



2017-2020 Strategic Plan

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Consultation Provided By



Introduction to El Sol

Having recently celebrated its 11th anniversary, El Sol, Jupiter's Neighborhood Resource Center is a shining example of a community coming together to devise an innovative solution to a challenging problem. Prior to El Sol getting started, an "open-air labor market" had begun to develop on Center Street in Jupiter. Hundreds of day laborers (primarily Mayan immigrants from Guatemala and Southern Mexico) congregated daily in an unorganized outdoor labor market where employers picked them up for work. Neighbors complained to town officials about traffic safety, loitering, and a drop in real estate values. Laborers were subjected to wage theft, unsafe work environments and abuse. Cultural tensions were escalating. Finally, a group of residents, immigrants, faith-based groups, and university and town officials came together to address the problem. In 2006 this grassroots, public/private coalition resulted in the creation of El Sol. Its original purpose of providing a safe and productive day laborer resource center later expanded to include education, health, and community integration.

El Sol has gained widespread acclaim and respect for the way it has fulfilled its unique mission. El Sol is blessed with a very dedicated and engaged Board of Directors, a highly capable and competent Executive Director in Jocelyn Skolnik, and a wonderful staff of 29 and volunteer workforce that serves as the engine for all that El Sol does. El Sol enjoys incredible community support. The Town of Jupiter rents the building that houses El Sol for \$1 a year, and a multitude of other community partners provide grants and donations to support El Sol's \$900,000 operating budget.

El Sol is about connecting people in need with resources to help meet their needs. 2016 was a very good year for El Sol. 14,731 jobs were filled, 331 new workers were registered and 1,794 new employers registered. An average of 27 daytime students and 59 nighttime students took part in organized ESL classes. 3,559 people participated in 141 different health education workshops. The Promotores Program reached 1,117 people with valuable health information. 12,743 meals were served at El Sol and the Food Pantry provided food for 3,460 individuals. The total value of services that El Sol contributed to the Town of Jupiter in 2016 was \$1,615,986. But many needs remain, and many more individuals could benefit from what El Sol does. Thankfully, El Sol is not an organization that is content to rest on its laurels. It wants to do more, and with the help of a new Strategic Plan and renewed focus, it will do more.

Strategic Planning Process

To its credit El Sol has always operated with a five-year Strategic Plan and would simply update the Plan each year. In the fall of 2016, however, the Board of Directors of El Sol decided to embark upon a new strategic planning process with the help of an outside facilitator. A national consulting firm, Governance4Good, was engaged. Governance4Good's founder and President, Mark Cruise, served as principal consultant on the project. The project was launched in January 2017.

Initial steps in the process included a review of key corporate, organizational, and governing documents, in-depth interviews with the Board leadership, Strategic Planning Committee, and the Executive Director, an online board questionnaire (n=10), online surveys of staff and key volunteers (n=22) and community partners (n=15), and an annual client survey (n=115). An all-day planning session was held on March 11, 2017 that included El Sol Board members, the Executive Director and two senior staff. Participants in the planning session reviewed and discussed the implications of the Board questionnaire results, and identified specific areas for future improvement in governance. A moderated panel discussion with five valued partners of El Sol – Mayor Todd Wodraska (Town of Jupiter), Dr. Tim Steigenga (FAU), Upendo Shabbazz (Allegany Franciscan Ministries), Principal Daniel Smith (Jupiter Elementary School), and Taruna Malhotra (Palm Beach County) – provided firsthand views on El Sol's role in the community, current and projected community needs, and where El Sol should focus in the future. Participants then spent the rest of the session synthesizing the data and input from various stakeholders and discussing and reaching agreement on the chief domains of future focus for El Sol, organizationally as well as programmatically. A three-year time horizon (2017-2020) was chosen for purposes of mapping major goals and milestones. During a closing “round the horn” comment period, multiple participants shared that this was one of the most well-organized and productive strategic planning sessions they had ever experienced.

Following the planning session, the consultant worked with the Executive Director and Strategic Planning Committee Chair to draft an original version of this document. Following additional input from the Executive Director and staff, and final review by the Strategic Planning Committee and the Executive Committee, this document was presented to the full Board of Directors and unanimously approved on October 12, 2017.

Mission Statement

Our mission is to improve the quality of life for the residents of Jupiter and surrounding communities by providing services primarily to day laborers, their children and families.

Vision Statement

El Sol envisions a harmonious integrated community in which all people can reach their highest potential. We seek for Jupiter to be a model for other communities serving day laborers and their families.

Core Values

- ❖ **Integrity** – We communicate and operate with transparency and honesty to hold ourselves accountable and maintain the community’s trust.
- ❖ **Responsible Stewardship** – We prudently manage all human and financial resources invested in us.
- ❖ **Respect for Others** – We embrace each other's differences and nurture an environment of fairness and equality.
- ❖ **Immigrant Integration** – We foster the integration of immigrants into the entire community and promote mutual understanding of people from different backgrounds and cultures.

Programmatic Goals 2017-2020

For purposes of establishing future direction and focus programmatically, we divide the Programmatic Goals into two categories: Areas of Continued Focus and Areas of Expanded Focus. Under each Area are numbered Goals. Under each Programmatic Goal are measurable and time-specific Milestones/Outcomes. The Programmatic Goals are not in any priority order but are of equal importance and will receive management time, staff attention, and other resources necessary to ensure that all of them are fulfilled during the three-year time horizon of the Plan. Where additional resources significantly larger than current budgeted allocations are needed to fulfill the Programmatic Goals and Milestones/Outcomes, a fiscal impact statement is included.

The four Areas of Continued Focus – Labor, Adult Education, Health, and Community Life – are already well established and have constituted El Sol’s primary areas of concentration for programming in recent years. Modest growth or maintenance of current effort is envisioned for each of these areas. The three Areas of Expanded Focus – Legal Assistance, Food and Nutrition, and Child Development – are each areas in which El Sol has experience but that now, in the Board’s eyes and in light of evolving community and client needs, should get the same amount of attention as the four historic Areas of Continued Focus in terms of importance. For most of the Areas of Expanded Focus, we envision either significant growth in volume of services, improvement in program quality, or both.

Areas of Continued Focus

1. Provide outstanding LABOR opportunities that result in meaningful work and income.
 - a. The same-day labor placement rate will increase each year (2017 baseline: 64%, as follows:

2018 – 67%
2019 – 70%
2020 – 74%

It is understood that external conditions beyond the control of El Sol, such as dips in the economy, higher unemployment rates, changes in immigration policy, and increased deportations, may impede progress on this.

- b. Graduates of the Worker Development Program will secure new income as a result of gaining new vocational skills through the training workshops they completed (6/30/17 project baseline: 22% or 17 workers), as follows:

By 6/30/18: 25% or 37 day laborers who are Worker Development Program graduates will secure new income as a result of gaining new vocational skills through the training workshops they completed.

By 6/30/19: 27% or 43 day laborers who are Worker Development Program graduates will secure new income as a result of gaining new vocational skills through the training workshops they completed.

By 6:30/20: 30% or 51 day laborers who are Worker Development Program graduates will secure new income as a result of gaining new vocational skills through the training workshops they completed.

- c. Each year 60% of day laborers will achieve at least a 3-point increase in their Self-Sufficiency Matrix Score after six months.

Fiscal Impact: This Goal and the Milestones/Outcomes necessary to achieve it will necessitate:

- *Additional Worker Development Program Vocational Training scholarships \$15,000 for NCCer classes in 2017.*
- *Additional case management to allow for adequate follow-up and documentation for reporting at \$50,000 per year (salary and benefits for another full-time staff person), starting in 2018*

Grant funds and individual contributions will be sought to cover these additional costs.

2. Deliver quality ADULT EDUCATION programs that build knowledge, skills, and abilities.

- a. The number of students graduating from Level III English will increase each year (2016 baseline: 13), as follows:

By 12/31/17: 15

By 12/31/18: 17

By 12/31/19: 20

By 12/31/20: 23

- b. At least 15 individuals will graduate from the primary or secondary Spanish language literacy program each year.
- c. At least 30 students will complete the computer skills program each year.
- d. The number of students in the Worker Development Program who graduate will increase each year (6/30/16 baseline: 140), as follows:

By 6/30/17: 150

By 6/30/18: 160

By 6/30/19: 170

By 6/30/20: 180

3. Supply HEALTH information and referrals to enhance access to needed healthcare services.

- a. Identify and train 8 community leaders each year to become Promotores de Salud.
- b. Coordinate health presentations and health activities that are culturally relevant and linguistically appropriate, to 2,000 individuals each year.

- c. Each year at least 70% of clients referred for health care will receive care within a reasonable period of time following the referral.
4. Create and promote opportunities for COMMUNITY LIFE that build bridges between clients/families and the community.
- a. Create at least three new opportunities each year for clients/families to participate in community programs and activities that have typically been inaccessible to clients/families.
 - b. Sustain and continually improve the following community-building events during each year: Martin Luther King, Jr. Day celebration, annual Soccer Tournament with Jupiter Police Department, and El Sol Fest.
 - c. Continue monthly community service events for El Sol clients to “give back” to the community each year (2016 baseline: 501 volunteer hours), as follows:
 - By 6/30/18: 526 volunteer hours
 - By 6/30/19: 552 volunteer hours
 - By 6/30/20: 580 volunteer hours
 - d. Operate a strong volunteer program that enables El Sol volunteers to develop a greater appreciation for clients/families and their needs, interests, and contributions to society at large, as evidenced by results of an annual volunteer survey.

Fiscal Impact: Future budgets may include monies to provide financial aid for clients and families to participate in community programs.

Areas of Expanded Focus

5. Provide quality LEGAL ASSISTANCE to help clients better understand their legal rights and responsibilities and options.
- a. Conduct or facilitate education and information sessions on legal issues to an increasing number of El Sol clients each year (12/31/16 baseline: 297), as follows:
 - By 12/31/17: 325
 - By 12/31/18: 400
 - By 12/31/19: 440
 - By 12/31/20: 484

End of session evaluations will result in at least 80% of students agreeing that they gained new knowledge on the topic and at least 60% of students believing that they will benefit from the new knowledge gained.

- b. Expand capacity for legal advice/counsel for El Sol clients by strengthening existing partnerships with agencies, firms, and attorneys (as evidenced by memoranda of

understanding), and building new partnerships (and memoranda of understanding) with other agencies, firms, and attorneys.

- c. Increase the number of navigations and referrals for El Sol clients each year (12/31/16 baseline: 426), as follows:

By 12/31/17: 450

By 12/31/18: 500

By 12/31/19: 550

By 12/31/20: 625

Fiscal Impact: This Goal and the Milestones/Outcomes necessary to achieve it will necessitate:

- *Increasing the Legal Coordinator's number of work hours per week from 18 to 40, an increase in salary/benefits of \$40,000 per year, starting in 2018.*
- *Additional office supplies for this expanded position will cost approximately \$1,200 per year, starting in 2018.*

Grant funds and individual contributions will be sought to cover this additional cost.

- 6. Increase the supply of FOOD AND NUTRITION to address hunger and encourage healthier eating.

- a. Each year at least 12,000 meals will be served. (The number of meals served in 2016 was 12,743. The projected reduction in meals served in the future is an indicator of success. As El Sol is more successful finding work for clients, the kitchen will not need to prepare as many meals.)

- b. Conduct or facilitate "Eat Smart" classes to an increasing number of El Sol clients each year (12/31/16 baseline: 116), as follows:

By 12/31/17: 120

By 12/31/18: 240

By 12/31/19: 260

By 12/31/20: 300

- c. Increase the number of vendors and visitors to the Farmer's Market each year (2016 baseline: 28 average vendors each day, 450 average attendees each day), as follows:

By 12/31/17: 28 average vendors, 500 average attendees

By 12/31/18: 32 average vendors, 550 average attendees

By 12/31/19: 39 average vendors, 600 average attendees

By 12/31/20: 45 average vendors, 650 average attendees

- d. Each year the Community Garden program will yield at least 1,500 pounds of produce. (If additional space for the Community Garden is acquired, the annual target(s) for total yield will be adjusted accordingly.)

- e. Provide produce from the Community Garden program to at least 160 clients each year.

Fiscal Impact: This Goal and the Milestones/Outcomes necessary to achieve it will necessitate:

- *Increasing the Kitchen Coordinator's number of work hours per week from 25 to 40, an increase in salary/benefits of \$30,000 per year, starting in 2017*
- *Additional supplies and other expenses for workshops and trainings at approximately \$1,200 per year, starting in 2017.*
- *Contracting with Farmer's Market Liaison at annual cost of \$2,000 per year (to replace the loss of a Vista position).*
- *Improved signage, increased use of direct mail and social media at approximately \$2,000 per year, starting in 2017.*
- *If additional parcels of land and/or home gardens are added to the Community Garden program, the Garden Coordinator's number of work hours per week will need to increase from 18 to 40, an increase in salary/benefits of \$30,000 per year, starting in 2019.*
- *Supplies for expanded garden space would require an additional \$2,500 per year, starting in 2019.*

Grant funds and individual contributions will be sought to cover these additional costs.

7. Plan and implement CHILD DEVELOPMENT services to support the healthy development of children and youth and to strengthen parenting skills.
 - a. Assess the need for additional child development services for children of day laborers and whether, how, and to what extent El Sol should meet those needs, and produce a report with findings and recommendations to the Board by 12/31/17.
 - b. Provide summer camp program to at least 20 children (ages 6-12), each year.
 - c. Develop nighttime programming for children of adult education participants, by May 2018.

A Word About Advocacy

El Sol has a proud tradition of service to day laborers and their families. Staff get to know the clients over time and empathize with their struggles of trying to get by while at the same adjusting to a culture that is very different from their native land. For clients who may be unauthorized, there has always been a concern about deportation and being separated from their families. Historically, while El Sol has provided legal assistance and referrals for clients, the organization has repeatedly stopped short of advocating for public policies having to do with immigration, immigrants' rights, and the like. As an example, in 2010 El Sol's Board of Directors adopted a policy stating "El Sol will neither seek opportunities nor accept requests to have anyone speak on immigration issues as a representative of the organization." The Town of Jupiter and the citizens of Jupiter have shown a great deal of compassion for the plight of day laborers and their families, and it is widely believed that this outpouring of community support is because El Sol as an organization has consciously avoided making political stands or statements of any kind, partisan or otherwise.

Meanwhile, a new administration in Washington has shown signs of wanting to take a more aggressive approach with deportation of unauthorized individuals and preventing further unlawful immigration along the southern border of the U.S. Clients of El Sol that are unauthorized are very anxious. In light of these developments, intentional discussions were held during the strategic planning process around whether El Sol should become an advocacy organization – for example, lobbying for humane, family-friendly policies around deportation - while continuing to provide direct services to the day laborers and their families. Ultimately, the El Sol Board of Directors overwhelmingly re-affirmed its preference not to be an advocacy organization but to remain the neutral, non-partisan service provider it has been for more than 10 years. With this decision El Sol hopes to maintain the strong support of the Jupiter community regardless of political affiliations or alliances. Our mantra remains, "We are a non-political, strictly social service agency...and that keeps us pretty busy."

It is worth noting that in the section on Programmatic Goals, El Sol plans to assume a more active role in providing legal information, advice, and referrals to clients and their families in anticipation of increased demand for those services. It will do so without regard for partisan or political considerations.

Strengthening Governance *2017-2020*

During the all-day planning session, the consultant reviewed with the Board the results of the Board Questionnaire and identified current strengths as well as areas for improvement in the Board's governance of El Sol. A particular need that was identified was the establishment of governing policies that articulate the Board's high-level expectations for organizational results as well as organizational conditions and conduct, especially policies that clarify the delegation of authority to the Executive Director. Governing policies are distinct from management policies in that they reflect the Board's expectations for organizational performance without "getting into the weeds," but still enable the Board to exercise robust oversight and control of all that happens within the organization. The consultant introduced examples of governing policies, and the Board was very interested in moving towards this approach to governing.

The following Goals and Objectives for Strengthening Governance will enable the Board over the first year of the Plan to fundamentally transform itself into a strategic, policy-setting, and accountability-focused body that exercises high-performing governance of El Sol and acts as a model for other community nonprofits in Palm Beach County.

1. Prepare for a NEW ERA in governance.

- a. Appoint a Governance Committee * to focus the Board's efforts on achieving the goals and milestones for strengthening governance, including especially the development of a governing policies manual to be reviewed and adopted by the Board of Directors.

* This Committee will be temporary and will be comprised of 3-4 Board members who will work closely with the governance consultant to assure the timely completion of all of the Strengthening Governance goals and outcomes listed below.

- b. Engage a governance consultant to provide training, policy development, consultation and coaching to the Governance Committee, Board Officers, and full Board of Directors.
- c. Train the Board of Directors and Executive Director in the principles and practices of high-performing governance.

2. Develop GOVERNING POLICIES and related documents.

- a. Draft governing policies that codify desired outcomes and results embedded in the 2017-2020 Strategic Plan, govern organizational conduct and behavior (e.g., financial activities, human resources, treatment of clients, etc.), delegate authority and responsibility to the Executive Director, clarify Board and Board member responsibilities, and address other important governance functions and processes (e.g., meeting agendas, annual planning, Board committees, governance budget, etc.).
- b. Develop forms and tools to accompany the governing policies and which enable the Board to fulfill and track its adherence to the policies.

- c. Review Articles of Incorporation and Bylaws in light of draft governing policies, and with consultation from legal counsel, draft necessary amendments to ensure conformity of all governing documents.

3. Implement high-performing GOVERNING SYSTEM.

- a. Provide training to the Board of Directors and Executive Director in the effective implementation of the draft governing policies and the effective use of related forms and tools.
- b. Approve governing policies as well as proposed amendments to Articles of Incorporation and Bylaws. Upon approval, governing policies will supersede all previous Board policies and will become the Board's "playbook" guiding all future governing activity.
- c. Recruit and appoint members of new Board committees *, pursuant to the list of Board committees established in the newly-approved governing policies.

* The type, function, and composition of Board committees will depend on what jobs the Board conceives under the high-performing governance system and which jobs will require a committee to help the Board perform.

4. Improve LINKAGES WITH STAKEHOLDERS.

- a. Create a one-sentence definition of the "ownership" of El Sol that encompasses the individuals and groups in the community that have a vested interest in the work and continued success of El Sol.
- b. Develop a plan for the Board to have meaningful interaction, dialogue and feedback from key groups in the "ownership", especially the Town of Jupiter. This could include one-on-one interviews, town hall meetings, focus groups, surveys, and much more. Briefly report on these activities at each Board meeting thereafter.
- c. Plan and implement a campaign to attract, recruit, screen, nominate, and elect new Board members to ensure better representation of the "ownership" and to fulfill strategic needs. Elect at least three new Board members.

5. Evaluate and sustain BOARD PERFORMANCE.

- a. Conduct Board meeting evaluation at each meeting, using quick tool, and report out results.
- b. Train new Board members in the governance system upon their election, and provide for refresher training for existing Board members at least once a year.
- c. Review and revise governing policies as needed, in light of changing conditions, expectations, values and preferences.

Fiscal Impact: This Strengthening Governance Goals and the Milestones/Outcomes necessary to achieve it will necessitate:

- *Engaging a governance consultant at a cost of \$5,000-\$7,500 for one year to work with the Governance Committee, Board of Directors, and Executive Director on Goals 1-4 in this section.*
- *Covering Board meeting expenses, including meeting room rental, refreshments/lunch, etc., at approximately \$250*

A Tau Grant from Allegany Franciscan Ministries has already been secured to cover this cost.

Additional Organizational Priorities 2017-2020

1. El Sol has had access to AmeriCorps VISTA workers for two additional years beyond the conventional three-year period in which agencies are granted VISTA workers. We are therefore projecting an end to the use of VISTA workers in the spring of 2018. To make up for this reduction in capacity, we will recruit and hire a full-time Development Director by June 2018 to assume the grant-writing and other development-related duties that VISTA workers have been performing. This is needed to assure continued funding from existing sources and ongoing cultivation of support from new sources.

Fiscal Impact: \$55,000 per year for Development Director salary/benefits, starting in 2018.

2. El Sol employs a full-time Communications Coordinator at \$33,990 per year to handle a myriad of marketing, communications, and social media functions. With the expected growth in our agency as a result of our Programmatic Goals, we anticipate a corresponding increase in the need for a robust and effective communications apparatus. To this end, we will upgrade this position to Communications Director by 1/1/18, with a 15% increase in salary and increase the responsibilities and expectations attached to it.

Fiscal Impact: An additional \$10,000 per year for Communications Director salary/benefits, starting in 2018.

3. For purposes of prudently managing our human resources, El Sol will conduct an agency-wide compensation study in 2018 to determine fair market salaries (including ranges) and benefits for similar positions in similar-sized nonprofit organizations in the region. The Board of Directors will arrange to conduct a study for the Executive Director position, and the Executive Director will arrange to conduct a study for all other staff positions. Final reports on both studies, including findings and recommendations, will be completed and submitted to the Board of Directors by October 2018.

Fiscal Impact: \$800 for executive compensation survey reports (e.g., Guidestar, Rollins College, etc.) in 2018.

4. El Sol's current phone system is at capacity. Six more phone lines are needed.

Fiscal Impact: \$3,000 in 2018.

5. Based on deliberations during the recent all-day Staff Development Session, it was determined that quarterly all-staff meetings would enhance internal communications and coordination of services across programmatic areas. These meetings would also provide an opportunity for staff to receive training and in-services on topics and issues of critical interest to El Sol and its clients.

Fiscal Impact: \$7,500 per year, starting in 2018. This would cover additional hours for part-time employees to be able to attend and participate in the all-staff meetings. It would also cover food and beverages.

Fiscal Impact Summary

The collective fiscal impact for the Programmatic Goals, Strengthening Governance section, and Additional Organizational Priorities is summarized below. The new recurring expenses begin in the year in which they first appear, and continue as part of the annual operating budget in succeeding years. With the 2017 cash operating budget of \$876,229 as the baseline, the cumulative % increase in the annual operating budget is noted for each year.

2017	
NEW RECURRING EXPENSE	AMOUNT
Worker Development Program	\$15,000
Farmers Market Liaison	\$ 2,000
Farmers Market marketing and promotion	\$ 2,000
SUB-TOTAL NEW RECURRING EXPENSES	\$19,000
ONE-TIME EXPENSE	AMOUNT ADDED
Governance Consultant	\$ 7,500
TOTAL NEW EXPENSES FOR 2017	\$26,500 (3% increase from 2017 budget)

2018	
NEW RECURRING EXPENSE	AMOUNT
Case Manager	\$ 50,000
Kitchen Coordinator	\$ 30,000
Kitchen Supplies	\$ 1,200
Legal Coordinator	\$ 40,000
Legal Supplies	\$ 1,200
Development Director	\$ 55,000
Communications Director	\$ 10,000
Quarterly All-Staff Meeting Costs	\$ 7,500
SUB-TOTAL NEW RECURRING EXPENSES	\$194,900
ONE-TIME EXPENSES	AMOUNT ADDED
Compensation Survey Report(s)	\$ 800
Telephone Lines	\$ 3,000
TOTAL NEW EXPENSES FOR 2018	\$198,700 (25.7% cumulative increase from 2017 budget)

2019	
NEW RECURRING EXPENSES	AMOUNT
Garden Coordinator (subject to additional space)	\$30,000
Garden Supplies (subject to additional space)	\$ 2,500
TOTAL NEW EXPENSES FOR 2019	\$32,500 (29.4% cumulative increase from 2017 budget)

2020	
NEW RECURRING EXPENSES	AMOUNT
Financial aid – participation in community programs	TBD

Plan Implementation and Monitoring

Following adoption of the 2017-2020 Strategic Plan, the Board of Directors will have two major areas of responsibility with regard to the Plan. First, the Board will be responsible for implementing the goals and milestones for Strengthening Governance. Second, the Board will oversee and assure the accomplishment of the Programmatic Goals and milestones. To support the Board's oversight and monitoring role, the Executive Director will use a dashboard-style report to provide the Board with a rapid view of Plan progress. The dashboard report will be prepared and submitted to the Board each quarter from the date of Plan adoption through December 2020. Dates for the submission of the quarterly reports will be October 15th, January 15th, April 15th, and July 15th. The status of lower-level activities in support of goal accomplishment will not be included on the dashboard report so as to avoid making the report too "busy", but will be made available to the Board upon request.

Following the Board's adoption of the Strategic Plan, the Executive Director will assume day-to-day responsibility for the accomplishment of the Programmatic Goals and milestones. Certain aspects of fulfilling this responsibility can and should be delegated to others, but the Executive Director will remain accountable for all of it. To that end, the Executive Director will develop a "strategic management plan" to accomplish the Programmatic Goals and milestones. This detailed plan, truly a management tool and not appropriate for Board approval, will give the Executive Director a clear roadmap for achieving the Strategic Plan with regard to programmatic outcomes. Consistent with some of the feedback from the staff/key volunteer survey as well as discussion during the planning session, the Executive Director will pursue staff development activities to build greater collaboration and teamwork between the programmatic areas.

Against the backdrop of a rapidly changing policy environment with regard to immigration, an organization like El Sol must remain vigilant and prepared to make strategic decisions quickly and effectively in light of changing circumstances. In addition, the Board will in the spring of 2019 conduct a thorough review of Plan performance to date and, in light of any changing internal and external conditions, will make any revisions to the Plan that may be necessary for the Plan to remain timely, relevant, and appropriate through 2020. Absent a major overhaul of the Plan in the intervening period, in the fall of 2020, the Board of Directors will arrange to conduct a new strategic planning process resulting in a brand new plan for 2021 and beyond.

Board of Directors

PRESIDENT:

Ed Ricci
Attorney

VICE PRESIDENT

Roger Buckwalter
Journalist

TREASURER

Sheila Hirsch
Accountant

SECRETARY

Suzanne Cordero
Executive Director of the Guatemalan Tomorrow Fund

IMMEDIATE PAST PRESIDENT

Jill Hanson
Attorney

Honorable Ann Brown

Former Chairwoman of the U.S. Consumer Product Safety Commission

Glendy Hernandez

President of El Sol Workers Council

Soteros “Sut” Maniatty

Certified Public Accountant

Lee McCarthy

Local Private Business Owner, Community Member

Gerald Rosenthal

Attorney

Patricio Silvestre

President of Corn Maya Inc.

Dr. Timothy Steigenga

Florida Atlantic University

Frank Walsh

Business Management

Daniel Zuniga

Attorney

About the Consultant

Mark R. Cruise, founder and president of Governance4Good, served as the consultant on this project. Based in Blythewood, South Carolina, Governance4Good is a limited liability company that equips nonprofit organizations throughout the U.S. to excel in governance, leadership, and accountability. A full-service firm, Governance4Good supports nonprofits through initial formation, strategic planning, governance training, board development, executive searches, interim management, Board-CEO mediation, policy development, leadership development, and association management.

Mark Cruise has 25 years of experience leading, managing, and consulting in the nonprofit sector. He has served as Executive Director of three state associations – the Palmetto Association for Children and Families, the Florida Association of Free and Charitable Clinics, and the Virginia Association of Free Clinics. He also led a successful national consulting practice – Free Clinic Solutions – that served more than 80 clients from 2006-2014. Prior to his career in the nonprofit sector, Mark served two churches as an ordained minister in the American Baptist Churches, USA.

Mark has provided training and consultation to other Palm Beach County nonprofits, including Caridad Center in Boynton Beach and MyClinic in Jupiter. He has also served as a strategic advisor to the Quantum Foundation.

Mark holds a Master of Divinity degree from Boston University School of Theology and a Bachelor of Arts degree from Hampden-Sydney College in Virginia. Mark has completed fellowships and accreditation programs with the Association of Fundraising Professionals, the Sorensen Institute for Political Leadership, the American Society of Association Executives, and the Policy Governance Academy. In 2006 was awarded a Certificate of Commendation from then Governor Tim Kaine of Virginia. In 2008 he received the Patrick Henry Alumni Public Service Award from Hampden-Sydney College. Mark has served on numerous boards, including Rx Partnership, the Virginia Association of Nonprofit Organizations, and Blue Ridge Institute.

Mark and his wife Kelly (who serves as CEO of the United Way Association of South Carolina) are the proud parents of five children.