

Washington State Latino Leadership Network (LLN) Charter

The Charter for the Latino Leadership Network Business Resource Group serves as the fundamental framework and reflection of the commitment between the organization and the Office of the Governor.

A. Background

- We are the Latino Leadership Network (LLN), a Washington State Employee Business Resource Group (BRG). We are an organization of Latinos and allies with a bold vision to build, connect, and inspire our state's Latino workforce.
- We are driven by a vision to prepare outstanding Latino leaders and a qualified workforce to serve our state today and tomorrow.
- LLN reflects the rich Latino diversity, culture, and history seen across the state of Washington, and an empowered business resource group contributes to a state workforce that understands the communities it serves and improves the delivery of public services.
- This charter reflects a mutual understanding between the Governor and designated representatives of the Office of Financial Management (OFM) / State Human Resources and the LLN, with LLN leadership as agents of our members.

B. LLN Vision Statement

Connecting and inspiring Washington State's Latino workforce and leaders of today and tomorrow.

C. Mission Statement

Through the power of connection: invest, inspire and serve.

D. Definitions:

- We define Hispanic or Latino per US 2010 Census Bureau: "Hispanic or Latino" refers to a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race. The Office of Management and Budget (OMB) further defines "Hispanic or Latino" as a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.
- People who identify with the terms Hispanic or Latino are those who classify themselves in one of the specific Hispanic or Latino categories listed on the decennial census questionnaire and various Census Bureau survey questionnaires – Mexican,

Mexican American, Chicano, Puerto Rican, or Cuban – as well as those who indicate that they are “another Hispanic, Latino, or Spanish origin.”¹

- An ally is a non-Latino/Hispanic person who stands up for another person or group. An ally is anyone who supports or empowers another person or group.

E. Values

- Respect
- Leadership
- Professionalism
- Legacy/heritage
- Excellence
- Innovation
- Diversity, equity, and inclusion
- Public service

F. Purpose

- Serve as a resource for Office of Financial Management State Human Resources and state agencies in creating and sustaining a diverse and inclusive workforce.
- Increase LLN's effectiveness and power to convene through branded leadership and sought-after professional development programs.
- Build and promote the business case for a diverse, engaged, and competent workforce.
- Enhance the visibility and brand of LLN and of our community workforce image.
- Contribute to Washington State’s business objectives and Results Washington goals.
- Achieve and sustain high member satisfaction and participation - keeping people engaged and coming back.
- Be a Washington State Business Resource Group (BRG) that demonstrates best practices.
- Provide resources and opportunities to our diverse membership.
- Establish and sustain strong partnerships and alliances.
- Collaborate with other state Business Resource Groups, state organizations and community organizations as feasible and practical to support diversity, equity and inclusion in the state workforce.

G. Strategies

- In partnership with State HR and Results Washington, identify and pursue global business case objectives.

¹ Definition of Hispanic or Latino: <https://www.census.gov/prod/cen2010/briefs/c2010br-02.pdf>

- Support professional development and leadership opportunities so members learn, grow, and serve.
- Pursue continuous development and use of web-based engagement solutions.
- Hold networking events and forums that inspire and bring value.
- Form strategic alliances and partnerships that align with our mission.
- Execute targeted, multi-dimensional communications planning.
- Build and support active and equipped regional LLN teams.
- Model cultural responsiveness, inclusion, and respect.
- Increase and retain members and participants.
- Develop metrics and measures to assess performance.

H. Specific components outside of the foundational framework of the LLN Charter are in the LLN bylaws and incorporated here.

- The bylaws are a living document and regularly updated.
- They include guidelines, procedures, and best practices in operational areas such as LLN membership, operational processes, and scope of activities.
- LLN does not act as an alternative employment mechanism for addressing employee grievances and operates in alignment with all related bargaining agreements, rules, and laws.

Washington State Latino Leadership Network (LLN) Business Resource Group (BRG) Bylaws

I. LLN Workforce Membership and Participation Levels

There are three levels of Membership and participation in LLN. They are:

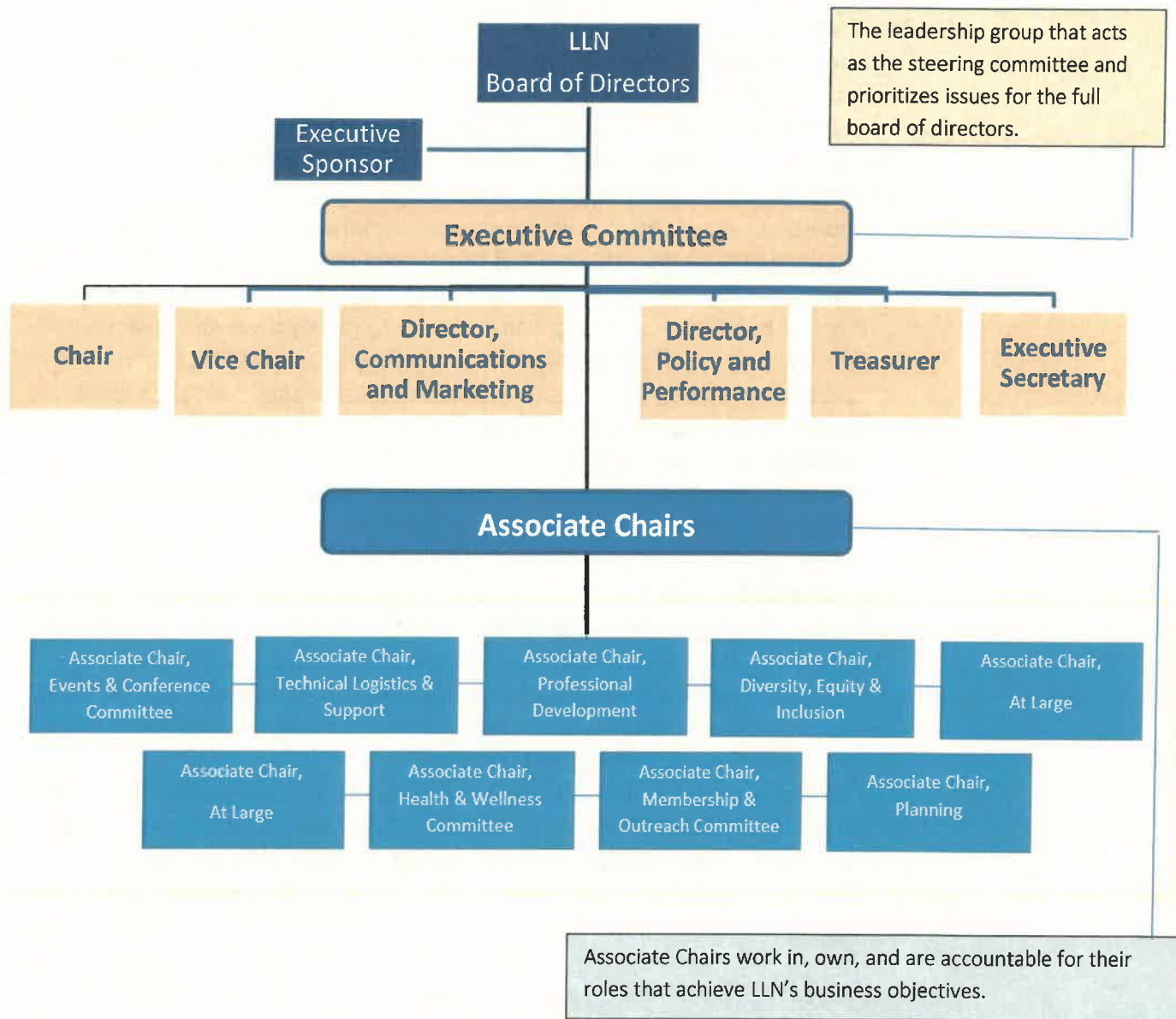
- Leadership
- Member
- Member-at-large

Table 1 below shows the different levels of membership and examples of participation in that membership category.

Table 1. LLN Membership and Participation Levels

LLN Leadership	LLN Member	LLN Member-at-Large
<p>Board of Directors:</p> <ul style="list-style-type: none"> • Executive Sponsor • Chair • Vice-Chair • Director, Communications and Marketing • Director, Policy and Performance • Treasurer • Executive Secretary • Associate Chair(s) 	<ul style="list-style-type: none"> • State employee • Has committed to assist in the work of LLN • Serves on projects and committees • Has agency approval to participate in LLN on state time • Voting member privileges 	<ul style="list-style-type: none"> • State employment optional • May attend LLN events or public meetings • Not required to be actively involved, may commit as able • May choose to serve on projects or committees • May provide feedback to LLN, and participates in surveys • No voting member privileges

Figure 1. LLN Organizational Structure



II. LLN Executive Committee and Structure

- A. The LLN Executive Committee is the leadership group that acts as the steering committee and prioritizes issues for the full board of directors to address.
- B. The Executive Committee includes the Executive Sponsor, Chair, Vice-Chair, Treasurer, Secretary, and Director of Communications and Marketing, Policy and Performance Chair.
- C. The LLN Executive Committee acts on behalf of and within powers granted to them by the LLN Board of Directors. Examples of the functions delegated to the Executive Committee include:
 - 1. Addressing issues that require immediate attention or a decision where convening the entire LLN Board of Directors is not feasible or practical.
 - 2. Oversight of the implementation of Board decisions, policies, and ensuring that the board is establishing and maintaining good governance practices.
 - 3. Forming and sun-setting committees, task forces, and establishing an assessment process to evaluate committee effectiveness and alignment.
 - 4. Governance of standing and ad hoc committees and supporting them in accomplishing their objectives.
 - 5. The Executive Committee records discussions in their minutes and are presented to the full board in a timely manner.
- D. LLN Executive Sponsor Role
 - 1. Supports and provides guidance and direction to the LLN and serves as the state cabinet executive leader and champion for the group.
 - 2. Is the designated cabinet member accountable to the Governor for the LLN.
 - 3. Acts as a mentor and offers recommendations, strategy advice and feedback on approaches, outcomes, and direction.
 - 4. Is the champion for LLN with OFM and State Human Resources and assists as a cabinet member to help clear obstacles, facilitate resources, and deepen collaboration and relationships with state leaders and the Governor.
 - 5. The Executive Sponsor will be the tie-breaking vote for the executive committee.
- E. LLN Executive Committee Officers and Roles
 - 1. Executive Sponsor
 - a) The Executive Sponsor serves as the chief executive officer for the LLN.
 - b) Supports and provides guidance to the direction of LLN.
 - 2. Chair
 - a) The chair presides over LLN and serves as liaison to the Executive Sponsor, LLN and State Human Resources technical advisors or consultants.
 - b) The Chair presides over the LLN Executive Committee when convened.
 - c) The chair represents the LLN and is the accountable LLN leadership representative to OFM and State Human Resources.

- d) In collaboration with the Executive Sponsor and LLN board of directors, is responsible to develop and move the LLN business agenda and plan.
 - e) Collaborates with the Executive Sponsor and OFM/State HR in defining and aligning the business case, value proposition and related objectives of the LLN BRG.
 - f) Is in close communication and accountable to the Executive Sponsor and LLN leadership for strategy results, steady direction, and outcomes.
 - g) May appoint ad-hoc committees or appoint unfilled leadership positions per LLN bylaws.
 - h) With the executive sponsor and State Human Resources, identifies opportunities for professional development and training for LLN officers so they can fulfill their leadership duties.
 - i) With the Director of Policy and Performance, and with the Associate Chair for Planning, leads LLN's annual strategic planning and performance evaluation.
 - j) With the executive sponsor and State Human Resources, identifies and promotes LLN leaders for succession planning, leadership development and developmental opportunities as "the leaders of tomorrow."
3. Vice-Chair
- a) The vice-chair acts as the chair's delegate and represents LLN when requested.
 - b) Manages and facilitates the LLN business meetings and agenda, and coordinates planning and resource support to subcommittees or ad-hoc task forces.
 - c) Ensures alignment of operational processes and desired outcomes in planning, performance, and evaluation as the key liaison with Associate Chairs.
 - e) Oversees planning and operations process for monthly, quarterly, and other events with respective Associate Chairs, committees and ad-hoc task force leads.
 - f) Works with the Director of Communications and Marketing to facilitate connections and alignment of LLN teams in Olympia and regionally.
 - g) Coordinates closely with the respective Associate Chairs and committees on various networking, outreach, recruitment and special events.
 - h) Oversees event calendar and Resources List management
 - i) When approved by the LLN Executive Committee and Board, oversees the annual conference and coordinates with the Associate Chair, Events and Conference Committee.
4. Director, Communications and Marketing
- a) Advises the chair and LLN Board of Directors on effective organizational branding, communications, messaging and marketing strategies, and methods.
 - b) Oversees and directs the communications plan.

- c) Updates the LLN social media networking sites to include web presence sustainment to reach our state workforce, potential volunteers, and the Latino community at large.
 - d) Posts news, event reminders and success stories and uploads photos, and compelling stories to motivate user interest, feedback, and participation.
 - e) Leads the preparation, design, and publishing of the LLN Annual Report and collaborates with the Director of Policy and Performance and LLN associate chairs for report content.
 - f) Assists the Director, Policy and Performance in communicating and packaging think tank research and work products.
 - g) Leads the research and design of outreach communication strategies and projects to support the Membership and Outreach Associate Chair.
 - h) Provides direct communications and marketing support to LLN events, activities and workforce engagement promotion.
 - i) Establishes and develops regional communications contacts and provides guidance for consistent use of LLN messaging, tools and products.
 - j) Supports information and messaging from OFM and Results Washington about diversity, equity, and inclusion and any activities that support these values.
 - k) Uses communication tools and tactics to raise the visible profile of the Latino workforce in ways that illustrate where we have effective leaders as well as skilled and passionate workers.
5. Director, Policy & Performance
- a) Works closely with the Chair and advises the LLN Executive Committee and Board of Directors on best and next practice direction and trends.
 - b) Develop initial measures and evaluation tools and methods to assess and quantify LLN's plan progress and effectiveness.
 - c) Gathers demographic and relevant data, trends and findings about the Latino population, workforce and pertinent issues or policies affecting them.
 - d) Develops policy and workforce recommendations for consideration by the Chair, LLN Board of Directors and recommended to OFM State Human Resources for action or consideration.
 - e) Develops the Policy Committee as a think tank and resource for learning, influencing, and sharing to bring greater understanding of Latino issues, culture, and policy.
 - f) Accountable for Annual Report content and coordination with other Associate Directors for production.
 - g) Leads survey development and administration.
 - h) Oversees the LLN Policy Committee; researches current legislative and policy issues affecting the workforce, in particular, proposed policy that may have an impact on our Latino workforce.

- i) With the policy committee, develops recommendations to share with State Human Resources, Office of the Governor and state agencies, and promotes education relating to legislative processes and policymaking.
6. Treasurer
- a) The Treasurer acts as a liaison and coordinates with OFM on any consolidated budget, resources, or other funding administered by OFM for LLN.
 - b) Acts as liaison with OFM and accomplish budget and accountability procedures in accordance with OFM guidance and instructions.
 - c) Collaborates with the Associate Chair, Planning and OFM State Human Resources liaison to explore appropriate grant and funding mechanisms or opportunities.
7. Executive Secretary
- a) The Executive Secretary maintains and keeps LLN's records, documents, and minutes from business and executive board meetings.
 - b) Coordinates with the chair and vice-chair on business items for the board or executive committee agenda.
 - c) Assists the Vice-Chair in scheduling meetings, tracking and reporting progress for LLN activities.
 - d) Communicates decisions, actions, and direction to the LLN Executive Committee and Board of Directors.

III. Latino Leadership Network Board of Directors (Figure 1) includes the LLN Executive Committee Officers [mentioned above] and all of the LLN Associate Chairs, below).

- A. The LLN Board of Directors is comprised of the Executive Committee Officers described in section II above and all LLN Associate Chairs.
- B. Associate Chairs are the business support team that work in, own, and are accountable for a variety of roles that achieve LLN's business objectives.
- C. Each Associate Chair is accountable for a business support dimension of the LLN and leads a respective business committee. They recruit committee members or volunteers to staff activities that help achieve business support goals and objectives.
- D. See Figure 1. LLN Organizational Structure above to see the full composition of the LLN board of directors.
- E. Board of Directors and Executive Committee quorum requirements:
 - 1. Any of the above members may call a meeting to propose or recommend changes to the current bylaws as needed. A quorum of at least one-half of the board of directors is required for a regular "board" meeting.
 - 2. The Executive Sponsor, Chair or Vice Chair may call an extraordinary or special meeting of the executive committee and requires at least two thirds of the Executive Committee for a quorum (not counting the sponsor) or voting on any emergency decision.
 - 3. If any additional members from the board of directors are necessary for an extraordinary or emergency meeting of the Executive Committee, the Chair

will request their presence and the quorum for the meeting determined from the total number meeting in executive session.

IV. Roles of Associate Chairs (and Standing Committees they lead).

Associate Chairs are business support leaders within the LLN Board of Directors and work in a variety of roles to manage and achieve specific dimensions of LLN's business objectives.

A. Associate Chair, Events and Conferences

1. Organizes the scheduled Lunch and Learn events every other month or as determined by LLN leadership based on capacity to do so.
2. Supports other associate chairs in coordinating and organizing events around professional development, networking, or diversity and other topics deemed important to the Latino community.
3. Oversees planning and organizing of any quarterly and annual general membership meetings.
4. When approved by the Board of Directors, oversees planning and oversight of activities for an annual conference and coordinates with other Associate Chairs.
5. Oversees the Conference Committee and coordinates the LLN leadership conferences, including, but not limited to, identifying location, theme, dates, budget, and speakers.
6. Advises the Chair and LLN Board of Directors on timing, content, and venues for events and conferences.

B. Associate Chair, Technical Logistics and Support

1. Determines technical support requirements for LLN hosted events.
2. Oversees technical operations, manages applications, connectivity and cloud-based platforms required to successfully connect and engage members in LLN activities and events.
3. Ensures consistent and effective shared experiences to members using network, phone, and video technology and services.
4. Ensures technology infrastructure expectations and levels of service are met. Works with other Associate Chairs to assess feedback and continuously improve the technology solutions and services.
5. Advises the Executive Sponsor and Chair on the most effective and accessible technology.

C. Associate Chair, Professional Development

1. Develops a professional development and networking promotion section within LLN's web-based media.
2. Identifies professional and skill development content and makes recommendations to the LLN Board of Directors.

3. Responsible for development of LLN's leadership curriculum content, mentorship models, and programs, and in getting member and stakeholder input.
4. Identifies and develops formats and delivery options for professional development, to include web networking and engagement (virtual networking).
5. Identifies best practice web content and workforce engagement and networking strategies; develops and oversees the networking plan.
6. Oversee LLN regional development of professional development plans.
7. Coordinates speakers and trainers.
8. Explores and pursues professional and technical certification and competency partnerships.
9. Documents inspirational stories and content from speakers, LLN members, allies and others that encourage and motivate LLN members and allies.
10. Leads the Professional Development Subcommittee, which encourages professional growth by providing training, networking, and educational information.

D. Associate Chairs, At Large (2)

1. In consultation with the LLN Board of Directors, the Chair appoints the ad-hoc committees under special circumstances and may abolish them when tasks are accomplished or they are no longer necessary.
2. The ad hoc committees respond to current issues affecting the LLN membership and workforce.
3. The LLN Executive Committee accomplishes annual reviews of ad hoc committees to ensure the issues and relevance continue to be of importance.

E. Associate Chair, Planning

1. Works closely with the Director, Policy and Performance in the development of long-term goals and strategic objectives for the LLN, to include identifying, analyzing, and monitoring issues that affect growth, business objectives, and productivity of the LLN and business units.
2. With the Director, Policy and Performance, develops methods/metrics to measure effectiveness of LLN activities, programs and business units that can inform LLN leadership with data and analysis by which to make more informed and enlightened decisions.
3. Drives leadership decisions in prioritizing and planning new LLN programs or business units that result in improved performance and service delivery to the LLN and LLN's stakeholder communities.
4. Oversees overall operations and strategic implementation functions to include domains such as operational evaluation, business dimension communication and administration, reviewing and revising policies and procedures, as well as internal controls.

- F. Associate Chair, Membership and Outreach
1. The Membership subcommittee monitors membership, attendance, and representation, and manages logistics for general membership meetings.
 2. Builds partnerships within state agencies to recruit membership and make LLN's opportunities known to state employees.
 3. Develops membership campaigns, recruitment events, and supports LLN presence at state and other events where LLN can promote recruitment.
 4. Coordinates with Director of Communications and Marketing and Associate Chairs to develop and produce materials, tools, and communications for recruitment and member enrollment drives.
 5. With the Director of Policy and Performance, develops surveys, assessments and continuous improvement recommendations that assist in recruitment and retention of members.
 6. Develops and implements Regional Outreach in coordination with other Associate Chairs and committees. For example:
 - a) Recruits active leadership and identifies member engagement and service opportunities.
 - b) Drives Governor Boards and Commissions recruitments for appointments and service.
 - c) Drives regional LLN initiatives (example: diversity and inclusion, etc.).
 - d) Establishes LLN regional presence, develops and grows targeted outreach, recruitment, and business coordination pods.
 7. The Associate Chair, Membership and Outreach, will also appoint a public outreach subcommittee to promote LLN in the external environment, and to coordinate participation in public and OFM State Human Resources sponsored events.

- G. Associate Chair, Health and Wellness
1. Develops and implements the LLN Wellness Plan.
 2. Leads efforts that support State Human Resources and best practice wellness and health behaviors and develops an LLN Wellness and Activity Plan.
 3. Coordinates with other Associate Chairs to develop surveys, communications and wellness events to promote better health of our Latino workforce and support State Human Resources wellness events and efforts.
 4. The Health and Wellness committee expands knowledge of health and wellness with an emphasis on promoting healthy behaviors.
 5. Coordinates for the inclusion of behavioral health wellness awareness, education, training and "mental health first aid" to LLN members.
 6. Directs LLN's wellness activities, providing information, activities and coordinates health screenings to promote better health among its members, helping them understand how they can maintain a healthy lifestyle so they can be more productive in their responsibilities to carry out their agency's priorities and goals.

- H. Associate Chair, Diversity, Equity, and Inclusion (DEI)

1. Advises the chair and board of directors on DEI that brands LLN as a model culture and environment that reflect best practice of DEI and values.
2. Partners with other Associate Chairs such as the Chair, Professional Development and Associate Chair, Conference and Events to produce and provide DEI workshops/training.
3. Advises and develops LLN Board of Directors on making all LLN programs and engagement activities accessible, inclusive, compliant and welcoming for people with disabilities.
4. Coordinates with the Chair and Associate Chair, Professional Development on making DEI part of LLNs brand and culture.

V. Office of Financial Management / State Human Resources.

- A. Serves as an ex officio member of the LLN and provides assistance, consultation, guidance and recommendations as needed, serving as the LLN BRG Advisor.
- B. Serves as liaison between the LLN and OFM State Human Resources and coordinates with the LLN Sponsor and Chair on operations and policy matters that are a priority to the Governor.

VI. Meetings and Elections

- A. LLN may host semiannual General Membership Business Meetings.
 1. The purpose of the semi-annual general membership business meeting is to provide interim progress reports, hold learning and development events and to provide a platform and venue for the general membership to have their voices heard.
 2. These meetings promote the work of the LLN, provide membership recruitment opportunities, and highlight activities that contribute to the state's business objectives.
- B. Annual General Membership Business Meeting.
 1. This is a general business meeting to inform and report to the membership, hold elections for Executive Board officers and seek input, advice, and recommendations from the general members.
 2. Agenda items include items such as voting and report-outs to the membership from the Executive Board, Associate Chairs and Committees and any other topics deemed applicable to the LLN goals and mission.
 3. The structure of the annual general membership meeting includes multiple opportunities and venues, and provides a platform for the general membership to have its voice heard and acknowledged.
- C. The LLN Executive Board may convene extraordinary meetings.
- D. Elections occur during the LLN Annual General Membership Business meeting. Following the initial period of appointment of officers, elections occur as determined by the LLN Board of Directors.

- E. The Board of Directors, in consultation with the sponsor, will determine the offices for the first election and tenure of offices, to ensure continuity and sustainability of overall LLN operations and leadership.
- F. The Executive Committee appoints or re-appoints any Associate Chair positions with advice and recommendations from the Board of Directors. The Executive Sponsor may reserve an appointment of an unfilled position in consultation with the Executive Committee.

VII. Charter Ratification and Accountabilities.

- A. The LLN Executive Committee submits the charter for review of the LLN Board of Directors. Upon review, the LLN Executive Sponsor receives the charter for approval. The following occurs for charter ratification:
 - 1. Upon approval of the charter, LLN Board of Directors and Sponsor sign the charter. Included in the charter package submitted to OFM is an LLN BRG launch date request.
 - 2. The OFM business resource group (BRG) advisor receives the charter for OFM review. If additional detail is required, the liaison will notify the chair and discuss resolution of needed content.
 - 3. Upon approval of the charter, LLN and OFM State Human Resources will publicly announce this, to include the LLN BRG launch date.
- B. LLN Accountability:
 - 1. The LLN is accountable to the Executive Sponsor and Governor’s designees to fulfill objectives, work plan components and meet commitments undertaken under the mutually agreed terms of the charter.
 - 2. The LLN BRG will work towards key objectives such as employer of choice, recruitment, retention, workforce engagement and make policy recommendations to the Governor and State Human Resources.
 - 3. The LLN will seek to achieve business case objectives and work collaboratively with OFM and State Human Resources in supporting state sponsored workforce activities.
 - 4. Explore and develop innovative approaches, breakthrough methods and mechanisms to increase training and professional developmental opportunities for LLN members.
 - 5. Utilize innovative strategies and partnerships to deliver basic leadership training and professional development so that LLN BRG leaders may better prepare for and serve in their leadership capacities.
- C. LLN advises and makes recommendations to the Office of the Governor, OFM and State Human Resources designees, on how to best support the work of the LLN BRG. Examples of this include and are not limited to:
 - 1. Recommending policies, administrative procedures, and more effective approaches to communicate respective agency approval for workforce members to engage and participate in BRG activity with agency permission.
 - 2. Identify obstacles and make recommendations on obstacles to attendance and participation of workforce members in LLN BRG activities.

VIII. Operational Costs

- A. The LLN, in consultation with the Office of Financial Management (OFM), will seek to receive a share of funding from a consolidated enterprise budget when appropriated for administration by OFM for this purpose.
- B. The LLN shall also consult with OFM for approval to employ a cost recovery or other reasonable process for approved events or activities.
- C. In addition, the LLN shall seek and request internal financial sponsorship and resources from state agencies to support their workforce and LLN efforts.
- D. The LLN will collaborate with OFM State Human Resources in exploring, seeking and submitting grant or award funding requests.

IX. Dissolution

If the LLN should become dissolved and no longer a functioning entity, any resources or products will be turned over to an appropriate state agency or Latino support group in accordance with applicable WAC, RCW, and policies.

Respectfully submitted on December 21, 2018, to Governor Jay Inslee and his designated representatives, by the Latino Leadership Network Board of Directors, on behalf of our members and allies.

The signatures on the next page of the Executive Sponsor, current LLN Board of Directors reflect our unanimous agreement as the representative body for our members to receive chartered status as a State of Washington Business Resource Group and are part of the LLN Charter.

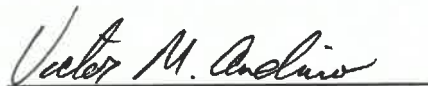
WASHINGTON STATE LATINO LEADERSHIP NETWORK
EXECUTIVE SPONSOR, BOARD OF DIRECTORS &
WASHINGTON STATE OFFICE OF FINANCIAL MANAGEMENT

WITH OUR SIGNATURES, WE RATIFY THIS CHARTER:




Executive Sponsor, Alfie Alvarado-Ramos



Juan Alaniz, Chair

Victor Andino

Abby Chavez

Tony Griego


Maria Siguenza

LLN LEADERSHIP



Marlene White, Vice Chair

Lolo Arevato

Veronica Hand

Rene Morales

APPROVED:



Altavia Jones, Office of Financial Management

Date: January 3, 2019