



AGENDA

Meeting #5 Saturday, May 19, 2018

[Tripp Scott, P.A.](#)

110 SE 6th St, Fort Lauderdale, FL 33301, Suite 1500

Parking & Arriving

- Six-story parking lot located on SE 6th Ct
- Take elevator to ground floor
- Then take lobby elevator to 15th floor

Mission

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

2018 HUF BOARD RETREAT

Saturday, May 19, 2018

Agenda

- 8-8:30AM** **Breakfast, Coffee, and Friendship**
- 8:30-8:45AM** **Welcome** - Chuck Tatelbaum
- Goals for the Day** - Lucia Rodriguez
- 8:45-9:00AM** **Update from 2017 Retreat: HUF Marketing** – Lucia Rodriguez
- 9:15-9:45AM** **Mission Moment + Program Update** – Felipe Pinzon
- 9:45-10AM** **Brief Break**
- 10:00-10:15AM** **Strategic Plan & New or Remaining Challenges** – Josie Bacallao
- 10:15-12:30PM** **Strategic Discussions** – Facilitated by James Mueller
- Question:** How can the board grow and adapt to assist HUF to expand its friends and influencer network?
- What for?**
- To help HUF grow the next generation of volunteers – board and committee
 - To help HUF grow Circle of Friends
 - To guide and fund HUF's work in Miami-Dade
 - To help HUF make systemic change through policy and advocacy
- 12:30-1:15PM** **Lunch**
- 1:15-2:15PM** **Presentations + Wrap-Up** - Facilitated by James Mueller
- Closing Remarks:** Chuck Tatelbaum
- 2:15-3:00PM** **Board Meeting & Planning Session Debrief**

Attachments FOR BACKGROUND INFORMATION ONLY

- **Updated Strategic Plan** *pgs. 1-8*
- **Board Member Scorecard through May 1** *pgs. 9-10*

Goal #	Committees	Status	2016-2020	Responsible	2016	2017	2018	2019	2020
1	Governance	Completed Exhibit 1	Recruitment: Develop a HUF Introduction Board Candidate Form which will provide the necessary information to do the research on names forwarded for Board candidacy. This form can further be used to capture names for committee membership or donor development.	Angie Stone					
2	Governance	Completed - Exhibit 2	Recruitment: A flow chart outline process – and who is responsible with timelines - and follow up process will also be developed for all candidates.	Angie Stone					
3	Governance	Completed - Exhibit 3	Recruitment: Finalize board recruitment process from exploratory to getting to know individual – to pre-qualifying individual and materials to be used to sell HUF	Angie Stone					
4	Governance		Recruitment: Build candidate file: minimum two candidates for every open position						
5	Governance		Recruitment: Invite past HUF Board Officers to join Governance Committee to assist with prospect interviews and vetting	Vice Chair					
6	Governance		Recruitment: Create a new group support group consisting of past Board members, donors and long term supporters to assist HUF with identifying board members, committee members and donor prospects	Maria Elena Ferrer					
7	Governance		Recruitment: Investigate formation of Young Professional Group by recruiting young professionals into HUF Organization	Christina Paradowski					
8	Governance	New Package Completed - Mentoring has NOT	Onboarding & Ongoing Education: Revise new Board Member Orientation: Create overall agency information package, in-depth agency program tour and implement board mentoring program	Barbarra Grevior					

Goal #	Committees	Status	2016-2020	Responsible	2016	2017	2018	2019	2020
9	Governance	Completed Process & Utilizing	Engagement: Develop process to create more strategic agendas for the board's monthly meetings (15-30 minutes discussions). Explore inviting subject matter experts 3-4 times per year. Create a calendar of topics for every board meeting.	CEO + Boad Chair + Gov Chair					
10	Governance	Completed	Accountability: Revise Board member scorecard and review quarterly- MONTHLY will be sent to Board Chair who will forward to Board Members						
11	Governance	Completed Process	Accountability: Conduct annual board and individual board member assessments (create process & assign responsibility)	Governance Chair					
12	Governance	Completed	Review and finalize current CEO Succession plan						
13	Governance	Completed	Share and review the CEO succession plan DRAFT with the board of directors for final approval						
14	Governance		Succession Plan for other major staff positions; leadership requirements for the organization	CEO					
15	Governance	Completed	Development plans for VP Program and Development Director	CEO					
16	Moved from Development		Tools & Resources: Every Board Member to participate in 2-hour program in-depth orientation during every of their 3 terms (3 times total during six year term)	Governance Chair					
17	Moved from Development		Tools & Resources: Determine process to train new board members on development and provide on-going refresher information (research "best in class" nationally)	Chairs: Governance + Development with Development Dir					

Item #	Committees	Status	2016-2020	Responsible	2016	2017	2018	2019	2020
1	Development Committee		Onboarding: Development Committee to meet with Governance Committee to determine “screener” for potential Board Members and a process to develop clear, achievable and measurable development goals for new Board Members	Gov. Chair + Development Chair					
			<i>Create prospective board member "screener"</i>						
2	Development Committee		Onboarding: Finalize toolkit and train all board members in first year and schedule annual refresher for existing board members (add to New Board Member on-boarding training)	Development Chair + Development Director					
			<i>Set up Annual board training schedule and process</i>						
3	Development - Committee with Staff	Completed for 2016	Goal Setting: Create individual development goals (part of larger board member commitment scorecard) – Work with Governance Committee to finalize						
4	Development HUF STAFF	Completed for 2016	Goal Setting: Meet and finalize individual board and board member commitments with every member (Recommendation: \$125K by 2020 from \$90K base in 2016 in pledges- 30% increase)						
5	Development-Move to Governance		Tools & Resources: Every Board Member to participate in 2-hour program in-depth orientation during every of their 3 terms (3 times total during six year term)						
6	Development-Move to Governance		Tools & Resources: Determine process to train new board members on development and provide on-going refresher information (research “best in class” nationally)	Governance Chair + Development Chair + Development Director					
7	Development Committee & HUF Staff		Tools & Resources: Review HUF development materials and agree on the “tool kit” to be provided to the board members	Development Committee & HUF Staff					
8	Development Committee	In Progress	Tools & Resources: Check-in with Board Members Semi-Annually on their development goals and address challenges – involve development committee board members for assistance						
9	Development - HUF STAFF	Completed	Accountability: Calendar quarterly development goals review						

Item #	Committees	Status	2016-2020	Responsible	2016	2017	2018	2019	2020
10	Development - HUF STAFF	Completed	Update job description and review with HUF team and Development Committee co-chairs						
11	Development - HUF STAFF	Completed	Secure consultant proposals and select consultants						
12	Development - HUF STAFF	Completed	Create hiring plan including documents to be used, outlets where position will be advertised, individuals with whom position opening will be shared and interview to hiring process, other screening tools, background check and negotiation process						
13	Development - HUF STAFF	Completed	Create on-board orientation for VP Development within HUF and with board members						
14	Development - HUF STAFF	Completed	Create ongoing (weekly, monthly) training/support for VP/Development with CEO and other key development team members						
15	Development - HUF STAFF	Completed	Create greet & meet annual calendar for VP/Development and board members and HUF funders						
16	Development - HUF STAFF	Completed	Create plan for community outreach for prospecting						
17	Development		Accountability: Report out to the board on an annual basis on board over-all fundraising performance including plan on how to continue momentum or correct direction						

Item #	Committees	Status	2016-2020	Responsible	2016	2017	2018	2019	2020
1	Finance		Create a plan to grow HUF's fundraising capacity so that the agency can increase its mission capacity by adding key revenue-generating personnel (in Development & Programs).	CEO					
2	Finance	COMPLETED	Leverage HUF's real estate assets by refinancing current debt (\$330K) and extract \$500K in equity for operating reserve (\$150K) and funding of Development, Finance and Program personnel (\$350K).						
3	Finance		Maintain and utilize the comprehensive financial model developed as part of the Strategic Planning process.						
4	Finance		Create a plan to grow HUF's reserves from 2.2 to three months in the next three years						
5	Finance	COMPLETED	Use \$150k of refinance for operating reserve.						
6	Finance		Develop EASY to read Monthly Dashboard with metrics for Finance/Programs and Development						
7	Finance	COMPLETED	Review HUF's usage of real estate assets to determine if HUF is able to better leverage this asset and a strong revenue stream for the agency						

Item #	Committees	Status	Action Items	Responsible	2016	2017	2018	2019	2020
1	Marketing	Completed	Branding: Conduct Research among KEY HUF stakeholders including board of directors, employees, clients, donors/funders and potential donors/funders)						
2	Marketing	Completed	Prepare document to present to potential funders to support the research and marketing implementation of the project						
3	Marketing	Completed	Create 35 th Anniversary plan to celebrate HUF anniversary						
4	Marketing	Completed	Implement Messaging Campaign to brand name decision. Plan will include brand and messaging training of staff and board						
5	Marketing		Create & Implement a comprehensive Marketing Plan + Communications Plan to refresh HUF Brand						
6	Marketing	new	Create Brand Guidelines Manual. Train staff and board on usage						
7	Marketing	New	Conduct brand inventory (all items which will need to be changed)						
8	Marketing	New	Support Advocacy Efforts with messaging (Using RiseAbove, VPSA tools (Values, Problem, Solution & Action) template						
9	Marketing	New	Revisit branding decision on retaining name. What are the results of the use of HUF? Can we fund research and marketing if we pursue name change?						
Updated by Committee: August 2017									

Item #	Committees	Status	2016-2020	Responsible	2016	2017	2018	2019	2020	Comments
1	Program	Completed	Research, develop and write a Theory of Change	SVP						
2	Program	In Progress	Create a programmatic decision tool to analyze the degree to which a new program aligns with the Mission.	SVP						
3	Program	Completed	Identify Broward County High Schools with a large number of immigrant students	SVP						
4	Program	In Progress	Meet with Children's Services Council, Chief Program Officer to share HUF's intent and discuss funding opportunities to serve high schools with a large number of immigrant students (requires an advocacy plan)	SVP		Plan	Submit	If Funded Launch		Several meetings have already taken place
5	Program	In Progress	Apply for funding to serve high schools with a large number of immigrant students	SVP		Plan	Submit	If Funded Launch		
6	Program	In Progress	Create a detailed plan to ensure all immigrants have access to all HUF programs and services (U4K, Citizenship, ESOL, EE, etc.)	SVP						USCIS approved expansion for Haitian-Creole Speakers for Citizenship
7	Program		Plan will include a cost-benefits analysis for current programs serving predominantly Hispanics	SVP & CFO						
8	Program	Completed	Plan will also include an "advisory board" formed by key community stakeholders to guide this process	SVP & CEO						
9	Program		Identify key community leaders and meet with them to establish HUF's role as a human service provider for the Haitian community	CEO & SVP						
10	Program	Completed	Services gaps: Identify service gaps in all core service areas	SVP						
11	Program	Completed	Services gaps: Prioritize service gaps	SVP						
12	Program		Services gaps: Create a plan to address services gaps	SVP						

Item #	Committees	Status	2016-2020	Responsible	2016	2017	2018	2019	2020	Comments
13	Program		Services gaps: Secure funding / establish new partner to address services gaps	SVP						
14	Program	Completed	Identify and secure school district data to determine Broward County area where there are large concentration of low-income immigrant families	SVP						
15	Program		Create an inventory of human service providers in Broward County areas where there large concentration of immigrants	Associate Prog Dirs						
16	Program	Completed	Identify service gaps in areas where low-income immigrants family live and work	Associate Prog Dirs						
17	Program		Create a plan to address service gaps in such geographic areas (identify potential government and foundation funding and key partners)	SVP						
18	Program		Deep analysis of Miami-Dade human services, service gaps in the immigrant community and funding available	SVP						
19	Program		Deep analysis of Palm Beach human services, service gaps in the immigrant community and funding available	SVP						

Report Card: Board Date: May 2018 (Jan-April)

Board & Fund Development Activity	Total/Activities to Date
1. Personal Gift (self or employer) of \$1,000.00 per calendar year	6 of 16 have made annual gifts
2. Secure a gift of \$2,500 from annual donation(s) or sponsorship(s) .	Fundraising: \$2,500 (1) goal of \$40,000 FYI - Corporate: \$55,000 (2)
3. Personally attend one Empowerment Tour per year. (Calendar and registration available online after launch of new website.	Angie Stone Al Quintana John Guerrero
4. Mission-Immersion: In-depth HUF program tour during first/1 year term. If re-elected, once during second/2-year term and once during third/three year term. (3 times total)	<ul style="list-style-type: none"> • Dan Herz • Daphne Maingot • Carolina Cardozo • Dr. Rolando Garcia
5. Make Stewardship phone calls to HUF donors – within 48 hours – of HUF receiving the gift. And communicate back to HUF on the call, hand-written note or email.	<ul style="list-style-type: none"> • January – Dan Herz, Angie Stone & Steve Sampier • February – Dr. Rolando Garcia & Dan Schevis • March- Carolina Cardozo & Hector Lima • April - Al Quintana & Christina Paradowski • May – Lucia Rodriguez & Emma Pfister
6. Introduce two individuals to HUF annually - invite to Empowerment Tour, meeting, breakfast, lunch or HUF Event. (Total 2 new introductions per year.)	<ul style="list-style-type: none"> • Willy Gomez – Introduced Maguana Jean (now on marketing committee) • Angie Stone – Introduced four Citrix staffers – returning in May for volunteer effort • Daphne Maingot – Introduced Crowe leader – coming to tour in May • John Guerrero – Four individuals during May Open House • Al Quintana – One individual during May Open House <p>Emeritus</p> <ul style="list-style-type: none"> • Dorn – new donor doing POE in May

<p>7. HUF Advocate: Reach out to elected officials on behalf of HUF and issues important to the agency’s clients.</p>	<ul style="list-style-type: none"> • Chuck Tatelbaum – Introduced new FTL Commissioner and setting up meeting in May • Dan Schevis – Calls to elected officials on advocacy issues
<p>8. HUF Ambassador: Support HUF sponsored activities to provide “face” for HUF. Commit to attend <i>at minimum</i> two HUF activities annually.</p>	<ul style="list-style-type: none"> • Lucia Rodriguez attended BB&T Strategic Planning Session • May Open House: Chuck Tatelbaum, Willy Gomez, Steve Sampier, John Guerrero, Christina Paradowski, Angie Stone ,Al Quintana
<p>9. Individual Board Member Goal(s): Options:</p> <ul style="list-style-type: none"> a) Join VP Development or CEO on donor/funder call b) Host a small event at your home /friend-raising c) Bring in-kind donation (office supplies, marketing services (design, PR, video production), advertising, event tickets for clients/staff, gifts for funders) d) Promote agency regularly on social media e) Other _____ 	<ul style="list-style-type: none"> • Steve Sampier – New Board Member Orientation; Interviews with all perspective board members; Assist with Strategic Planning process; Chair two committees (Governance & Program) • Chuck Tatelbaum Joined two major funder meetings – CITI and Humana • Chuck Tatelbaum – Hosted Circle of Friends event at home; Invited JB to NSU Ambassador breakfast (need to send new dates) • John Guerrero – Hosted HUF board meeting; Assisting HUF and UnidosUS with recruitment of Parkland activist for July 2018 Unidos Conference • Dr. Garcia – Hosted HUF board meeting & program task force meeting • Carolina Cardozo – Attended Circle of Friends thank you event • Willy Gomez & Dan Herz Attended Circle of Friends thank you event

Hispanic Unity of Florida
Board of Directors Meeting
AGENDA
Saturday, May 19, 2018

1. 2:15pm **Call to Order/ Roll Call** **Chuck Tatelbaum**
2. 2:20 **Development & Marketing** Willy Gomez & Shani Wilson **Information**
- Circle of Friends Open House –
 - **May Open House** Feedback *pgs.13-15*
 - **June CEO Dinner** – Update (Review online)
 - **Save the date:** Nov 7 – Second Annual Circle of Friends Reception
 - Updated Board Member Peer-to-Peer Donor pages
 - 5811 Awning – Need to fundraise \$6K OR need donation
3. 2:40 **Advocacy** – Dr. Rolando Garcia **Action**
- Approval of policy regarding immigration or ICE encounters *pg. 16*
4. 2:45 **Consent Agenda** **Action** **Charles Tatelbaum**
- Consent agenda items are items that may not need individual discussion and may be voted as one item. Any Board member wishing to discuss an item may move to have it considered individually.*
- i. Board Minutes April 2018 *pg. 17-18*
 - ii. Finance Committee Minutes – March 2018 *pg. 19-21*
 - iii. January 2018 Financials *pg. 22-27*
 - iv. February 2018 Financials *pg. 28-33*
 - v. Governance Committee Minutes – May 2018 *pg. 34-35*
 - vi. Marketing Committee Minutes, April 2018 *pg. 36-37*
5. 2:50 pm Executive Session
6. 3:00pm **Adjourn****

16 Active Board members /9 required for quorum and vote

Save the Date
Circle of Friends – June – CEO Dinner (FYI only)
Entrepreneur Summit, NSU – Friday, Sept. 28

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

BOARD MEMBER	May 2017	June 2017	July 2017	Aug 2017	Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018			
AKITI, Melida	P		No Meeting	No Meeting	Cancelled – Hurricane Irma	P	P	P	P	P	P	E			
CARDOZO, Carolina											P	P	P	P/T	
GARCIA, Rolando, Ph.D.									P	P	P	P/T	P	P	P
GOMEZ, Willy	P								P	P	P	P	P	P	P
GUERRERO, John	P								P	P	P	P	P	E	P
HERZ, Dan									P	E	P	P	P	P	P/T
LIMA, Hector	P (T)								P	P(T)	E	P	P	E	E
MAINGOT, Daphne										P	P	P	P	P(T)	P
PARADOWSKI, Christina	P								P(T)	P	P	P	P	P	P
PFISTER, Emma	E								P	E	P	P	P	P	E
QUINTANA, Al	P								P	P	E	P	A	P(T)	P
RODRIGUEZ, Lucia	P								E	P	P	P	P	P(T)	E
SAMPIER, Steve	P								P	P	P	P	P	E	P
SCHEVIS, Daniel												P/T	P	E	E
STONE, Angie												E	P	P(T)	P
TATELBAUM, Chuck	P								E	P	P	P	P	P	E
Total Board Members	13					15	18	18	16	16	16	16			
Present: P / T= Telephone	10					12	14	13	15	15	12	10			
Excused: E	3					2	3	2	1	0	4	6			
Absent: A	0					1	1	1	0	1	0	0			
Board Members Present	77%					80%	78%	83%	94%	94%	75%	63%			

HUF Talk Dinner: CEO Dinner, June 2018

What

Model: Jeffersonian Dinner Concept

Why

Goal: To deepen understanding and engagement of key issues facing HUF's work. This increased understanding will help HUF grow new advocates and strengthening ties to influencers and donors and funders.

Who

Engage Circle of Friends donors, major donors and funders in a conversation that is larger than HUF – but critical to HUF's mission.

Ideal group is 10-12 guests and 2-3 staff – maximum at a dinner that is no longer than 1.5 hrs. 6p-7:30pm

How

Pre-Question to make it a personal, thoughtful and to kick off conversation with something that will stir their emotions.

Pre-Question shared in advance and then used to kick off the dinner.

Please share with us the most moving immigrant story you've experienced or heard – it can be your own story, or your family's or a colleague or friend, even something you've read or heard in the news.

Discussion Question

How do you think we can best educate Broward County influencers and the business community on immigrant issues and increase understanding and support of immigrant issues? Whom should we engage? How?

A List -Invite all on this list until secure 10-14 participants

1. Bob Taylor, Major Donor
2. Kenny Tate, Major Donor **Chuck**
3. Rae Chorowski, Major Donor & Emeritus - **Willy**
4. Hector Lima, Major Donor & Emeritus - **Chuck**
5. Hiram Montero, Major Donor & Emeritus - **Willy**
6. Sion Tesone, Donor, American Dreamer Awardee
7. Cindy Arenberg-Seltzer, Major Funder
8. Kelly Vitale, Influencer
9. Kathleen Cannon, Major Funder and Influencer **Josie**
10. Bob Swindell, Influencer **Josie**
11. John Guerrero, Donor and Board Member – **Chuck**
12. Mayor Beam Furr, Influencer - **Steve**
13. Greg Haile, Funder & Influencer **Josie**
14. Jeff Hirsch, Influencer **Josie**
15. Kim Bentley, Major Funder and Influencer **John**

16. Penny Schaeffer, Major Funder and Influencer
17. Iwan Mohamed, Major Funder

Script for “Thought Leader” (Draft)

Script for Chuck & Josie To secure top 4 folks first

1. Kenny Tate, Major Donor **Chuck**
2. Bob Swindell, Influencer **Josie**
3. Greg Haile, Funder & Influencer **Josie**
4. Jeff Hirsch, Influencer **Josie**

In June, we are planning a “HUF Talk Dinner” to engage in open conversation about the issues that impact HUF’s mission.

The dinner will be limited to 14 individuals to allow for an intimate conversation where all can participate.

We do not have a specific “ask” or structure to the conversation, but we do have a theme or topic that impacts HUF’s work.

We will start the evening with a brief 15 min. welcome/reception and a question we’ve shared with all the attendees in advance.

The question for the June dinner will be to ask attendees to share a powerful immigrant story - a story of struggle or success, or one that is poignant. Their own story, their family’s story or something they’ve read or seen.

We are looking for personal insights and thoughtful commentary – that is all. Any other results will be a plus.

We wanted you, in particular, to participate because you are a (SELECT as many as apply) 1.A HUF supporter; 2. A HUF Partner; 3. An influencer) – and we value your input.

Would you be willing to participate in our first dinner?

If yes...say Thank you!

We are considering two dates – do both of these dates work for you?

*June 21 at 6.30 – until 8pm OR
June 14 at 6.30 – until 8pm*

Dinner will be at 15th St. Fisheries in a private room.

We are calling a few of the most important individuals we would like at the dinner.

In the weeks to come we will confirm the date and send all other details as well.

Thank you!

Second list

1. Andrew Wurtele (ask Rae) highly unlikely
2. Selima Khan, Memorial
3. Doria Camaraza, AMEX
4. Randy Prange, TrustBridge
5. Steve Feig (out on medical leave)
6. Carlos del Salto
7. Valeria Perez – CITI
8. Maria Escorcia– JPMC (either Citi or JPMC but NOT both)

Staff

1. Josie Bacallao
2. Chuck Tatelbaum
3. Felina Furer

HUF Policy and Protocol in Interactions with Immigration Agencies

POLICY

Hispanic Unity of Florida (“HUF”) has a policy to cooperate with government agencies and law enforcement. HUF also has a policy to ensure that our staff and clients are safe and protected when they use our facilities and services. HUF will take steps to the greatest extent possible under the law to protect our clients and their information. It is the policy of HUF not to allow agents or employees of U.S. Immigration and Customs Enforcement (ICE) or Customs and Border Protection (CBP) access to our facilities, records or information unless this is required by law or pursuant to a valid federal court warrant.

MINUTES
April 17, 2018
Hispanic Unity of Florida
Board of Directors Meeting

Call to Order

4:03pm called to order by Past-Chair, Willy Gomez.

Finance Andrew Fierman, Alberni Caballero & Company, L.L.P

John Guerrero shared with the board that the audited financial statements presented had been reviewed by both the Finance and Audit Committees. Andrew Fierman partner at the audit firm, reviewed the 2017 Financial Statements. He emphasized there were no issues completing the audits and no corrections were necessary. It was unqualified as a "clean audit."

Al Quintana moved to accept the 2017 Audited Financial Statements as presented. Steve Sampier provided the second and the motion passed.

Finance

Willy Gomez reviewed the background on our annual Broward County Public Schools Lease Agreement for BCPS's use of the 5811 building for ESL classes. The agreement had been deeply vetted by both staff and Catalina Avalos and her team at Tripp Scott.

Steve Sampier provided the motion to accept the BCPS Lease Agreement and Dr. Rolando Garcia provided the second. The motion passed.

Governance

Steve Sampier presented the two Board Member Emeritus Candidates as outlined in the two biographies of the work done by both individuals while at on the HUF Board of Directors.

Steve shared that Jorge had done an excellent job as Finance Chair and as a Board Member and had contributed in many and very deep ways to HUF's success.

Steve Sampier moved to accept Jorge Gonzalez as a Board Member Emeritus and Dr. Rolando Garcia provided the second. The motion passed.

Steve shared that Malena Dorn had been volunteering with HUF for more than 25 years – in addition to her work as Board Member during the past seven years.

Steve Sampier moved to accept Malena Dorn as a Board Member Emeritus and Angie Stone provided the second. The motion passed.

Board Self Assessments: Update from Angie Stone. Angie emphasized that it takes only takes five minutes to complete the assessment. Questions are rated and additional space is provided for comments. Angie will reach out to board members if it's not completed prior to the board retreat.

Willy reminded the board that the May meeting will be the board's annual retreat: May 18th dinner and May 19th. Thank you to Chuck Tatelbaum and Tripp Scott for underwriting the space, parking and lunch.

Daphne Maingot has accepted a job as CFO of a West Palm Beach auto dealership.

Willy congratulated John and Meryl Guerrero who were being honored with the Lifetime Award by In Jacob's Shoes.

Conflict of Interest forms: Josie Bacallao passed out the forms which she shared is for the 2018 annual update. Felina Furer will follow-up with all board members to ensure all are signed and submitted back to HUF.

Development & Marketing

Shani reviewed information on the upcoming Circle of Friends Open House—May 3rd at HUF. The event will be hosted in HUF's conference room from 5-6:30pm with appetizers and refreshments. We are expecting a turnout of 30-40 people to share the work we do. She asked that board members share the emailed invitation with their networks. Shani also will updating and emailing to the board members an updated peer-to-peer fundraising page to help fundraise for the Unity4Kids summer program. A few board members encouraged putting up slides or photos of contribution dollars at work, during the Open House.

Mari Naranjo shared and reviewed the launching of the Citizenship website. The site shows all classes in Miami-Dade and Broward. More Marketing with start next week with the assistance of Latin2Latin, Univision and Comcast distributing the press release. Mari mentioned finance coaching is also integrated into the curriculum with Citizenship.

Consent Agenda Motion:

Angie Stone moved to accept the consent agenda and AI Quintana provided the second. The motion passed.

Adjourned

Meeting ended at 4:50pm.

**Hispanic Unity of Florida
Finance Committee Meeting
March 22, 2018**

Attendance:

Members present: 2 Members phone: 4 Members excused: 2

Emma Pfister called the meeting to order at 8:35 am.

Financials:

Ms. Cielo stated auditors have been provided the financials and the notes after a review by Ms. Pfister and Mr. Nazur. Mr. Pinzon is currently working with the United Way and other providers for a community disaster case management for Broward County (Hurricane Irma). HUF has been awarded \$450K over a 2 year period. Although the budget is still in process, Mr. Pinzon anticipates that the net to HUF will be approximately \$55-60K towards administrative and shared costs as well as allocations for managerial personal. Off-site office space will be required with the rental cost included in the budget.

HUF December 2017 Financials

Ms. Cielo presented the financials. Moran's pledge of \$350K was received on the last day of December. Ms. Cielo stated the line of credit was expected to be paid off December 2017. However, the CSC payment was not received until January. The line was then paid off on January 16. In March the line will be accessed again to cover 3 payroll periods.

The 2017 loss was less than projected – (\$181K).

Motion:

The committee decided that no vote was required until the April 19th meeting after the audit committee and the board approved the year-end audited financials.

DECEMBER FINANCIALS

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain from Program Operations	480,262
2	Loss from Support Services	<u>(668,871)</u>

Inc(Dec) in UNR Net Assets \$(188,609) Operating Gain(Loss)

The year-end loss of (\$189K) was less by (\$63K) compared to the projected loss for the year of (\$251K).

- 1) Development over net projection by \$35K due to exceeding the revenue projection
- 2) Programs over net projection by \$28K

Program's total contribution year-to-date toward administrative and shared fixed costs to the agency totals \$1M. The Development area contributed \$254K year-to-date toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$98K) as a result of the following activities:

\$(414,136)	Inc/(Dec) in Net Assets
117,665	Depreciation, Provision for Uncollectible & Amortization of forgivable mortgages
448,594	Net cash provided (consumed) by operating activities
(115,383)	Investing Activities
<u>61,355</u>	Financing Activities
\$ 98,095	Inc/(Dec) in Cash

JANUARY AGENCY FINANCIALS

HUF January 2017 Financials

Ms. Cielo presented the January 2018 Agency Financials. HUF reported a gain \$50K more than projected primarily due to releasing sponsorships in TR. The budget includes projections to receive COMPASS grants both from CSC and TK Foundation. However, both grantors have been delayed in their approval process with the expectation that HUF will receive notification by the end of March.

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain from Program Operations	24,108
2	Loss from Support Services	<u>32,792</u>
	Inc(Dec) in UNR Net Assets	\$56,900 Operating Gain(Loss)

The year to date profit of \$57K was more by \$101K compared to the projected loss for the month of (\$45K).

- 1) Development over net projection by \$95K due to exceeding the revenue projection for the month
- 2) Programs net projection by \$6K

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$66K. The Development area contributed \$118K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$80K) as a result of the following activities:

\$(201,315)	Inc/(Dec) in Net Assets
9,965	Depreciation, Provision for Uncollectible & Amortization of forgivable mortgages
216,514	Net cash provided (consumed) by operating activities
(1,706)	Investing Activities
<u>(103,250)</u>	Financing Activities
\$ 79,793)	Inc/(Dec) in Cash

MOTION:

Mr. Nazur moved to accept the January 2018 financials. Ms. Mangot seconded the motion. The motion passed.

Draft Audited Financials at December 31, 2017

Ms. Cielo presented the Draft Audited Financials at December 31, 2017.

Accounts Receivable Status

Skipped over due to time, will review at next meeting.

FASB Reporting Change

Ms. Cielo presented the reporting change at December 31, 2017. A further analysis was distributed using CSC's Financial Viability test. The test's overall rating is very important to HUF due to large amount of support from CSC existing grants and two new ones coming up this year as the test is completed each time we submit an application for a new grant. We need to score a minimum of 14 total points to have no award limitations. Our score is 16 points using the 2017 results.

As noted in this test, our Liquidity Ratio is rated "Provisional" equal to 1 point. Our goal, then, would be to increase the liquidity ratio to "Acceptable" equal to 3 points; an increase of \$300K in UNR net assets. We need a plan in place agreed to by both the committee and the board by the end of June. Ms. Cielo stated a revised strategic financial plan and potential suggestions will be presented at the next meeting to initiate a discussion with the committee.

Future Meetings

April 19th will present new proposal for Required Check Signatures and June 21st will include a presentation by our insurance broker, Setnor Byer.

Meeting adjourned at 9:40 am.

HISPANIC UNITY OF FLORIDA

Financial Statements (Unaudited)

FOR ONE MONTH ENDING JANUARY 31, 2018

Prepared by: Prasad Valluri, March 5, 2018
Reviewed by: V. Cielo, March 5, 2018

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR ONE MONTH ENDING JANUARY 31, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	2018	2017	
Assets			
Current Assets			
Cash	\$ 1,007,130	\$ 1,086,923	Stmt Cash Flows - Pg 4; Detail - Pg 5
Grants receivable	240,113	276,755	
Unconditional promises to give, net	223,265	311,105	
Prepaid Expenses	48,264	54,195	
Total Current Assets	1,518,772	1,728,978	
Non-Current Assets			
Long-term unconditional promises to give	29,285	29,285	Pledge Schedule - Pg 10
Property and equipment, net	1,455,949	1,464,106	
Deposits and other assets	18,551	18,591	
Total Non-Current Assets	1,503,785	1,511,982	
Total Assets	\$ 3,022,557	\$ 3,240,960	
Liabilities and Net Assets			
Current Liabilities			
Accounts payable and accrued expenses	\$ 342,247	\$ 256,086	Aged AP - Page 11&12
Current portion of mortgages payable	40,753	40,753	
Line of credit		100,000	
Total Current Liabilities	383,000	396,839	
Noncurrent Liabilities			
Mortgages payable, net of current portion	711,356	714,605	
Total Liabilities	1,094,356	1,111,444	
Commitments and Contingencies			
Net Assets			Change
Unrestricted	914,188	857,288	56,900
Temporarily restricted	1,014,013	1,272,228	(258,215)
Total Net Assets	1,928,201	2,129,516	(201,315)
Total Liabilities and Net Assets	\$ 3,022,557	\$ 3,240,960	
Loss from Program Operations	24,108		
Gain from Support Services	32,792		
Increase (Decrease)	56,900		

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR ONE MONTH ENDING JANUARY 31, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	<u>2018</u>	<u>2017</u>
Cash flows from Operating Activities:		
Change in net assets	\$ (201,315)	\$ (414,136)
Adjustments to reconcile change in net assets to cash provided by operating activities:		
Depreciation	9,965	117,665
Provision for uncollectible promises to give		-
Changes in assets and liabilities:		
(Increase) decrease in grants receivable	36,642	(37,587)
(Increase) decrease in unconditional promises to give	87,780	506,365
(Increase) decrease in prepaid expenses	5,931	(9,428)
(Increase) decrease in security deposits and other assets	-	-
(Decrease) increase in accounts payable and accrued expenses	86,161	(10,757)
Total adjustments	<u>226,478</u>	<u>566,258</u>
Net Cash Provided by (Used in) Operating Activities	<u>25,163.17</u>	<u>152,122</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(1,706)</u>	<u>(115,383)</u>
Cash Flows from Financing Activities		
Borrowing (Repayment) of line of credit	(100,000)	100,000
Borrowing (Repayment) of mortgage notes	<u>(3,250)</u>	<u>(38,645)</u>
Net Cash (Used In) Provided by Financing Activities	<u>(103,250)</u>	<u>61,355</u>
Increase (Decrease) in Cash	(79,793)	98,095
Cash - Beginning of Year	<u>1,086,923</u>	<u>988,828</u>
Cash - End of Period	<u>\$ 1,007,130</u>	<u>\$ 1,086,923</u>
Supplemental disclosures:		
Interest paid during the year	<u>\$ 3,415</u>	<u>\$ 49,293</u>

Cash Detail

As of January 31, 2018

Unrestricted and Temporarily Restricted Cash:

Bank of America	Operating	27,475		
Bank of America	Payroll	3,330		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	3,000		
Bank of America	Business Savings	103,352	137,957	Unrestricted
Bank of America	TR Funds	869,173	869,173	Temporarily Restricted
			<u>\$ 1,007,130</u>	Total Unrestricted and Temporarily Restricted Cash

Temporarily Restricted Funds Schedule							
As of January 31, 2018							
			December 31,	Increase/		December 31,	
Awards Brought Forward to 2017			2017	(Decrease)	Additions	(Decrease)	2017
BB&T 2016-2018 3 year pledge 2018	CE	156	25,000.00	-			25,000.00
Citi Community Development 9/1/17 - 8/31/2018	VITA	632	95,408.36	(8,188.07)			87,220.29
CitiFoundation 5/1/17 - 4/30/2018	VITA	316	42,260.36	(9,639.76)			32,620.60
Community Foundation / Tate Family Found 6-30 2016-2021	U4K	173	15,000.00	-			15,000.00
Community Foundation / Tate Family Found 6-30 2016-2021	U4K	173	15,000.00	-			15,000.00
Community Foundation / Tate Family Found 6-30 2016-2021	U4K	173	15,000.00	-			15,000.00
Community Foundation 5/1/17 - 4/30/18	FE	506	22,914.76	(3,900.00)			19,014.76
Community Foundation 5/1/18 - 4/30/19	FE	506	42,500.00	-			42,500.00
Development	DEV	010	129,514.00	(129,514.00)			-
Emergency Funds	U4T	167	17,453.00	(6,534.28)			10,918.72
Emergency Funds	CWF	500	19,285.00	(5,885.00)			13,400.00
Humana - 07/01/2017 - 06/30/2018	PB	542	43,073.15	(9,743.79)			33,329.36
JP Morgan Chase 07/01/17-06/30/18	CWF	507	50,153.37	(7,332.40)			42,820.97
JP Morgan Chase 07/01/17-06/30/18	CE	631	54,835.38	(8,299.21)			46,536.17
Morgan Loan & Sav. Miami: Contract 12/1/17 - 11/30/18	CE	633	131,210.04	(10,522.94)			120,687.10
Moran Foundation 01/01/17-12/31/17	CWF	503	23,752.48	-			23,752.48
Moran Foundation 01/01/18-12/31/18	CWF	503	350,000.00	(28,251.00)			321,749.00
NALEO Educational Foundation 7/1/ 2017 - 6/3/2018	CE	606	20,700.18	(1,940.46)			18,759.72
NCLR - Retail 06/01/17 - 03/31/18	CWF	508	15,739.64	(4,470.47)			11,269.17
NCLR - Rico 02/01/17 - 01/31/18	PB	537	5,298.73	(9,454.77)			(4,156.04)
Silicon Valley/NCLR	Advoc/Dev	010	12,500.00	(2,083.33)			10,416.67
Target 9/1/17 - 8/31/18	U4K	181	82,748.28	(5,786.00)			76,962.28
UnidosUS - Comcast Dig. Innov 10/1/17 - 9/30/18	U4T	417	18,860.14	(2,046.62)			16,813.52
UnidosUS - Housing Counseling 10/1/17 - 9/30/17	FE	575	18,889.00	(4,198.36)			14,690.64
UnidosUS - STEAM 8/1/17 - 7/31/18	U4K	182	5,132.44	(425.00)			4,707.44
			1,272,228.31	(258,215.46)	-	-	1,014,012.85
<u>Awarded in 2018</u>							
			-	-	-	-	-
							\$ 1,014,012.85

HISPANIC UNITY OF FLORIDA, INC.

STATEMENT OF ACTIVITIES

FOR ONE MONTH ENDING JANUARY 31, 2018

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 6,884	\$ 34,178	(27,294)	\$ 6,884	\$ 34,178	(27,294)	Indiv \$4K; Farver Fnd \$1K; B Dues \$1K; Others \$1K
Donations - TR	35,000	307,344	(272,344)	35,000	307,344	(272,344)	U/Way Emg Fund \$30K; Sun Sentinal \$15K; Dec Accr (\$10K)
Satisfaction of Restrictions	258,214	(131,481)	389,695	258,214	(131,481)	389,695	
Fundraising Events	0	7,087	(7,087)	0	7,087	(7,087)	
Grant Income	208,136	227,013	(18,877)	208,136	227,013	(18,877)	EcDev \$7K; Educ (\$22K)K; CE (\$4K)
Interest Income	36	15	21	36	15	21	
Rental Income	3,942	4,001	(59)	3,942	4,001	(59)	
Voluntary Pre-K	60	2,428	(2,368)	60	2,428	(2,368)	
Fees & Miscell Income	27,163	15,401	11,762	27,163	15,401	11,762	U4K \$5K; CE \$2K; Sup \$5K
Total Revenues	539,435	465,986	73,449	539,435	465,986	73,449	
Expenses							
Salaries and benefits	348,342	372,783	(24,441)	348,342	372,783	(24,441)	Progr (\$35K); Support \$11K
Advertising	952	583	369	952	583	369	
Bank service charges	1,181	725	456	1,181	725	456	
Building repairs/maint	12,823	16,176	(3,353)	12,823	16,176	(3,353)	
Depreciation	9,967	9,966	1	9,967	9,966	1	
Dues Subscriptions	1,974	873	1,101	1,974	873	1,101	
Information Technology	2,666	3,183	(517)	2,666	3,183	(517)	
Insurance	4,013	4,382	(369)	4,013	4,382	(369)	
Interest expense	3,415	4,042	(627)	3,415	4,042	(627)	
Licenses and permits	0	63	(63)	0	63	(63)	
Mileage reimbursement	2,163	2,600	(437)	2,163	2,600	(437)	
Office expense	6,419	4,282	2,137	6,419	4,282	2,137	Support \$1K, Programs \$1K
Postage and shipping	564	569	(5)	564	569	(5)	
Printing	3,304	4,133	(829)	3,304	4,133	(829)	
Professional fees	10,619	10,678	(59)	10,619	10,678	(59)	
Program expenses	59,947	54,499	5,448	59,947	54,499	5,448	Offset by rev-EcDev \$12.1K; Educ (\$3.7K); CE (\$3K)
Public relations	1,624	2,083	(459)	1,624	2,083	(459)	
Rent	1,107	2,440	(1,333)	1,107	2,440	(1,333)	
Software	681	417	264	681	417	264	
Special fundraising events	344	2,667	(2,323)	344	2,667	(2,323)	
Staff events/meetings	0	325	(325)	0	325	(325)	
Staff training and development	768	3,701	(2,933)	768	3,701	(2,933)	
Telephone	5,809	5,509	300	5,809	5,509	300	
Utilities	3,853	3,773	80	3,853	3,773	80	
Total Expenses	482,535	510,452	(27,917)	482,535	510,452	(27,917)	
Increase (Decrease) in UNR Assets	\$ 56,900	(\$ 44,466)	101,366	\$ 56,900	(\$ 44,466)	101,366	

HISPANIC UNITY OF FLORIDA

Financial Statements (Unaudited)

FOR TWO MONTHS ENDING FEBRUARY 28, 2018

Prepared by: Prasad Valluri, April 3, 2018

Reviewed by: V. Cielo, April 15, 2018

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR TWO MONTHS ENDING FEBRUARY 28, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	2018	2017	
Assets			
Current Assets			
Cash	744,045	\$ 1,086,923	Stmt Cash Flows - Pg 4; Detail - Pg 5
Grants receivable	390,791	276,755	
Unconditional promises to give, net	279,774	311,104	
Prepaid Expenses	42,674	54,195	
Total Current Assets	1,457,284	1,728,977	
Non-Current Assets			
Long-term unconditional promises to give	29,285	29,285	
Property and equipment, net	1,454,653	1,464,107	
Deposits and other assets	18,512	18,591	
Total Non-Current Assets	1,502,450	1,511,983	
Total Assets	2,959,734	\$ 3,240,960	
Liabilities and Net Assets			
Current Liabilities			
Accounts payable and accrued expenses	374,250	\$ 256,085	
Current portion of mortgages payable	40,753	40,753	
Line of credit		100,000	
Total Current Liabilities	415,003	396,838	
Noncurrent Liabilities			
Mortgages payable, net of current portion	708,091	714,605	
Total Liabilities	1,123,094	1,111,443	
Commitments and Contingencies			
Net Assets			Change
Unrestricted	986,393	857,290	129,103
Temporarily restricted	850,247	1,272,227	(421,980)
Total Net Assets	1,836,640	2,129,517	(292,877)
Total Liabilities and Net Assets	2,959,734	\$ 3,240,960	
Gain from Program Operations	144,203		
Loss from Support Services	(15,100)		
Increase (Decrease)	129,103		

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR TWO MONTHS ENDING FEBRUARY 28, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	<u>2018</u>	<u>2017</u>
Cash flows from Operating Activities:		
Change in net assets	\$ (292,877)	\$ (414,136)
Adjustments to reconcile change in net assets to cash provided by operating activities:		
Depreciation	19,930	(74,871)
Provision for uncollectible promises to give		-
Changes in assets and liabilities:		
(Increase) decrease in grants receivable	(114,036)	(37,587)
(Increase) decrease in unconditional promises to give	31,332	506,365
(Increase) decrease in prepaid expenses	11,520	(9,428)
(Increase) decrease in security deposits and other assets	-	-
(Decrease) increase in accounts payable and accrued expenses	118,165	(10,757)
Total adjustments	<u>66,910</u>	<u>373,722</u>
Net Cash Provided by (Used in) Operating Activities	<u>(225,967.23)</u>	<u>(40,414)</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(10,397)</u>	<u>(77,153)</u>
Cash Flows from Financing Activities		
Borrowing (Repayment) of line of credit	(100,000)	100,000
Borrowing (Repayment) of mortgage notes	(6,514)	(38,645)
Net Cash (Used In) Provided by Financing Activities	<u>(106,514)</u>	<u>61,355</u>
Increase (Decrease) in Cash	(342,878)	98,095
Cash - Beginning of Year	<u>1,086,923</u>	<u>988,828</u>
Cash - End of Period	<u>\$ 744,045</u>	<u>\$ 1,086,923</u>
Supplemental disclosures:		
Interest paid during the year	<u>\$ 6,909</u>	<u>\$ 49,293</u>

Cash Detail

As of February 28, 2018

Unrestricted and Temporarily Restricted Cash:

Bank of America	Operating	20,521		
Bank of America	Payroll	3,330		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	3,000		
Bank of America	Business Savings	85,195	112,847	Unrestricted
Bank of America	TR Funds	631,199	631,199	Temporarily Restricted
			<u>\$ 744,045</u>	Total Unrestricted and Temporarily Restricted Cash

Temporarily Restricted Funds Schedule						
As of February 28, 2018						
			December 31,	Increase/		Increase/
Awards Brought Forward to 2018			2017	(Decrease)	Additions	(Decrease)
						February 28,,
						2018
BB&T 2016-2018 3 year pledge 2018	CE	156	25,000	-		25,000
Citi Community Development 9/1/17 - 8/31/2018	CE	632	95,408	(18,886)		76,523
CitiFoundation 5/1/17 - 4/30/2018	VITA	316	42,260	(27,042)		15,219
Community Foundation / Tate Family Found 6-30 2016-2021	U4K	173	15,000	-		15,000
Community Foundation / Tate Family Found 6-30 2016-2021	U4K	173	15,000	-		15,000
Community Foundation / Tate Family Found 6-30 2016-2021	U4K	173	15,000	-		15,000
Community Foundation 5/1/17 - 4/30/18	FE	506	22,915	(5,871)		17,044
Community Foundation 5/1/18 - 4/30/19	FE	506	42,500	-		42,500
Development	DEV	010	129,514	(129,514)		-
Emergency Funds	U4T	167	17,453	(13,069)		4,384
Emergency Funds	CWF	500	19,285	(11,770)		7,515
Humana - 07/01/2017 - 06/30/2018	PB	542	43,073	(24,727)		18,346
JP Morgan Chase 07/01/17-06/30/18	CWF	507	50,153	(15,041)		35,112
JP Morgan Chase 07/01/17-06/30/18	CE	631	54,835	(22,623)		32,212
Morgan Loan & Sav. Miami: Contract 12/1/17 - 11/30/18	CE	633	131,210	(25,999)		105,211
Moran Foundation 01/01/17-12/31/17	CWF	503	23,752	-		23,752
Moran Foundation 01/01/18-12/31/18	CWF	503	350,000	(72,200)		277,800
NALEO Educational Foundation 7/1/ 2017 - 6/3/2018	CE	606	20,700	(4,588)		16,113
NCLR - Retail 06/01/17 - 03/31/18	CWF	508	15,740	(12,627)		3,112
NCLR - Rico 02/01/17 - 01/31/18	PB	537	5,299	(5,299)		-
Silicon Valley/NCLR	Advoc/Dev	010	12,500	(4,167)		8,333
Target 9/1/17 - 8/31/18	U4K	181	82,748	(8,911)		73,837
UnidosUS - Comcast Dig. Innov 10/1/17 - 9/30/18	U4T	417	18,860	(10,534)		8,327
UnidosUS - Housing Counseling 10/1/17 - 9/30/17	FE	575	18,889	(8,397)		10,492
UnidosUS - STEAM 8/1/17 - 7/31/18	U4K	182	5,132	(717)		4,415
			1,272,228	(421,981)	-	-
						850,247
<u>Awarded in 2018</u>						
			-	-	-	-
						850,247

HISPANIC UNITY OF FLORIDA, INC.

STATEMENT OF ACTIVITIES

FOR TWO MONTHS ENDING FEBRUARY 28, 2018

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 30,991	\$ 34,166	(3,175)	\$ 37,875	\$ 68,344	(30,469)	Publix \$15K;Paradies of BC \$2K, Board Dues \$12K, Others \$1K
Donations - TR	0	32,344	(32,344)	56,945	339,688	(282,743)	Budget incl TK \$200K & UniD RICO \$75K - award delay
Satisfaction of Restrictions	163,765	145,204	18,561	421,982	13,723	408,259	see above
Fundraising Events	15,000	7,083	7,917	15,000	14,170	830	JPM-ES 2018 \$15K
Grant Income	277,037	227,013	50,024	485,172	454,026	31,146	Primarily CSC VITA offset by various grants
Interest Income	28	15	13	64	30	34	
Rental Income	3,942	4,001	(59)	7,884	8,002	(118)	
Voluntary Pre-K	145	2,428	(2,283)	205	4,856	(4,651)	Offset by tuition collected
Fees & Miscell Income	17,266	15,401	1,865	44,529	30,802	13,727	Civic \$1.4K;U4K \$7.2K;Sup \$5.1K
Total Revenues	508,174	467,655	40,519	1,069,656	933,641	136,015	
Expenses							
Salaries and benefits	328,501	372,783	(44,282)	676,842	745,566	(68,724)	Progr (\$72K); Support \$3K
Advertising	198	583	(385)	1,150	1,166	(16)	
Bank service charges	961	725	236	2,143	1,450	693	
Building repairs/maint	13,789	16,176	(2,387)	26,609	32,351	(5,742)	
Depreciation	9,967	9,966	1	19,928	19,933	(5)	
Dues Subscriptions	651	873	(222)	2,625	1,746	879	
Information Technology	3,201	3,183	18	5,863	6,366	(503)	
Insurance-D&O	4,134	4,382	(248)	8,146	8,764	(618)	
Interest expense	3,497	4,042	(545)	6,909	8,084	(1,175)	
Licenses and permits	203	63	140	203	126	77	
Mileage reimbursement	2,685	2,600	85	4,844	5,199	(355)	
Miscellaneous	(7)	(2)	(5)	(10)	(1)	(9)	
Office expense	6,130	4,284	1,846	12,705	8,567	4,138	Support \$3K, Programs \$1K
Postage and shipping	741	569	172	1,308	1,138	170	
Printing	4,907	4,133	774	8,214	8,266	(52)	
Professional fees	23,124	10,678	12,446	33,594	21,356	12,238	
Program expenses	32,514	25,989	6,525	92,561	80,488	12,073	Offset by rev-EcDev \$25.1K; Educ (\$8.2K); CE (\$4.8K)
Public relations	606	2,083	(1,477)	2,230	4,166	(1,936)	
Rent	1,105	5,296	(4,191)	2,211	7,736	(5,525)	
Software	285	417	(132)	965	834	131	
Special fundraising events	2,500	2,667	(167)	2,844	5,334	(2,490)	
Staff events/meetings	0	325	(325)	0	650	(650)	
Staff training and development	7,092	3,701	3,391	7,860	7,402	458	
Telephone	7,254	5,505	1,749	13,066	11,013	2,053	
Utilities	3,883	3,773	110	7,743	7,546	197	
Total Expenses	457,921	484,794	(26,873)	940,553	995,246	(54,693)	
Increase (Decrease) in UNR Assets	\$ 50,253	(\$ 17,139)	67,392	\$ 129,103	(\$ 61,605)	190,708	
			Program	144,203			
			Support	(15,100)			
				129,103			

**Governance Committee Meeting Minutes
May 4, 2018**

Present:

**Steve Sampier, Josie Bacallao, Felina Rosales-Furer.
On the phone: Angie Stone, Melida Akiti & Christina Paradowski**

Excused:

Maria Elena Ferrer, Barbara Grevior, Shani Wilson

Next Steps/Action Items:

1. Christina Paradowski and Steve Sampier will work on recruiting Elizabeth Perez together. Steve and Melida Akiti will meet with Nicole Krauss. Angie Stone & Steve are going to meet with George Mihaiu.
2. Angie Stone will be calling all board members who have not completed their board member assessment.
3. Christina will be sharing the list next week a list of the six potential young professionals recruited by HUF in the past 18 months.
4. Christina is still working on the Bylaws. She will send them to Chuck Tatelbaum next week for his review. The committee will review them in June and if completed, plan on reviewing it with the board at the June board meeting.

Discussions:

1. Approval of April 2018 minutes.
Motion: Angie Stone. Seconded by: Christina Paradowski.
2. General Comments from the Chair, Steve Sampier. Malena Dorn and Jorge Gonzalez were very pleased to be considered as Board Emeritus.
3. Board/Committee Candidates. Steve hopes to have up to three more board member prospects by June. Josie Bacallao suggested another committee member participate with Steve during the interviews with the prospective board members. It would amplify the work the committee could do if more conducted these interviews. Melida Akiti offered to participate. She suggested he reach out to her assistant, Phyllis James who can set up a breakfast, lunch or a dinner meeting. Angie also is willing to assist. Steve is currently helping Lucia Rodriguez with Monica Torres. Steve had a conversation with George Mihaiu, but his current issue is time. Although, he is interested in Fund Development "Friend Raising" to help introduce us to more people. Chuck introduced us to George. Christina and Steve will work on Elizabeth Perez together. Steve and Melida will meet up with Nicole Krauss. Angie & Steve are going to team up together for George. Keep an eye on those on committees; Heather Davidson the Director of Policy at United Way is now on our Advocacy committee – she may be a future board candidate.
4. Status of Board Member Self- Evaluation (Angie Stone). Only six have been completed at this time. Angie will be calling all those who have not completed their assessment.
5. Status of Young Professionals (Christina Paradowski). Going to get the list to Governance next week. She needs to reestablish a few more of those relationships and call them. There are 6 contacts. Melida's daughter (new lawyer) would like to be part of the group too.
6. Status of Bylaw Update (Christina Paradowski). Still working on them, she hopes to send them to Chuck next week for his review. June review and vote on optional second year. Melida is in favor of a two year term; she believes it will strengthen the board. Steve believes there will be a broad discussion on this topic.
7. Board Member Training Discussion. This would be to help the board members, over time we will need to develop a training program.
 - a) Board Member vs. Staff Functions. Steve shared that sometimes hard to figure out where staff and board's job is to start and stop. Board Members have to not over step their bounds and not get into the weeds, per his own experience.
 - b) Executive Committee Responsibilities. Needs to be clear of what the expectations and the roles are, we should go over those in future. What would be the best way to do so? Do other boards have an orientation

for executive committee? Melida says this is a board management issue. Board Source is a great book that provides training on the role of board, etc. Melida mentioned at the same time, we have to be careful about time commitment.

8. Other Business:

- a) Board Emeritus Engagement (Maria Elena Ferrer). Not present today to discuss.
- b) Board Retreat. From Chuck and Lucia's feedback, we will have a dinner May 18th. Agenda is almost complete; it is intended to generate high-engagement. James Muller will be the facilitator. There also will be breakout sessions of smaller groups.
- c) Governance Strategic Plan. Josie has asked for updates of the plan per committee. Steve reviewed the plan with the committee. No changes were made.

Next Meeting:

Friday, June 1, 2018 @9am.

Steve will be providing his fabulous breakfast.



Marketing Committee Meeting Minutes

May 2, 2018

Present: (In person) Lucia Rodriguez, Josie Bacallao, Mari Naranjo, Shani Wilson, Felina Rosales-Furer, Denisse Barrios, Becky Leung and Maguana Jean (on the phone)

Excused: Michael Farver, Al Quintana, Maria Alexandra Sanchez, Marilyn Oliva, Mindy Figueroa and Monica Torres

Next Steps/Action Items:

1. Mari Naranjo will ask Yauheniya Nechyparenka if Sergio Pino on citizenship team can assist with Instagram postings.
2. Lucia will talk to Al Quintana about the op-ed piece for citizenship for Josie.
3. Denise Berrios may have a contact at FIU (School of International Political Affairs) and will share with the department head contact. This is in regards to COMPASS paper.
4. **Approval of March 2018**
Maguana Jean moved to approved the March minutes. Lucia Rodriguez provided the second. The item passed.
5. **Approval of April 2018 Minutes**
Maguana Jean moved to approve the minutes and Becky Leung provided the second. The item passed.
6. **Marketing and Communications Workshop.** Lucia read over what was discussed at the past two workshops and the outcomes.
7. **Committee Areas of Focus and next steps.** Logical next step is to confirm that what is being discussed is what is needed for committee prior to creating sub-committees. Three areas that tie to the strategic plan are: 1. create marketing and communication plan; 2. digital marketing plan and; 3. assist with the CRM. Revisiting the brand again is also needed. Support program efforts (Compass and Citizenship) are also key components.
8. **CRM.** Mari Naranjo shared HUF staff is not ready to work on CRM prior to presenting to committee due to changes in staffing and anticipated leave. Becky Leung agreed, staff would have to provide information and have time to with her and others in the sub-committee. Josie Bacallao shared that Marketing and Development does not have the capacity until first quarter 2019 to create the sub-committee to support the CRM project. Becky will be happy to help with budgeting of CRM as well as potential university partners for assistance, when the time is right.
9. **Citizenship Program Expansion.** We have to work with sponsorship partners and be detailed about logos, etc. Lucia offered Mari Naranjo and HUF the Comcast PSA that can be targeted at the neighborhood level. What the best way to use this asset? We can run in both counties or not and have a targeted message. Latin2Latin is helping with promotion starting next week. Mari to take the lead on this with assistance from Lucia and Latin2Latin. First, HUF needs to know what Comcast is offering (length and frequency of the PSA's and best timeframe.) → **Mari will then make a recommendation to the marketing committee on how to best utilize the PSA's.**
10. Miami Herald invited Josie to write an op-ed on Citizenship in Miami. Josie would like committee's guidance on potential angles. → **Lucia will speak to Al Quintana about the op-ed.**
11. Josie asked Becky for assistance with a paper regarding COMPASS. NSU, FIU, looking for cross discipline. Denise Berrios may have a contact at FIU (School of International Political Affairs) and will share with the department head contact. → **Becky and Denisse will provide contact information to Josie.**
12. **Digital Marketing.** Digital transformation means to become more knowledgeable about trends and change the organization holistically. Digital will not be a sub-committee rather worked on by entire committee. We would have to start with mapping what we do to get to the CRM and then identify more digital capabilities. Monica Torres has offered to help with the tools and guidance.



13. Discussion around alignment with HUF's needs and expectations

Need for communication plan at end of year separate from Marketing plan. Lucia wants to have and create a 5 slide power point to be able to share with the board. **Update:** → **Lucia will present five slides at the Board's Annual May retreat.**

14. Discussion on Sub-Committees

CRM to be created in first quarter 2019.

Next Meeting:

Wednesday, June 6, 2018 @ 8:30am