
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Motion

Dr. Jeffrey Nasse motioned to approve the consent agenda. A second was made by Lesli Franco. Motion passed.

Strategic Plan – Kick Off Presentation	VeraCruz Advisory
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Christina Paradowski welcomed the VeraCruz team and introduced Carlos de Quesada, Managing Member and Founder of this consulting firm. Carlos mentioned that one of the things VeraCruz has observed is that HUF is a high-performing organization with a strong leadership team that wants to take things to the next level. He introduced Daniel Flanagan and Ryan Hanning, also part of the VeraCruz team. Carlos asked the Board members to introduce themselves and talk about their experiences to get an overall perspective of the diversity on the Board. He then asked HUF staff members to introduce themselves.

VeraCruz mentioned they usually analyze the organization and based on the feedback from Board and staff members examine what is working and what is not. They also include the input and feedback of external stakeholders throughout the process. He indicated that in the past weeks, a survey was sent to Board members. There was a 79% response rate, which is a decent level of response. In general terms, no one was unclear about the role of the Board or the mission of the agency. The results of the survey offered a general overview of some Board dynamics, strategic priorities, and areas for improvement that are important for its members.

Carlos then presented a recap of the way the process works: Phase 1 - Diagnostic and Analytical; Phase 2 - Formulation of plans. Carlos mentioned programs are the essence of HUF and therefore programs and PP&A will be at the center of the process. Other functional areas will respond to their needs; Phase 3 – Implementation. He then presented an overall timeline of the process and the proposed structure and workflow.

Tony Abbate mentioned the workflow should show more interaction and a constant dialogue between the Strategic Planning Committee and all subcommittees.

Among others, Carlos asked the Board members if there is anything that is avoiding the agency's visibility. Christina Paradowski indicated she does not want HUF to keep being the best-kept secret. She would like the agency to become a player on a bigger stage, something that is currently happening. Carlos also asked if other priorities that did not appear in the survey results are important for the Board. Tony Abbate mentioned the issue of equity and representing the community the agency serves more profoundly needs to be brought forward. He also highlighted the importance of using the voice of the community for the process. Felipe Pinzon indicated the agency always envisioned the "State of Hispanic and Immigrant Broward" report being the starting point of those conversations.

VeraCruz mentioned they will visit HUF in person on March 9. During this visit they will meet with the Strategic Planning Committee and the agency's staff members. The immediate next steps will be: Working on the agenda for this visit, developing a list of stakeholders that could be contacted throughout the process, initiating the development of the Financial-Operating model, and confirming the optimal process and key meetings timeline with the Strategic Planning Committee.

Adjourn

Christina Paradowski encouraged Board members to identify potential new members for the Board and committees as many are in their last year.

Meeting adjourned at 6:11pm

Next Meeting: Tuesday, March 14, 2023@4pm



**Empowering a
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Kick-off Strategic Planning Process Board Meeting

21 February 2023





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Strategic Planning Process ... Overview ...

Phase I

(Diagnostic & Analytical)

Observe

Ask Focused
Questions

Confirm Impressions
& Trends,
Understand Causes

Phase II

(Formulate Plans)

Consult Those Most
Knowledgeable

Understand
Challenges &
Opportunities

Develop Solutions

Phase III

(Implementation)

Operationalize Plans

Take Action Steps

Learn, Make
Corrective
Adjustments

Agenda for today's meeting:

1. Introductions and Brief Backgrounds

1. CEO's perspective, recent HUF retreat summary
2. Board members' expectations

2. Roles and Responsibilities in the Strategic Planning Process

3. Overall Process Reflections and Approach

1. Timelines/workflows
2. Top-down AND bottom-up
3. Leadership development

4. Board Survey Responses and Discussion

1. Respect for one another and candid discussions
2. Points of unanimity
3. Areas of improvement: for Board and enterprise

5. Questions/Reflections about Meeting, Reference Slides and/or Process.

Where to begin – and what is our disposition?

Strategic Planning Process Approach ...

What today's meeting is about (and is not).

This strategic planning process is a major investment of time and focus, and will create a better self-understanding and set the go-forward framework for Hispanic Unity of Florida.

Key concepts:

1. **Engagement.** The process will only be as successful as the Board and executive team make it.
2. **Process and persons and Involvement.** There are no silver bullets; it's a process.
 1. Respect for one another and the process.
 2. Discussion that is candid and has purity of intention.
 3. Level of Engagement and activities between meetings.
3. **Execution.** Memorialization and follow-up (i.e., execution/implementation).

Strategic Planning Process Approach ...

The Role of:

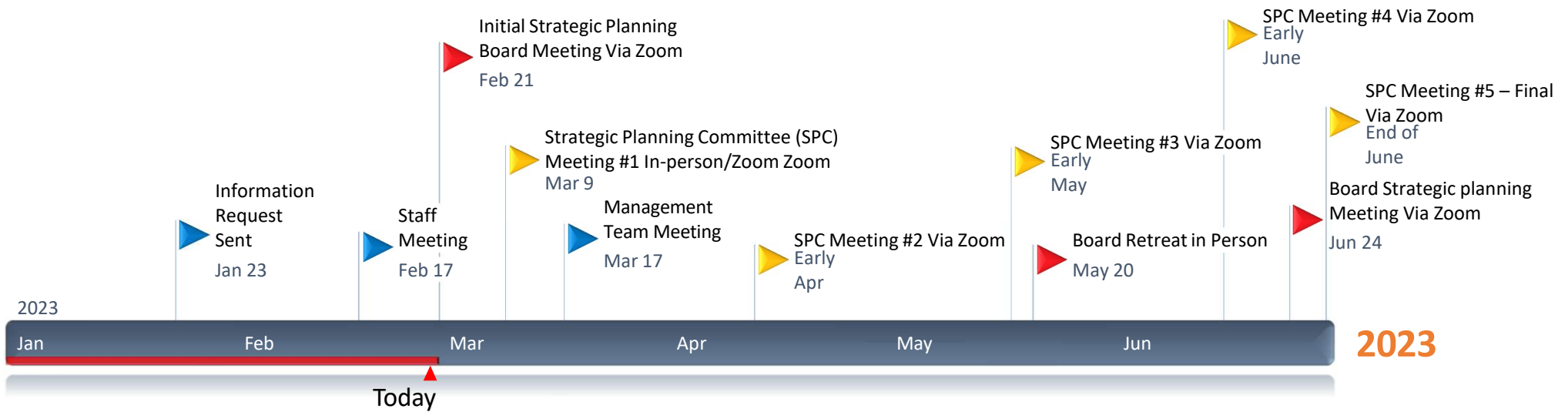
1. Board
2. Strategic Planning Committee
3. Executive Staff
4. Line Staff



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HUF Strategic Planning Timeline ...

Strategic Planning Workflow: agreed upon but flexible.



What is different (the same) about NFP Strategic Planning?

Developing Strategic Metrics ... Organizational Constituents ...

Metrics are to be developed for various user groups, to assess mission alignment and impact, and operational requirements.

Board

- Set direction: analysis to support Strategic Planning and decision-making
- Evaluation of Organizational Performance

Executive Team

- Gauge functional activities
- Lead, supervise, implement and make course corrections
- Assess programs/services

External Users

- Donor Support-Alignment
- Comparative standing to other NFPs
- Compliance reporting

Strategic
Planning
Process:
Metrics -
Quantitative
& Qualitative

Embracing change and taking a different approach to immigrant populations.

Traits Characterizing Rapidly Growing Segments:

- High levels of change, ambiguity, and uncertainty
- Ongoing succession of nonlinear and nonparametric events/metrics
- Inexperience of systems or legacy leadership or policies
- Rapid growth, opportunities and some disruptions (internal to organization and systems, or external)
- Counterintuitive, unconventional patterns of analysis or established parameter decision-making
- Informality and fluidity of organization structure and procedure, **but** needing to be culturally appropriate or informed



February 2023 Board Survey Analysis

Survey: offers basic sense of some Board dynamics and concerns.

- Received 15 out of 19 surveys (79% response rate)
- Overall, the Survey helped us to identify the following areas for discussion:
 1. Points of Unanimity
 2. Areas of Board Improvement
 1. How to best evaluate enterprise impact
 2. How to best assess new opportunities
 3. Being involved in strategic planning process
 3. Organizational Improvement Areas
 1. How to better ‘tell the HUF story’
 2. Improving program/service evaluation
 3. Developing leadership and building on healthy organizational culture
 4. Strategic Priorities:
 1. Growth, new programs
 2. Financial healthy (sustainability) and fundraising

Role of Board:

- 1) Evaluate strategic initiatives or decisions
- 2) Advise the CEO and executive team
- 3) Ensure good stewardship of financial support from donors
- 4) Hire and evaluate the CEO
- 5) Develop, approve, and monitor HUF's budget
- 6) Assess the operating performance of the Organization

Role of Board Member:

- 1) Provide visibility for HUF
- 2) Offer technical or professional expertise
- 3) Evaluate the CEO
- 4) Fundraise
- 5) Recruit new Board members
- 6) Protect the organization (and its assets)

Current Board Focus:

- 1) Helping Board members to serve as ambassadors and advocates of the Agency.
- 2) Protecting assets and providing financial oversight.
- 3) Building and strengthening programs and services.

Better Explained at Board Meetings, Top 3:

- 1) How to specifically assess HUF's progress.
- 2) How to evaluate HUF's impact, in general.
- 3) How HUF researches and evaluates new opportunities.



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Survey Results ... Improvements ...

1. Telling HUF Story

2. Community Visibility

3. Ensuring Strong & Engaged Board

4. Assessing Programs/Service Impact

5. Deepening Org Identity & Culture

Other SP Topics:

- 1) Review alignment of policies w/SP and HUF mission.
- 2) HUF's executive leadership development.
- 3) Greater insights from Dir. of Programs re: community needs, and crafting public policy agenda.
- 4) Continue partnering re: data to better understand community needs.
- 5) Role of marketing, communications, and event marketing in supporting the Organization's goals.
- 6) Growth opportunities to serve a wider immigrant market.



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Top 5 HUF Differentiators

Helping
Immigrants
Navigate
Support
Services

Two
Generation
Approach

Collaboration
with Others

Responding
to Specific
Needs

Advocacy for
Needs of
Immigrants in
FL

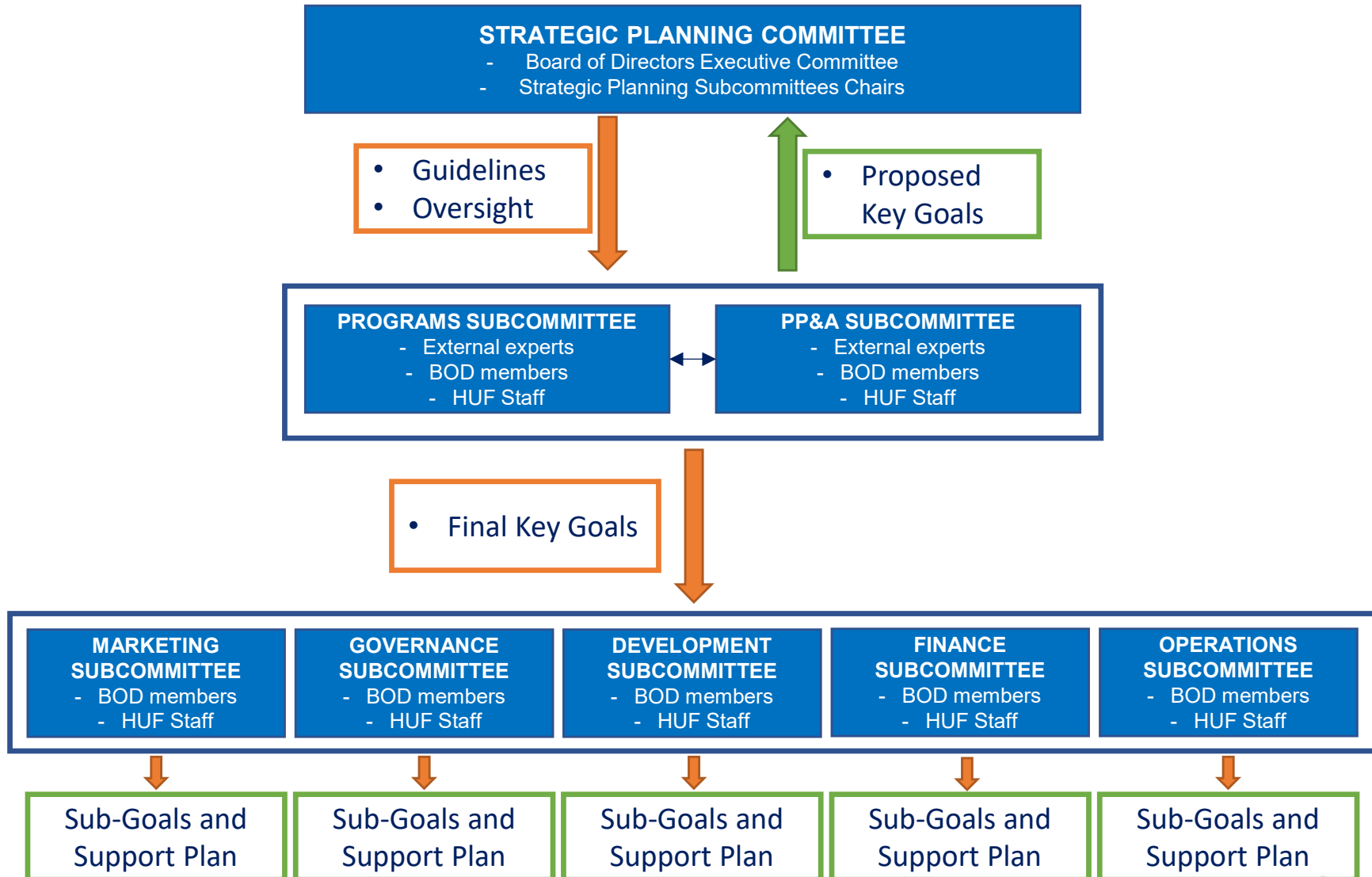
Top 3 HUF Priorities by listed by frequency:

- 1) Growth/New Programs (10)
- 2) Financial Health/Fundraising (10)
- 3) Building Awareness of Program (6)
- 4) Political Advocacy (5)
- 5) Improving Assessments (4)

Other: Improving Board Impact, Affordable Housing

The HOW

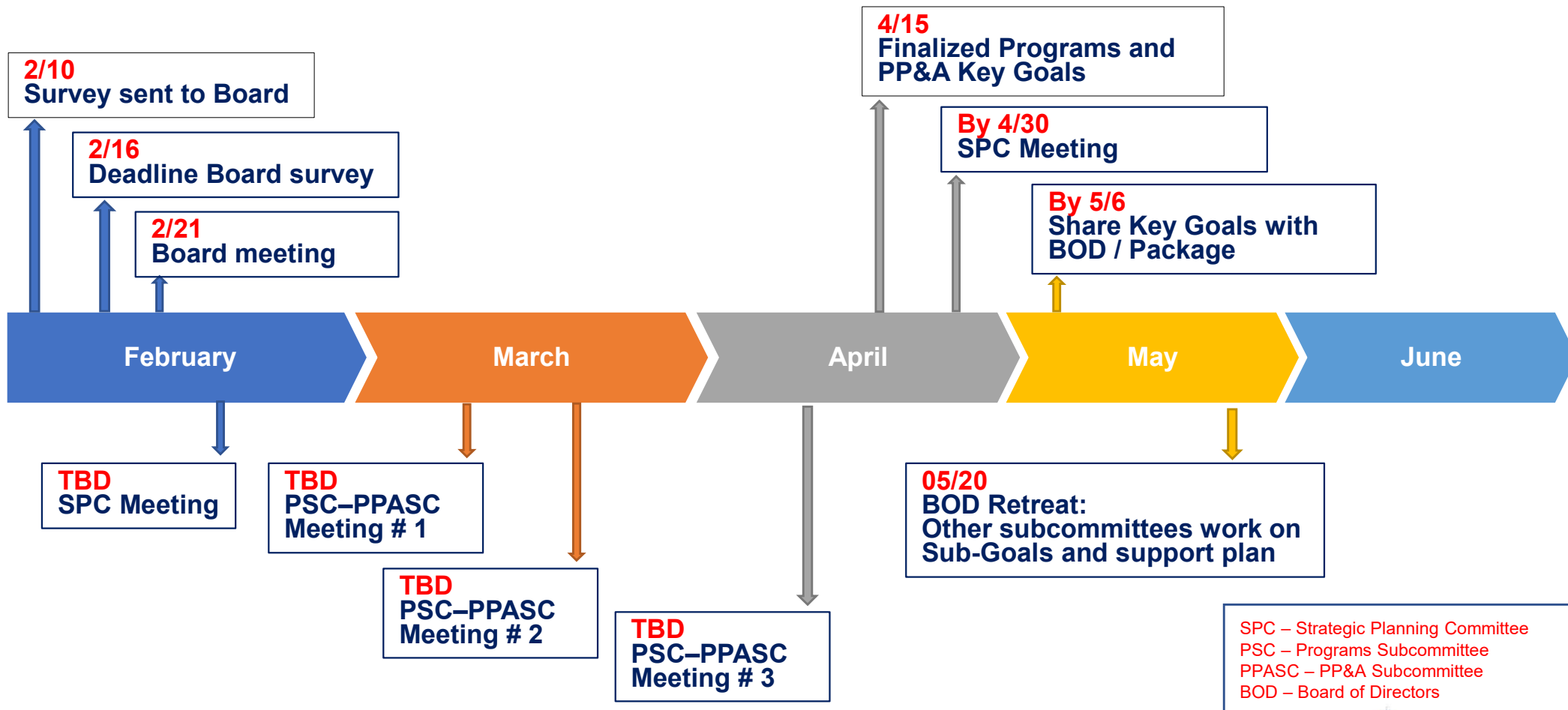
NFP Strategic Planning ... Mechanics ...





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NFP Strategic Planning ... Mechanics ...



SPC – Strategic Planning Committee
 PSC – Programs Subcommittee
 PPASC – PP&A Subcommittee
 BOD – Board of Directors

Understand uniqueness of HUF enterprise model and operating configuration to serve changing and growing community needs.

Direct Service
Provider

- Case Mgmt Work (e.g. CWF)
- Programming
- Legal & Civic Outreach

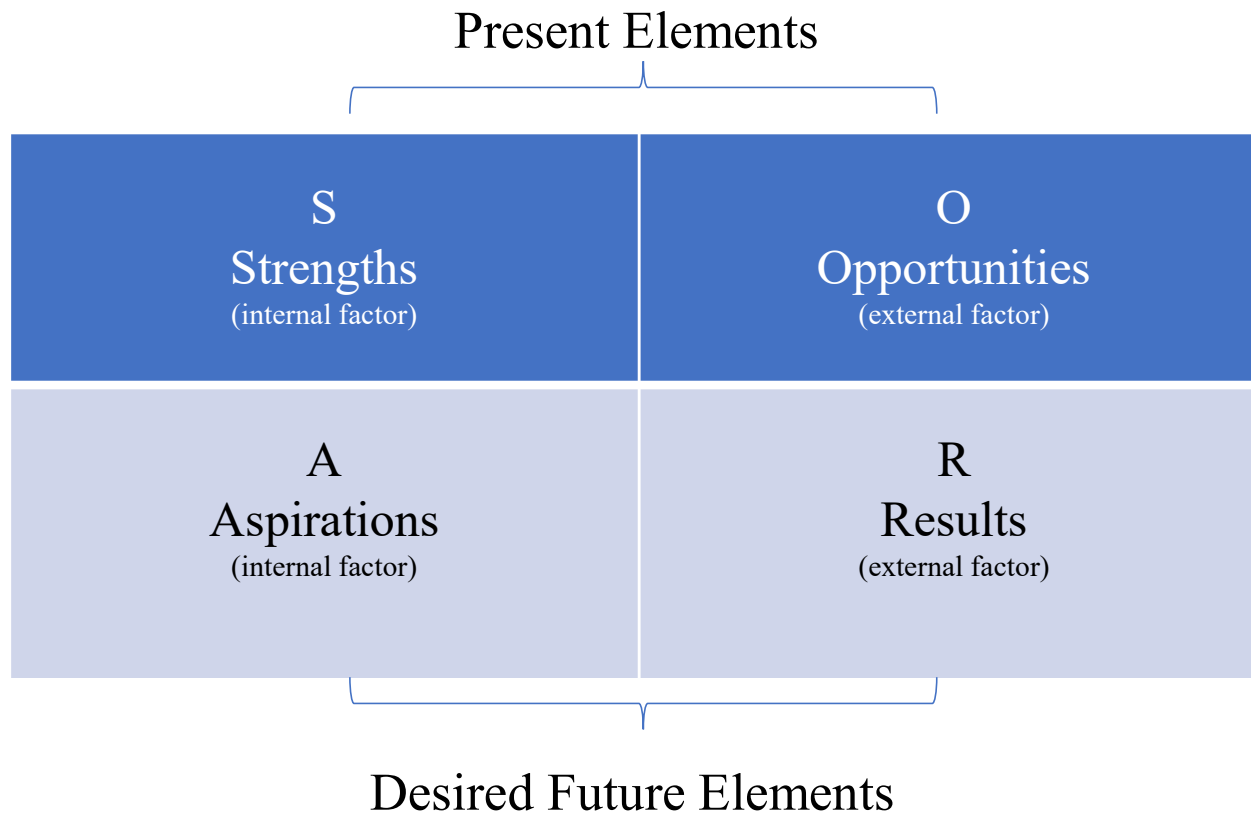
Referral Agency

- Information source
- Partner with Others (immigration)

Convener/Other

- Trusted party
- Leader in Policy Setting
- Leadership Development
- Advocacy

SOAR vs. SWOT





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Strategically Assessing Program Opportunities ... Methodology ..

Identifying new opportunities is a process.

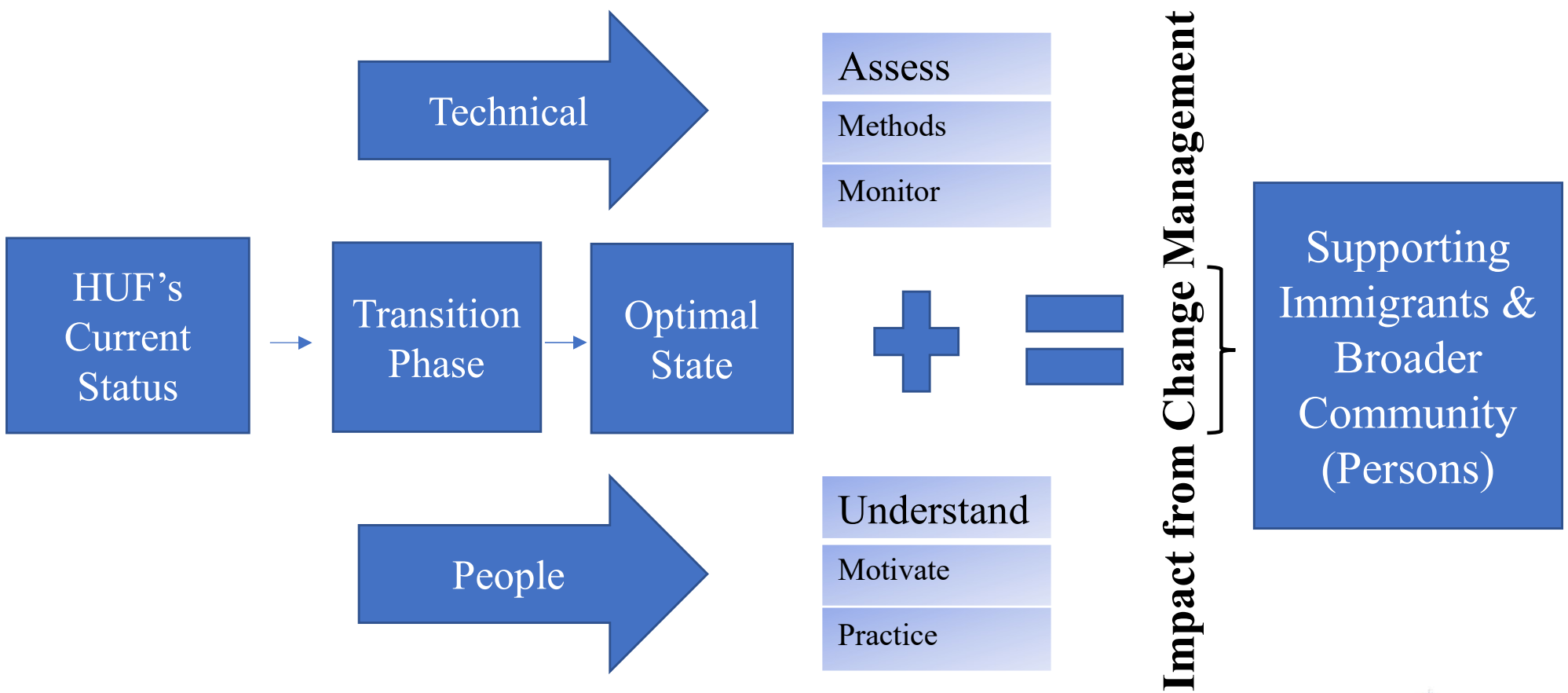
1. Evaluate Idea
2. Plan and prepare to achieve desired outcome – while remaining open to revamping beliefs based on initial results or need to revise assumptions.
3. Establish commitment and take prudent risks
4. Assess the team's:
 1. Skills
 2. Experience
 3. Track record
 4. Resources
5. Develop accountability/responsibility

Strategic Planning Process ... Change Management ... How ...

Without a methodology and organizational commitment,

NONE of the Strategic Planning work will matter.

Change management, illustrated below, will involve both people and technical skills:





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Strategic Planning Process ... Change Management ...

Next Steps

Awareness

Desire-
Capacity to
Change

Planning

Support for
Change

Action

Implementation



Next Steps ...

Immediate Next Steps:

- Create specific Agenda for 9 March SPC kick-off meeting (in-person)
- Develop list of local stakeholders to contact
- Initiate HUF Financial-Operating Model development
- Complete stakeholder Survey by 8 March
- Confirm:
 - Optimal Process: Programs Subcommittee-PPA&A Dynamic
 - Key meeting timelines and SPC/Board Strategic Planning meeting dates

REFERENCE MATERIALS:

1. Governance
2. Mission-Vision, Communication, Assessing Results
3. Strategic Planning

What is governance and what are the legal and practical aspects?

What is the legal standard? And is it understood?

Duty of Care

- Prudence
- Use of Assets, Resources

Duty of Loyalty

- Org. vs. Self
- Welfare of NFP

Duty of Obedience

- Laws, Regs
- Best Practices

Governance Framework ...

A NFP Board has: 3 Practical Roles, 10 Responsibilities



RESOURCES

1. Set Direction/Strategy:
Plot, Promote or Pursue Org. mission-purpose
2. Select CEO
3. Build & Sustain Board
4. Effect Planning

1. Increase & Protect Assets
2. Support Programs-Services
3. Provide Resources & Visibility

1. Support & Evaluate CEO
2. Ensure Legal Compliance & Ethical Dealings
3. Oversee Finances and Governance

Governance ... Striving for an Exceptional Board ...

Optimal SP process structure and relationships lead to a sound decision making process that furthers the HUF Mission.





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Governance ... Striving for an Exceptional Board ...

Board and staff need to be clear on mission and transparent in actions in execution.

Constructive CEO/Board Partnership

What does the
CEO/Board
relationship
look like?

Mission Driven

How do we
communicate,
measure and
demonstrate our
Mission work?

Strategic Thinking

Do we think
ahead and at the
major issues,
and have an
actionable plan?

Is the plan
realistic and
frequently
communicated?

Culture of Inquiry

What is our
culture?

Are we
promoting
thoughtful
analysis?

Independent Mindedness

Are there any
conflicts of
interest?

Do we ask
ourselves frank
questions – do I
feel I can be
honest in Board
meetings?

Ethos of Transparency

Do staff, Board
and others have
access to
governing
documents?

Adapted from: *Twelve Principles of Governance that Power Exceptional Boards*, BoardSource

Proprietary and Confidential – for Discussion Only



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Governance ... Striving for an Exceptional Board ...

What is the Board doing to ensure both it and HUF are always improving and exceling at fulfilling the organization's Mission?

Compliance and Integrity

What policies and procedures exist to ensure HUF remains ethical and compliant?

Sustaining Resources

What is our fundraising or development plan?

How do HUF operations relate to the strategic plan/issues?

Results Oriented

How do we measure success?

Intentional Board Practices

Is there a culture of Board development?

Are there procedures and operations in place to help us work towards "Greatness"?

Continuous Learning

Are Board orientation and communication processes in place?

Is annual Board evaluation occurring?

Planned Revitalization

Are thoughtful term limits in place?

Are recruiting processes ongoing?

Is there a succession plan for the Board chair and officers?

Board's role is to ensure and approve HUF's mission-focused plans/strategies, and to monitor progress towards stated goal.

The Board's Responsibility in Planning

Insist that
organizational
planning occurs

Keep the focus on
mission fulfillment

Formally approve
agreed-upon
strategies and
outcomes

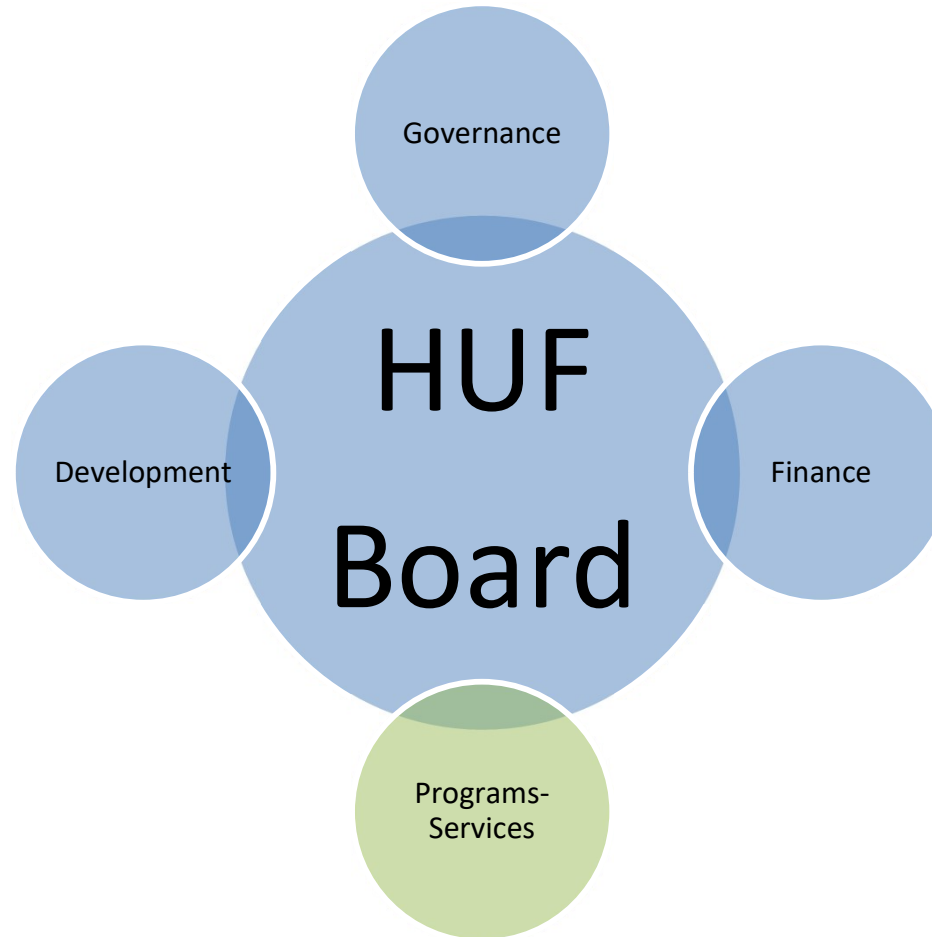
Monitor the plan's
implementation
and the
organization's
progress, largely
based on stated
goals and
objectives



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Governance ... Striving for an Exceptional Board ...

Top performing boards have working committees that support the Board's overall fiduciary responsibility and Executive leadership.



Governance ...

Dashboards should convey accurate indicators of HUF, and provide a sense of the direction of things.



"Our dashboards are so advanced, they automatically filter out any bad news"

How is HUF doing in discussing and deciding on
Board/major (strategic) issues?

Trust is the foundation of any meaningful team; good, meaningful communication will not occur without trust.

Without trust there is no team!

Source: Patrick Lencioni's, *The Advantage*

Trust is the foundation of any meaningful team.



Source: Patrick Lencioni's, *The Advantage*

The Board enables HUF to fulfill its Mission.



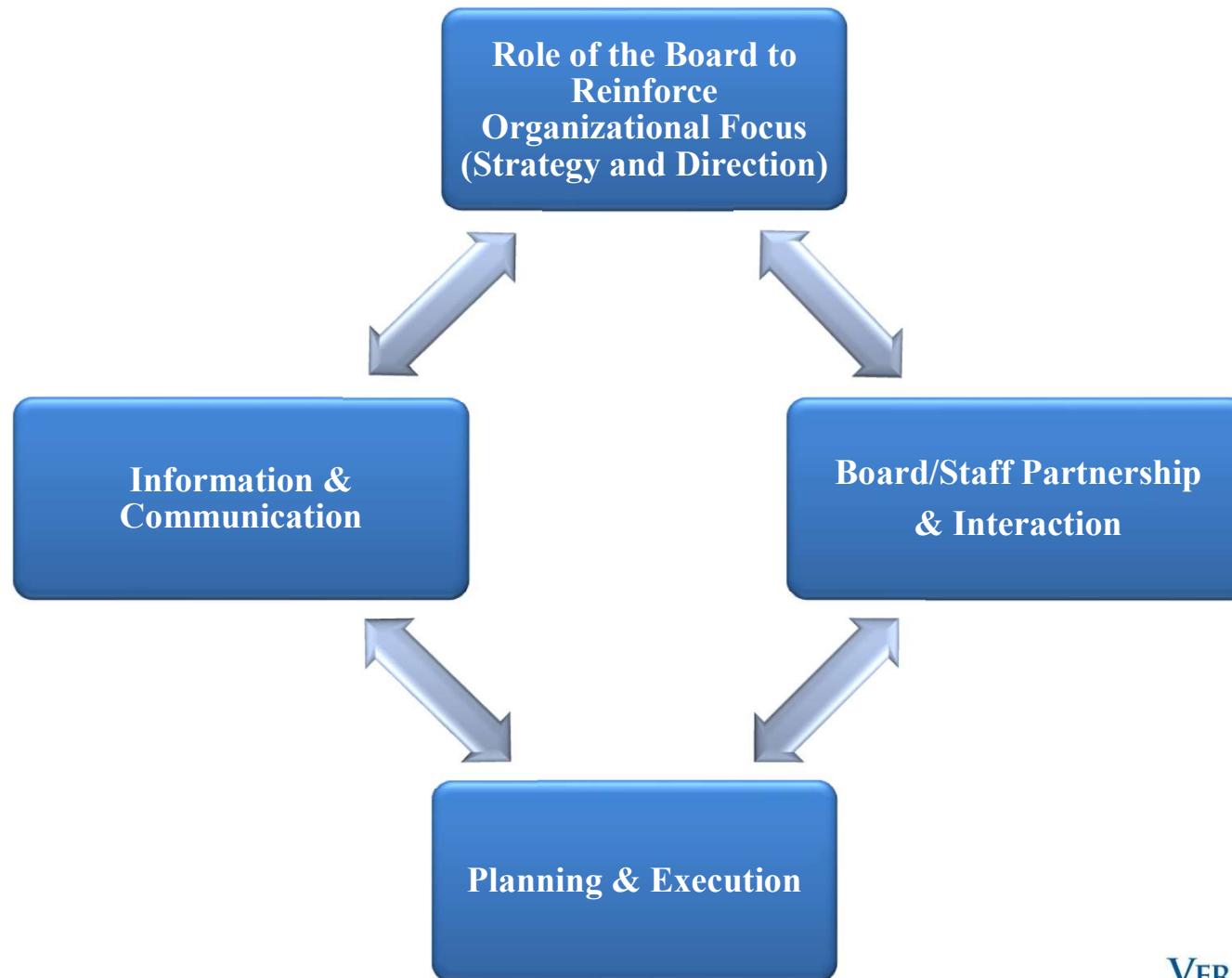
Team Impact
Pillars (how)

- 1. Secure Setting
- 2. Sharing Vulnerability
- 3. Establishing Purpose

Mission

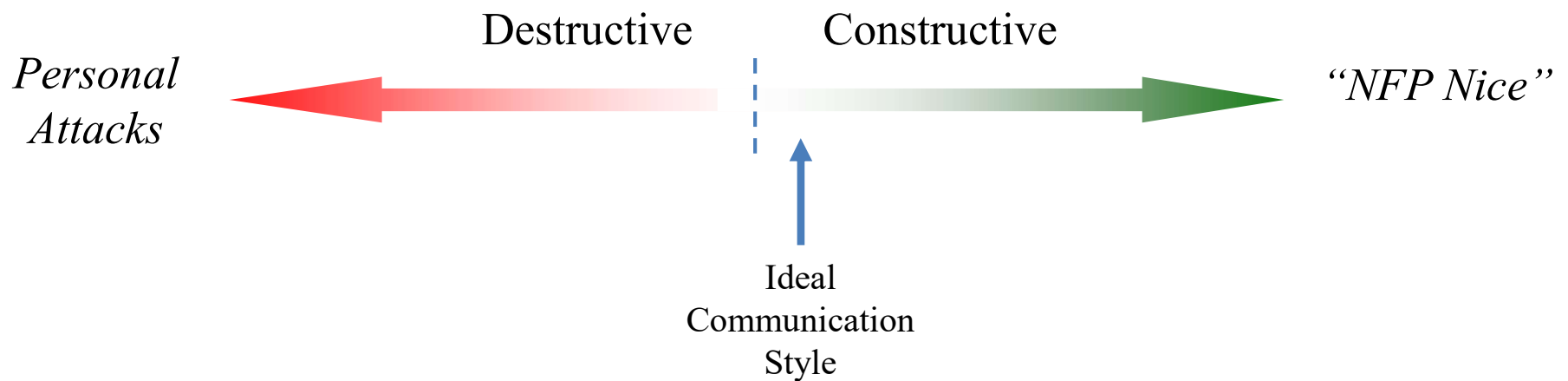
Governance ... Communication ...

Given HUF's organizational stage, we will focus on defining and framing four key areas to discuss:



Communication ...

*Healthy amount of conflict is required for meaningful discussions,
enabled by a clear set of ground rules.*



Source: Patrick Lencioni's, *The Advantage*

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Organizational Mission and Vision

Greater organizational impact requires two factors, being:

Smart	Healthy
Vision	Minimal Politics
Mission	Clarity of goals
Planning	Staff engagement
Development	High motivation
Finance	Productive but balanced
Human Resources	Accountability
Operations	Continuous improvement

Creating Clarity, Six Critical Questions:*

1. Why does Hispanic Unity of Florida exist?

2. How does the organization and its team (including Board) behave?

3. What does HUF do?

4. How will HUF succeed?

5. What is important, right now?

6. Who must do what, and when?

* Adapted from Patrick Lencioni's, *The Advantage*

Mission drives organizational strategy, planning decisions and resource (limited) allocation.

Through strategic planning, the organization further defines this Mission to develop operational and specific subcomponents.

Vision statement is aspirational.

Through strategic planning, the organization refines this Vision and ensures that all of its actions and programs (objectives and initiatives) help to bring about this goal.

Google's Core Purpose:

“To organize the world’s information and make it universally accessible and useful.”

Goodwill Manasota's Core Purpose/Mission:

“Goodwill Manasota is changing lives through the power of work and the services and programs that we provide the community.

Our Mission is to turn donations into good jobs, good homes and good neighborhoods. Every day, we help people on their way to self-sufficiency and each has a story of how Goodwill has helped.”

How does HUF's Mission/Vision compare to previous examples?

Mission and Vision ...

Are HUF's Mission and Vision being lived?

Our Vision

Everyone is empowered to live *their* American Dream.

Our Mission

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

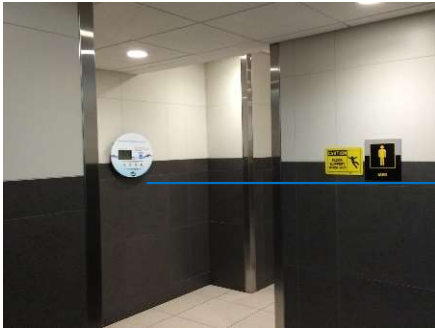
Operational Performance ...

Best (sustainable) practices entail three fundamental elements: 1) leadership, 2) people, and 3) systematic execution/institutionalization of methods - and a willingness to adapt/change based on environment and continuous improvement.



Increasing Demand for Accountability ...

Accountability is becoming the norm in the most minute areas; LGA Bathroom



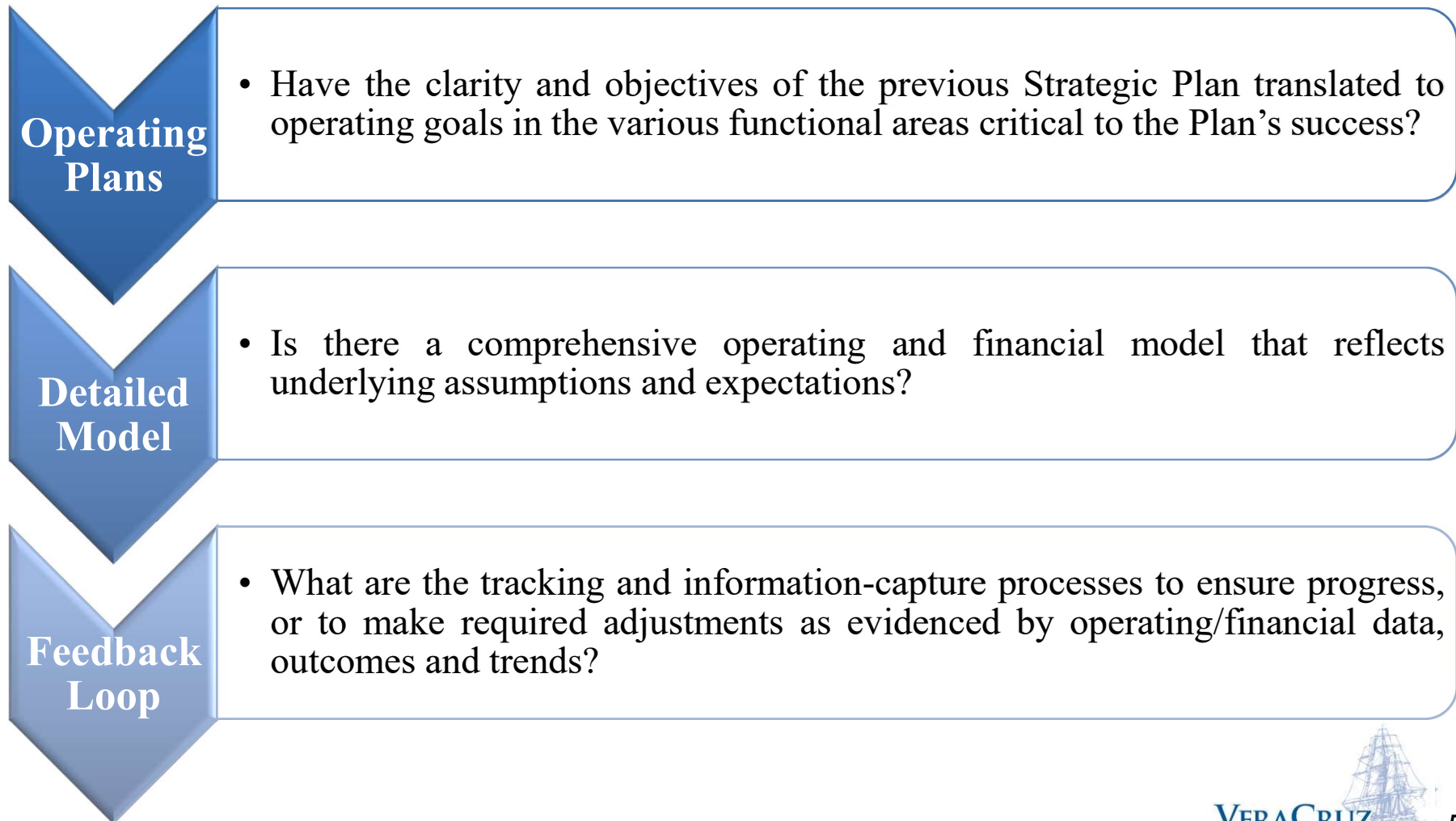
Operating Integrally ...

While HUF's program-service reputation is strong, is it positioned for the future community needs?



Strategic question:

With the current context in mind, are the existing operational framework and processes working?



Strategic Planning

Objective: To provide meeting participants with:

- A strategic planning process overview, and why it is important;
- An actionable framework;
- The tangible elements, steps, considerations, execution tips, and
- Experiences to help ensure organizational mission accomplishment.

**Plans are nothing;
Planning is everything.**

Dwight D. Eisenhower

What is strategic planning?

It is a process (i.e., not a person or a personality) that provides organizational direction, orients decision-making and resource allocation, and reinforces clarity and accomplishment of mission.

- Optimally it is both top-down and bottom-up BUT with clear accountability and responsibility.
- Board or other governing body/advisors work with Executive staff to help set policy.
- Management and staff execute.
- Mission impact measures and experiential feedback is incorporated – continuous learning loops.
- Sets a “true north” (strategy) direction while allowing for periodic evaluation and evolution of circumstances and changing conditions.
- Operating strategically is a mindset not a ‘final document’ – and when successfully implemented, the by-products are continuous improvement and activities aligned to mission.



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What is Strategic Planning ... Importance of Strategic Planning ...

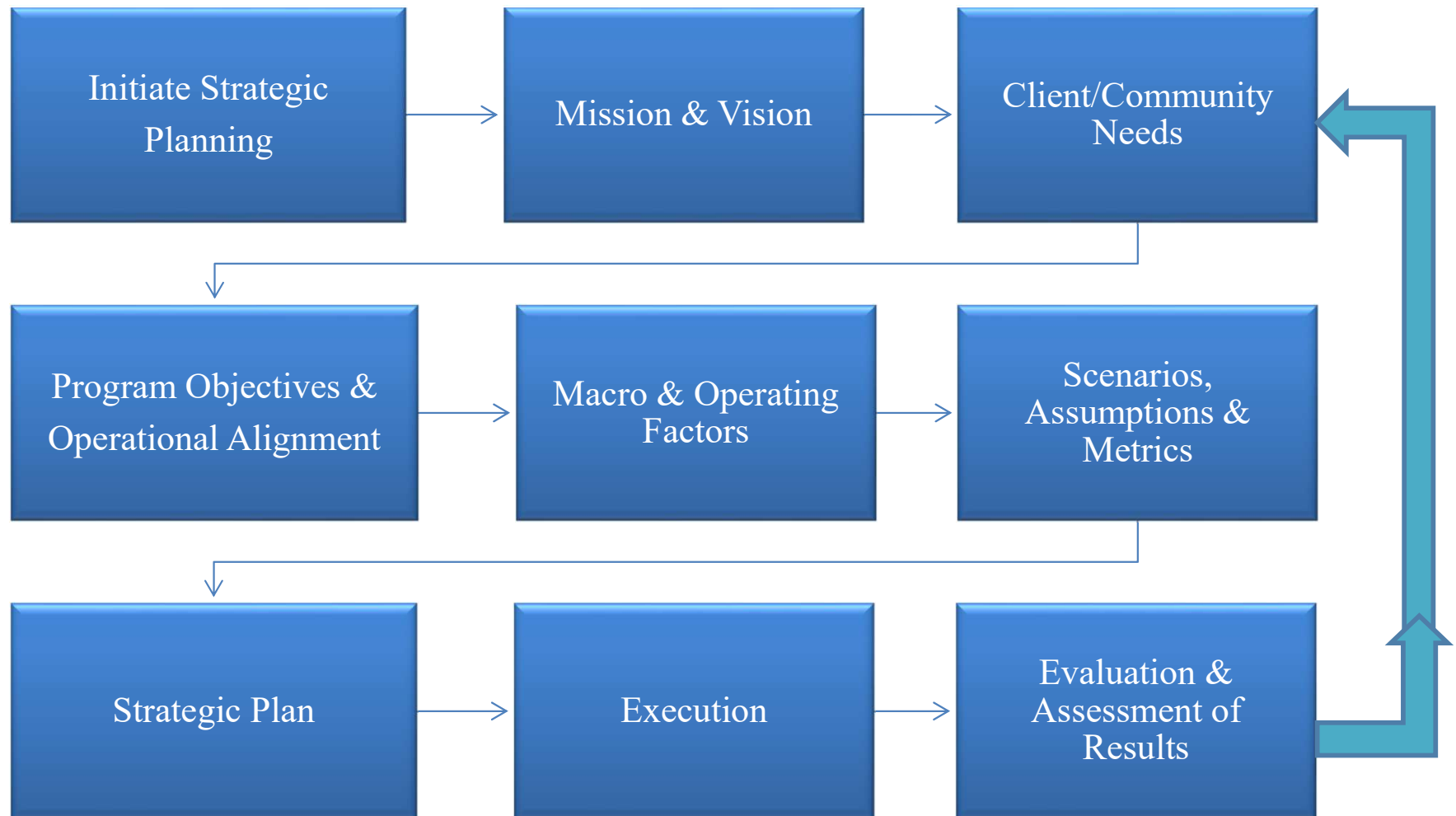
Why Undertake Strategic Planning?

What is understood and appropriately measured tends to improve!

<p>Helps Accomplishment of Mission</p>	<ul style="list-style-type: none"> • Clarifies and reinforces organizational Mission and Vision; strategy is developed to achieve the enterprise objectives • Provides understanding of organizational assumptions • Identifies activity or unit interfaces or dependencies • Distinguishes between short-term/long-term issues <ul style="list-style-type: none"> - What is urgent and what is important - What is both urgent and important
<p>Creates Infrastructure for Enduring Mission Fulfillment</p>	<ul style="list-style-type: none"> • Processes not personalities • Heightened sense of accountability • Culture of learning • Transparency and understanding are promoted • Creates 'Intergenerational Equity'
<p>Sharpens Programmatic Objectives</p>	<ul style="list-style-type: none"> • Continuous improvement; quality and number of programs is continuously assessed • Avoid 'Mission Creep', dilution of force and resources • Balanced score card approach can be used

What is Strategic Planning ... Strategic Planning Process Overview ...

Strategic Planning Process Illustrated



Defining Objectives:

“If objectives are only good intentions, they are worthless. They must be transformed into work. And work is always specific, always has – or should have – clear, unambiguous measureable results...

Objectives are always based on expectations. And expectations are, at best, informed guesses.”*

* Peter F. Drucker

*SMART goals need to be developed for initiatives.
(or KIS – Keep It Simple but not Simplistic)*

S	• Simple
M	• Measurable
A	• Actionable
R	• Realistic
T	• Timely

Next Steps ...

What Next, Who Does What, When?

Meeting Memorialization, now what?



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THANK YOU!

Q&A, Feedback