



# AGENDA

## Meeting #6

June 12, 2018

Hispanic Unity of Florida  
5840 Johnson Street  
Hollywood, Fl 33021

**Tuesday**, June 12, 2018 -- 4:00 p.m.

### Mission

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

**Hispanic Unity of Florida**  
**Board of Directors Meeting**  
**AGENDA**  
**Tuesday, June 12, 2018**

**We will start the meeting promptly at 4pm**

1. 4:00pm **Call to Order/ Roll Call** **Lucia Rodriguez**
  
2. 4:05 **Presentations** Chair-Elect, Lucia Rodriguez **Information**
  - Board Member Emeritus: Induction to HUF's Hall of Service, Malena Dorn & Jorge Gonzalez *pg. 1-3*
  - Thank you to Victoria Pinilla, Public Policy & Advocacy Fellow
  - Meet Denisse Berrios, Donor Relations Associate
  - Mission Moment: Lucia Rodriguez, Report on visit to Unity 4Teens program
  - Member to Member Meet-UPS – Feedback
  
3. 4:30 **Governance** Governance Chair, Steve Sampier
  - Board Chair Term (Steve Sampier) **Action** *pg. 4*
  - Board Self-Assessments (Angie Stone) **Information** *pg. 5*
    - Board Report Card Jan-April 2018 *pg. 6-7*
    - Program Immersion Information (Felina Furer) *pg.8-9*
    - [Leading With Intent](#) – Highlights from Report *pg.10-12*
  - Review & Discuss Remaining Retreat Next Steps *pg. 13*  
*Chuck Tatelbaum will cover these two items if he is able to join the meeting via phone.*
    - Board Meetings: Discussion on duration (Chuck Tatelbaum) **Action**
    - Committee Meeting report out (Chuck Tatelbaum) **Discussion**
  
4. 5:30 **Finance**, Committee Chair, Emma Pfister
  - Policy P509 HUF Employee and Family Participation in Programs **Action** *Distributed Separately*
  
5. 5:40 **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. Al Quintana Resignation & HUF Thank you letter *pg. 14-15*
  - ii. Board Minutes -May 2018 *pg. 16*
  - iii. Finance Committee – April 2018 Minutes *pg. 17-18*
  - iv. **Approve new healthcare vendor – Florida Blue** *pg. 19-20*
  - v. Approve Policy F122. Check Signers *pg. 21-22*
  - vi. *CURRENT Policy F122 Check Signers – FOR REFERENCE ONLY* *pg. 23*
  - vii. Finance Committee – May 2018 Minutes *pg. 24-25*
  - viii. March 2018 Financials *pg. 26-31*
  - ix. Governance Committee Minutes – June 2018 *pg. 32-33*
  - x. Public Policy & Advocacy Committee Minutes - May 2018 *pg. 34-35*
  - xi. Marketing Committee Minutes – May 2018 *pg. 36-37*
  
6. 5:50 **Executive Session**
  
7. 6:00 pm **Adjourn**

*15 Active Board members /9 required for quorum and vote*

**Save the Date**  
**Entrepreneur Summit, NSU – Friday, Sept. 28**

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

BOARD MEMBER	June 2017	July 2017	Aug 2017	Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018			
AKITI, Melida		No Meeting	No Meeting	Cancelled – Hurricane Irma	P	P	P	P	P	P	E	E			
CARDOZO, Carolina										P	P	P	P/T	P	
GARCIA, Rolando, Ph.D.								P	P	P	P/T	P	P	P	P
GOMEZ, Willy								P	P	P	P	P	P	P	P
GUERRERO, John								P	P	P	P	P	E	P	P
HERZ, Dan								P	E	P	P	P	P	P/T	E
LIMA, Hector								P	P(T)	E	P	P	E	E	P
MAINGOT, Daphne									P	P	P	P	P(T)	P	P
PARADOWSKI, Christina								P(T)	P	P	P	P	P	P	P
PFISTER, Emma								P	E	P	P	P	P	E	P
QUINTANA, AI								P	P	E	P	A	P(T)	P	E
RODRIGUEZ, Lucia								E	P	P	P	P	P(T)	E	P
SAMPIER, Steve								P	P	P	P	P	E	P	P
SCHEVIS, Daniel											P/T	P	E	E	P
STONE, Angie											E	P	P(T)	P	P
TATELBAUM, Chuck								E	P	P	P	P	P	E	P
<b>Total Board Members</b>								15	18	18	16	16	16	16	P
<b>Present: P / T= Telephone</b>					12	14	13	15	15	12	10	13			
<b>Excused: E</b>					2	3	2	1	0	4	6	3			
<b>Absent: A</b>					1	1	1	0	1	0	0	0			
<b>Board Members Present</b>					80%	78%	83%	94%	94%	75%	63%	81%			

**Hispanic Unity of Florida, Inc.**

**Job Description Board Member Emeritus**

Board Member Emeritus is the highest honor bestowed by Hispanic Unity to a Board Member who has made an extensive contribution to our organization over the life of their service to Hispanic Unity.

A Board Member Emeritus SHALL:

1. Have been a board member for at least 5 years
2. Have served at least one term as Chair of the Board and/or be a Founding Member  
(exceptions may be voted on by the board of directors)
3. Be named because of tireless and selfless service over their tenure as Board Member
4. Be invited to all board meetings and special events
5. Not have the right to vote
6. Have lifetime membership to the organization
7. Not pay dues for life (however, gifts to HUF will be welcomed)
8. Have the right to address the Board on issues
9. Be elected by the Board
10. Receive this honor during a board of directors meeting and be recognized on HUF's website and digital media

**Last Updated:** August 2002

## February 2017 Board Meeting

### Board Member Profile: **Jorge Gonzalez**

Jorge joined the HUF board on September 2010. He has served HUF as its Treasurer and Finance Committee Chair since Jan 2012.

In 2016, just as his six year term was nearing to completion, Jorge was asked if he could serve an additional year as Treasurer and Chair of the Finance Committee. Jorge was asked to do this just as he announced his retirement from JM Family Enterprises as their Vice President of Corporate Taxes.

Jorge, has not only kept an eye on HUF's finances – he also has played other important roles.

- Jorge recruited three new finance committee members to serve on that committee – two of which remain after nearly four years and one of whom joined the HUF Board, Rolando Mora.
- Jorge has hosted dinners to introduce HUF to new potential donors.
- He has tapped his network and asked them to contribute to HUF
- He was a key player in working with HUF (and advocating for us behind the scene) with The Jim Moran Foundation. The foundation gave HUF's its largest private foundation of \$350,000 per year for three years – or \$1.05M. And most recently made another two year - \$350,000 pledge totaling \$700,000.
- Most recently he participated deeply in HUF's 5-year strategic plan

Jorge has been an excellent HUF Ambassador – calling to thank donors for their contributions to HUF.

Jorge is a husband and a father of two successful young men. And, he also is an exceptional human being. In 2015 he donated one of his kidneys to his wife, Maria!

He is now enjoying retirement, in addition to private French lessons he takes apart HUFs financials and he and Virginia have a lovely time discussing performance ratios.

We also now know him as one of HUF's premiere dessert chef. He makes a mean flan and key lime pie.

## April 2017 Board Meeting

### Board Member Profile: **Malena Dorn**

Malena joined the HUF board in 2011. However, Malena has been involved with HUF – often in the background –for more than 25 years.

In the late 1990's Malena *Mendez* (as she was called previous to becoming Mrs. Dorn), was an indispensable partner to then board member, Josie Bacallao. Josie was asked to take over and revive HispanicFest which the previous year had LOST money. Josie reached out to Malena who helped identify potential funders and assisted with overall event logistics. The event – pulled together in four months – had a positive gain.

Malena over the years was a Gala Committee volunteer and a mentor to both Josie and Margaret Sanchez in development.

Malena has contributed in many ways to HUF's success:

- She currently serves on the development committee (as a former board member) where most recently she has researched other organization's individual giving benefits
- She assisted in creating the benefits for the Circle of Friends program
- She has been the board's social director – planning and coordinating several get together.
- Malena created a fundraiser for HUF with a local restaurant
- Malena has been the board's Santa Clause – leading for several years, the board's Unity 4Kids Holiday Gift-Giving
- She has responded to our many client "emergency" appeals
- She has donated tickets to big shows to HUF clients and HUF staff
- Malena has hosted HUF board members at the Broward Center for board meeting and cocktail parties
- Malena has attended HUF's Empowerment Tours, introduced new people to HUF, thanked our donors, participated in in-depth program visits and represented HUF as an Ambassador at numerous events throughout the years.

Malena is known for incandescent warmth and charm, for her love of all things in the Keys and for her straight talk.



And, she read to our kids and entertained all for HUF!



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**MEMORANDUM**

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**TO:** Charles Tatelbaum, HUF Board Chair  
Josie Bacallao, HUF President/CEO

**FROM:** Steve Sampier, HUF Governance Committee Chair

**SUBJECT:** Governance Committee Request for June 12, 2018 Meeting Agenda

**DATE:** June 5, 2018

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The purpose of this memorandum is to request the Board consider an item from the Governance Committee at the upcoming June Board meeting.

The Governance Committee has spent several meetings discussing options for term limits associated with the executive positions of Chair, Chair Elect and Vice Chair. Our recommendations are as follow:

1. Change the terms of the Chair and Chair Elect to 1 year terms with an optional 2<sup>nd</sup> year.
2. Eliminate the Vice Chair position.

Starting with the election of officers just prior to the present officers, we amended our bylaws to allow for a 1 year term for the Chair and Chair Elect. To maintain smooth transitions, we also added a new position of Vice Chair. We have found, however, that 1-year terms make it extremely difficult to identify the number of appropriate candidates for these three positions. Even as we work hard to recruit and expand the total number of Board members, we recognize the present situation as problematic. After extensive discussion of 2 year vs. 1-year terms, we recommend 1 year with a 2<sup>nd</sup> year option to maintain the flexibility necessary to recruit strong leadership.

Given the likelihood that we will see more 2-year terms in the future we recommend elimination of the Vice Chair position. It should be noted, we have essentially been unable to fill this position since it was created. Although Lucia Rodriguez was technically elected to the position, it was so late in the term, she did not begin to fulfill the duties prior to being elected Chair Elect.

We request conceptual approval only at this time and should the Board agree, or approve an alternative, we will write the decision into the Bylaw update we are working on and come back to the Board for a full Bylaw review.

# Assessment results from board members on their individual & overall board contributions

Attendance		Annual HUF Program Participation (min. 2 hrs)		Strategy Input, Decision Making, and Policy		Committee Participation		Fund-raising		Stewardship		Agency's Staff Support
Individual	Board	Individual	Board	Individual	Board	Individual	Board	Individual	Board	Individual	Board	
1	1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1	1
1	1	1	1	1	1	1	1	1	1	1	1	1
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2	2	3	2	2	1	2	2	3	3	3	2	1
2	2	3	3	2	2	2	2	3	3	3	2	1
2	2	3	3	2	2	2	2	3	3	3	2	1
2	2	3	3	3	2	3	2	3	3	3	2	1
2	2	3	3	3	2	3	2	3	3	3	2	2



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

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

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

**Hispanic Unity of Florida**  
**Programs and Services**

**Education**

1. English classes for Speakers of Other Languages (ESOL) (Classes taught by Broward County Public Schools)
  - a. Mondays through Fridays – 8am to 1:30pm
  - b. Mondays through Thursdays – 5pm-9:15pm
2. Pre-School (Licensed Pre – K & VPK for 3 – 5 year olds)
  - a. Mondays through Fridays from 7:30 am to 6 pm
3. Youth Development Program – After School & Summer School services (11 – 18 year olds)
  - a. Mondays through Thursdays at five schools. Monday through Friday at one school.
  - b. Hours vary by school
  - c. Four middle schools located in Hollywood and Dania Beach and 2 high schools located in Miramar and Fort Lauderdale
4. Family Strengthening (Child Abuse and Neglect Prevention)
  - a. Next cycle starts on July 10<sup>th</sup> with Apollo Middle School families July 11<sup>th</sup> with Unity4Kids Preschool families
  - b. Tuesday & Wednesday from 6 to 8 pm (10 consecutive weeks)

**Civic Engagement**

5. Citizenship Classes
  - a. Currently in Cycle 4 which started May 14<sup>th</sup>, 2018
  - b. Tuesdays and Thursdays from 6 to 8:30 pm (8 consecutive weeks) at Casa San Juan
6. Immigration Legal Screening Clinic is on June 23<sup>rd</sup> at HUF

**Economic Development**

7. Center for Working Families: Orientations begin June 5th for the workshops
  - a. Next financial and employability skills workshop:  
- Spanish Workshop– June 19<sup>th</sup> -21<sup>st</sup> 9:00am-2:00pm at Casa San Juan
8. Vocational Skills Training
  - a. The next training orientation for the Bridge Program is July 2<sup>nd</sup>
  - b. The next vocational training is scheduled July 9<sup>th</sup> -19<sup>th</sup> at Sheridan Technical College from 9am-4pm (both weeks).

**Just let us know when you want to tour a program**  
**Email Felipe Pinzon at [FPinzon@hispanicunity.org](mailto:FPinzon@hispanicunity.org) or call him at 954.257-5473**

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# KEY FINDINGS

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- 1. Boards are no more diverse than they were two years ago and current recruitment priorities indicate this is unlikely to change.** Despite reporting high levels of dissatisfaction with current board demographics — particularly racial and ethnic diversity — boards are not prioritizing demographics in their recruitment practices. Nearly a fifth of all chief executives report they are not prioritizing demographics in their board recruitment strategy, despite being dissatisfied with their board’s racial and ethnic diversity. (Read more on pages 12-14.)
- 2. Boards are starting to embrace their roles as advocates for their missions, but stronger leadership is still needed.** More than half of all boards are actively working in concert with staff leadership to educate policymakers on behalf of their organization, but most organizations do not have formal policies around advocacy. Both chief executives and board chairs cite board member ambassadorship as a top three area for board improvement. (Read more on page 43.)
- 3. Strong understanding of programs is linked to stronger engagement, strategy, and external leadership — including fundraising.** The board’s knowledge of the organization’s programs relates to board performance in several key areas: strategic thinking and planning, commitment and engagement, and fundraising and community outreach. This points to the importance of cultivating a deep understanding of the organization’s programs and operating environment through ongoing board education. (Read more on page 38.)
- 4. Boards that assess their performance regularly perform better on core responsibilities.** Boards that assess themselves get higher grades across all areas of board performance. Emphasizing the importance of regular board assessment, boards that assessed their performance more recently (within the past two years) report higher performance scores than those that assessed less recently. (Read more on pages 40-41.)
- 5. Chief executives and board chairs agree that the board has an impact on organizational performance, and that two particular board characteristics matter most: the board’s understanding of its roles and responsibilities, and the board’s ability to work as a collaborative team toward shared goals.** For both chief executives and board chairs, these two characteristics strongly correlate to their perceptions of the board’s overall impact on organizational performance. While there is no evidence that this relationship is causal, it does document a perceived connection between board performance and organizational performance, and may point to high-leverage opportunities for board development and growth. (Read more on pages 44-45.)

# OPPORTUNITIES FOR REFLECTION

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*Leading with Intent* identifies many opportunities for board development and reflection. As you consider how these opportunities relate to your board's people, culture, work, and impact, BoardSource offers the following suggestions for board reflection and consideration.

## **1 Help your board cultivate a deeper understanding of your organization's work.**

Make it an ongoing priority to deepen your board's understanding of your organization's programs — what you do, why it matters, and how you know you are having an impact. To understand your starting point, reflect on the following questions with your governance committee members, or whichever group of board leaders has responsibility for board self-management:

1. To what extent do each of our board members understand our programs? Is the level of understanding strong enough to give us confidence about our ability as a board to make strategic decisions about our organization's future?
2. How effectively are we creating opportunities for board members to experience our programs and/or hear from those we serve? Does our approach to board education include enough "show," instead of just "tell"?
3. If our chief executive left the room during a board meeting, would board members be able to continue a robust discussion about what we have prioritized programmatically and why?

## **2 Create opportunities to build your board's comfort with and engagement in providing leadership outside of the boardroom.**

Think strategically and creatively about how to position board members for stronger leadership outside the boardroom through fundraising, advocacy, and broader community outreach. Consider asking each board member to reflect on the following as part of a full board conversation or another appropriate forum:

1. What makes you proud about your affiliation with our organization? How do you know that our work matters? Why and how does it matter to you personally?
2. How many of the people in your life — family, colleagues, neighbors, or others — know about your board leadership with our organization? Fundraising aside, how comfortable are you talking with them about the work that we do and why it is important to you?
3. If elected officials and other decision makers in our community knew of your involvement with our organization, would they be more interested in learning about our organization's work? How could you leverage this connection to strengthen our organization's impact or defend it from potential funding or policy threats?
4. If our organization ceased to exist, what would be lost? If we were to significantly grow or expand our impact, what new reality could this create? How could each of our roles as advocates and fundraisers help prevent the former and create the latter?

For more on the board's advocacy role, visit [standforyourmission.org](http://standforyourmission.org).

## **3 Explore and define your organization's values as it relates to diversity, inclusion, and equity.**

Start a conversation about what diversity means to your organization, and what a commitment to diversity, inclusion, and equity would look like for your board, your organization, and your work in the community. Consider the following questions as a part of a full board conversation:

1. Is our organization's reputation being negatively (or positively) impacted by our board's current composition vis-à-vis diversity? If someone were to make assumptions about our organizational values based on our board composition, what would they be likely to think?
2. How well are we cultivating a deeper understanding of the community or communities that we serve and bringing their perspectives, needs, feedback, and priorities into our strategic boardroom discussions? Are we ever at risk of making decisions without fully understanding how these decisions may affect those we serve?
3. If we were to make a deeper commitment to diversity, inclusion, and equity, what would that mean for our mission, our work, and the people we serve?

For more on the board's leadership role on issues related to diversity, inclusion, and equity, visit [boardsource.org/initiatives/diversity-equity-inclusion](https://boardsource.org/initiatives/diversity-equity-inclusion).

#### **4 Check in regularly on how well your board understands — and is fulfilling — its roles and responsibilities.**

Ensure that every board member starts his or her service with a firm understanding of his or her roles and responsibilities — both what they are and what they aren't — and continually reinforce the importance of role understanding throughout every member's service. Reflect on the following as a part of a governance and/or executive committee meeting:

1. How confident are we that each board member has a firm understanding of the board's responsibilities and governing role?
2. How effectively is our board leveraging its leadership for oversight, strategic and adaptive work, and external leadership and ambassadorship? Are we over- or under-emphasizing any of these categories or work? What would the ideal balance look like for us as a board?
3. If we are veering toward micromanagement in a board conversation, do we have the understanding, culture, and leadership among our board members that enable us to self-identify that and recalibrate in the moment, or would it go unchecked or rely on the executive to say something?
4. What mechanism do we have for regularly reflecting on our overall performance as a board, and how well we are fulfilling our leadership roles both within and outside of the boardroom?

#### **5 Invest in the board's culture.**

Work to cultivate a board culture of trust, respect, and mutual accountability within your board by creating opportunities for your members to engage with each other in a way that deepens their understanding of each other and their shared commitment to the organization's work. Reflect on the following as a part of a governance committee meeting or a conversation between the board chair and executive:

1. Who is involved in the board's decision making? Is it a full board activity? Or are smaller groups of power (e.g., executive committee) making decisions before or after board meetings? How does this affect our culture, and the trust and openness between board members?
2. Does the way that we facilitate board meetings encourage thoughtful discussion and deliberation? Are we closer to debating things too much or too little? How does this affect our ability to make well-considered decisions and move forward as a collective leadership body?
3. To what extent have our board members cultivated relationships with each other that enable them to trust and respect each other, even when they disagree?

**May 19, 2018  
Hispanic Unity of Florida  
Board Retreat**

**Topline Next Steps**

1. **Revisit strategic plan.** Re-prioritize the plan.  
**Next Step:** Chuck is coordinating an August or September meeting with the executive committee at HUF to discuss how to proceed updating the strategic plan.)
2. **Committee Meeting Report-Outs:** Recommended increasing the reporting of HUF committee work to the board – beyond what the committee minutes which are distributed with each board package. Group wanted to more information on action taken and what decisions were made.  
**Next Step:** Chuck will speak all committee chairs on how to best handle
3. **Increase board meetings to three hours**  
**Next Step:** To be discussed at the June 2018 board meeting. Decide IF proceeding with three hour meetings; decide times – two options discussed - 3-6pm or 4-7pm, when these will begin and what will be on the agenda.
4. **Board Recruitment**  
**Next Step:**  
Chuck calling Hector Lima about leading an expanded Governance Committee in brainstorming ideas on board recruitment. The goal is to identify who HUF needs and wants on the board and a plan to recruit these individuals. Hector will work with Steve Sampier and the governance committee to create a plan for board discussion and approval. Once finalized the governance committee will continue to coordinate board member recruitment.

This group also will create an outline of how HUF should handle Miami recruitment. Should HUF create a a separate “advisory” group or recruit to main HUF board?

(Any changes to the strategic plan goals will inform and impact board recruitment.)

**Other:**

5. **Making Miami Connections:** Hector Lima offered his home for an event. Earliest timeframe will be 4Q 2018.
6. **Cash Flow forecast** – John Guerrero asked if HUF could provide projected cash flow information. Virginia will begin providing to the finance committee and the board. (She and Prasad track cash flow on a daily basis.)
7. **Planned Giving** – Mariaelena Ferrer will provide more information on “how to” to HUF in the future.

(Flip chart notes from each of the three groups are available upon request.)



May 29, 2018

Charles M. Tatelbaum  
Chairman  
**HUF Board of Directors**  
Tripp Scott  
110 SE Sixth Street, Suite 1500  
Fort Lauderdale, FL 33301

Dear Chuck,

As I embark upon the building of my new Edward Jones branch office, it has become clear that I cannot devote any outside activity time in support of HUF as a Board Member, therefore, I'm offering my resignation from the Board with hopes that I may be able to rejoin in the future.

While I was not able to attend the 2018 Board retreat, I did enjoy regularly attending and contributing to the Board since the Fall of 2016. I also enjoyed meeting many great HUF staffers, who do a wonderful job every day, proactively supporting fundraising campaigns and participating in HUF events and programs.

All the best to you and the Board for continued success.

Sincerely,

Al Quintana  
Financial Advisor  
**Edward Jones**  
18331 Pines Blvd., Ste. 277  
Pembroke Pines, FL 33029

Cc: Steve Sampier, Josie Bacallao

**BOARD OF DIRECTORS**

**OFFICERS**

**Charles Tatelbaum**, Chair  
Tripp Scott, P.A.

**Lucia Rodriguez**, Chair-Elect  
Comcast

**Emma Pfister**, Treasurer  
Templeton & Company

**Christina Paradowski**, Secretary  
Tripp Scott, P.A.

**Guillermo Gomez**, Past-Chair  
Woodforest National Bank

**MEMBERS**

**Melida Akiti**  
Memorial Healthcare System

**Carolina Cardozo, Esq.**

**Dr. Rolando Garcia**  
Broward College

**John Guerrero**  
JM Family Enterprises, Inc.

**Daniel Herz**  
DFH Business Consultants Inc.

**Hector Lima**  
Citrix

**Daphne Maingot**  
Automotive Management  
Services, Inc.

**Al Quintana**  
Edward Jones

**Steve Sampier**  
Community Volunteer

**Angie Stone**  
Citrix

**Daniel Schevis**  
Community Volunteer

**LEGAL COUNSEL**  
**Catalina Avalos**  
Tripp Scott, P.A.



*Empowering a New  
Generation of Americans*

June 4, 2018

Al Quintana  
Financial Advisor  
Edward Jones  
18331 Pines Blvd., Ste. 277  
Pembroke Pines, FL 33029

Dear Al,

Thank you for your nearly two years of service to HUF as a member of the Board of Directors. We received your letter of resignation and we completely understand that you have embarked on a new adventure which requires 100% of your focus.

Your contributions during your time as a board member were invaluable. As a board member you always asked challenging and important questions. As a marketing committee member you provided valuable guidance and insights, particularly on messaging to the media. And, as a fundraiser for our 35<sup>th</sup> Anniversary challenge, you were among our top three friend-fund raisers! You also attended numerous events and represented us as a HUF ambassador.

Thank you for giving of your time, talent, network and connections.

Above all, you believe and support our mission. As a son of immigrant parents, you understand the struggle that our clients experience in creating a new life for themselves and their children. You understand how much educating them how the U.S. systems work, offering a guiding hand or an encouraging word can make a positive difference as while they struggle toward their journey to *their* American dream.

And, you also understand how much your support of HUF and our programs means to our work.

We wish you much success and hope that when the time is right, you will return to the HUF fold and continue to contribute in new ways.

Enclosing “mucho cariño”...

Josie Bacallao  
President & CEO

Copies to: Board of Directors



**MINUTES**  
**May 19, 2018**  
**Hispanic Unity of Florida**  
**Retreat and Board of Directors Meeting**

**Call to Order**

1:41pm officially called to order by Chuck Tatelbaum.

**Development & Marketing - Shani Wilson**

**Circle of Friends Open House in early May.** The board members who attended the open house provided feedback:

- **May Open House Feedback:** The caterer was 45 minutes late and early tour attendees were kept waiting. (HUF does NOT plan to use caterer again.) Positives: the staging of the event, it was a good transition – having the CEO open up with comments and three on-going tours. John Guerrero attended with three new donors. He liked that the opening comments and tours were under 15 minutes. Angie Stone said the start time was too early, she suggested 6-6:30pm.
- **June CEO Dinner Update:** Discussed with the Development Committee decided to move it to 2019. We do not have new \$5K and up donors (all are renewals) at this time for this event, so it's being postponed.
- **Save the date:** Nov 7<sup>th</sup> Second Annual Circle of Friends Reception. Another opportunity to recruit members and engage with existing donors.
- **Updated Board Member Peer to Peer Donor pages.** Unity for Kids fundraiser for enrichment activities. Showing the link to communicate this campaign on their board committee page link. \$250 per board member. Staff can help board members put it on their social media page.
- **5811 Awning-** Need to fundraise \$6k or need a donation. Hurricane Irma ripped the awning on Casa Sanjuan building. Please let us know if you know anyone.

**Advocacy**

Dr. Rolando Garcia moved to accept the policy regarding immigration or ICE visits to HUF. Chuck Tatelbaum provided the second and the motion passed.

**Consent Agenda**

Dr. Rolando Garcia moved to accept the consent agenda. Dan Schevis provided the second and the motion passed.

Chuck thanked everyone involved in making the board retreat a success.

**Adjourn**

Meeting ended at 2:10pm

**Hispanic Unity of Florida  
Finance Committee Meeting  
April 19, 2018**

**Attendance:**

5 members present, 1 by telephone, and 3 members excused.

Arnold Nazur called the meeting to order at 8:33am.

**Programs**

Mr. Pinzon presented an overview of the following: 1) Citizenship program - funding secured and office space for \$1K per month at the YWCA; 2) CWF secured a 2 year contract from Citi for \$500K; 3) Disaster Recovery – assisted an estimated 350 families with \$66K and secured an additional \$30K from the UW; 4) secured \$576K from the UW for disaster case management for Hurricane Maria; and 5) the IRS has recognized our VITA program for innovation, best practices and partnerships - we will receive an award next week.

**HUF December 2017 Financials**

**MOTION:**

Mr. Sanchez moved to accept the December 2017 agency financials. Mr. Bacher seconded the motion. The motion passed.

**HUF February 2018 Financials**

Ms. Cielo presented the financials.

**UNR Net Assets**

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	144,203
2	Loss From Support Services	<u>(15,100)</u>
	<b>Inc(Dec) in UNR Net Assets</b>	<b>\$129,103 Operating Gain(Loss)</b>

The year to date profit of \$129K is \$191K greater than the projected loss for the month of (\$62K).

1) Development exceeded the net projection by \$104K.

2) Programs exceeded the net projection by \$80K.

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$230K.

The Development area contributed \$147K toward administrative and shared fixed costs to the agency.

**Cash**

Year to date cash decreased by (\$310K) as a result of the following activities:

\$ (292,877)	Inc/(Dec) in Net Assets
19,930	Depreciation
46,980	Net cash provided (consumed) by operating activities
(10,397)	Investing Activities
<u>(106,514)</u>	Financing Activities
<b>\$ (342,878)</b>	<b>Inc/(Dec) in Cash</b>

**MOTION:**

Ms. Menendez moved to accept the February 2018 agency financials. Mr. Sanchez seconded the motion. The motion passed

### **Accounts Receivable Status**

Mr. Valluri noted Ms. Bacallao is handling 2 of the items.

### **Employee Health Insurance**

Ms. Cielo noted that current carrier, AETNA, increased our rates by 90% due to higher claims which their actuary believes will increase during the upcoming year. In general HUF is subject to a larger premium as we have a larger percentage of female employee base as well as most of our employees are over the age of 40. The best option overall was the BC/BS plan who had lower rates than the 2 other quotes. Ms. Cielo requested consideration of increasing HUF's participation by \$50 per employee per month and provided an analysis of the effect of this increase on the bottom line.

### **MOTION:**

Mr. Sanchez moved to accept Florida Blue as the health insurance provider and for HUF to increase HUF's monthly participation by \$50 per month per employee or \$5,400 increase per year. Mr. Sanchez seconded the motion. The motion passed.

### **Policy F122 Check Signers Revision**

Ms. Stated that this Policy needed to be revised as HUF has not been able to obtain two signatures in almost two years.

With the Treasurer's input a new procedure was put in place ensuring separation of duties and compliance at the approval level and subsequently issuing the check with one signature.

In addition our auditors approved the procedures being followed. Of note is that the following vendors have checks issued over \$5K:

- Aetna – 12 checks – health approved by finance committee and board
- Latin2Latin – 2 checks – consultant for CSC-VITA marketing campaign
- Auditors – approved by audit committee and board
- Chase – 1 check
- CPT – server purchase – approved by finance committee and board

In the future, another policy that all payments (ACH, wires, etc.) will be created to also follow these guidelines as well.

### **MOTION:**

Ms. Menendez moved to approve Policy F122 Check Signers. Mr. Sanchez seconded the motion. The motion passed.

Meeting adjourned at 9:46am

**Next Meeting---May 17th @8:30am**

Hispanic Unity of Florida											
Health Insurance Renewal Comparison 6/1/2018											
Why can't HUF get better rates: based on our staff demographics - female AND over 40+ age AND ACA drug protocols											
Quotes from Humana in columns H,I,J,K hidden as insurer requires viewing the prior insurer's rate increase prior to confirming rate quote											
Aetna is NO - substantial rate increase due to medical claims in 2017-2018, would not make any \$ this coming year, and would need to establish a reserve for future claims.											
Company	Aetna	Aetna	Aetna	Aetna	BC/BS	BC/BS	BC/BS	UHC/NHP	UHC/NHP	UHC/NHP	UHC/NHP
	HMO	HMO	HMO	POS	PPO	HMO	HMO				
Plan	FL HN ONLY 4000/ 70 T	FL HN ONLY 5000/ 100	FL HN ONLY 3750/ 50	FL OAMC 3750/50	BL Opt. 05302	BlueCare 54	BlueCare 45	FB10 HMO	AORB HMO	FOUL HMO	FOUQ
In-Network/ Out-Network	In	In	In	In/Out	In/OUT	In	In	In	In	In	In/Out
Deductibles											
In-Network	\$4,000	\$5,000	\$3,750	\$3,750	\$5,000	\$5,000	\$1,500	\$2,500	\$5,000	\$1,000	\$1,000
Out-Network	N/A	N/A	N/A	\$7,500	\$10,000	N/A	N/A	N/A	N/A	N/A	\$2,000
Benefits											
Physician	40	40	50	50/ded/co	30/ded/co	40	30	25	20	25	25/ded/co
Specialist	60	60	ded/co	125	55/ded/co	65	55	45	40	45	45/ded/co
Hospital	ded/1000 per/co-ins	ded/750 per	ded/co	ded/co	ded/co	ded/co	ded/co	ded/500	ded	ded/250	ded/250/ded/co
ER	500	ded/350	ded/co	ded/co	300	300	250	200	350	200	200
Urgent Care Center	75	75	75	75	60/ded/co	85	60	50	100	50	50/ded/co
Outpatient Surgery	500/1000	ded/350/500	ded/co	ded/co	ded/co	ded/co	200/400	ded/250	ded	ded/250	ded/250/ded/co
Lab/Xray	lab-5/diagnostic 125	ded/lab 20/ xray 50	ded/co	ded/co	0 lab/ded/co	0 lab/65	0 lab/ 50	0	0	0	0/ded/co
Major Diagnostics	ded/co	ded/350	ded/co	ded/co	ded/co	200/300	250	200	ded	200	200/ded/co
Outpatient Therapy	ded/co	ded	ded/co	ded/co	55/ded/co	65	55	25	20	25	25/ded/co
Ambulance	ded/co	ded	ded/co	ded/co	ded/co	ded/co	ded/co	ded	ded	ded	ded/co
Durable Medical Equipment	ded/co	ded	ded/co	ded/co	ded/co	0/500 mwc	0/500 mwc	ded	ded	ded	ded/co
Co-Insurance - once deductible above is met, employee responsible for 30% of cost until max out of pocket is met											
In-Network	70/30	100/0	50/50	50/50	70/30	70/30	90/10	100/0	100/0	100/0	100/0
Out-of-Network	N/A	N/A	N/A	50/50	50/50	N/A	N/A	N/A	N/A	N/A	80/20
Referral Required	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
Maximum Out-of-Pocket											
In-Network	6600/13200	6600/13200	6600/13200	6600/13200	6350/12700	6350/12700	4000/8000	5500/11000	6600/13200	4000/8000	4000/8000
Out-of-Network	N/A	N/A	N/A	19800/39600	20000/40000	N/A	N/A	N/A	N/A	N/A	7000/14000
Prescription-Gen.,Co & Brand	3,10,50/ded/75	5,20,ded,50,75	5,25,ded,65,100	5,25,ded,65,100	10/prb20% co npb not covered	10,50,80	10,50,80	20,40,60	20,40,60	20,40,60	20,40,60
Lifetime Maximum											
In-Network	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited	Unlimited
Out-Network	N/A	N/A	N/A	Unlimited	Unlimited	N/A	N/A	N/A	N/A	N/A	Unlimited
Premium											
Employee Only	\$443.00/\$829.00	\$340.00/\$624.00	\$317.00/\$598.00	\$347.00/\$654.00	\$388.54	\$449.02	\$528.00	\$418.57	\$457.15	\$457.88	\$479.33
Employee/Spouse	\$1062.00/\$2092.00	\$814.00/1575.00	\$759.00/\$1509.00	\$831.00/1648.00	\$924.71	\$1,068.67	\$1,256.64	\$1,004.42	\$1,097.00	\$1,098.75	\$1,150.22
Employee/Child	\$899.00/1666.00	\$689.00/\$1255.00	\$643.00/\$1203.00	\$704.00/1313.00	\$714.90	\$826.19	\$971.52	\$709.17	\$774.54	\$775.77	\$812.12
Employee/Family	\$1403.00/\$2876.00	\$1075.00/2165.00	\$1003.00/\$2075.00	\$1098.00/\$2266.00	\$1,212.23	\$1,400.94	\$1,647.35	\$1,347.98	\$1,472.22	\$1,474.57	\$1,543.65
Enrolled	4	19	6	1							
Company	Aetna	Aetna	Aetna	Aetna	BC/BS	BC/BS	BC/BS	UHC/NHP	UHC/NHP	UHC/NHP	UHC/NHP
	HMO	HMO	HMO	POS	PPO	HMO	HMO				
Monthly Premium	443.00	340.00	317.00	347.00	\$388.54	\$449.02	\$528.00	\$418.57	\$457.15	\$457.88	\$479.33
HUF Contribution	212.00	212.00	212.00	212.00	212.00	212.00	212.00	212.00	212.00	212.00	212.00
Monthly Employee Cost	231.00	128.00	105.00	135.00	176.54	237.02	316.00	206.57	245.15	245.88	267.33

Employees would need to follow rule of only seeing their selected primary care doctor - otherwise not covered  
 Rx coverage - other client's employees have experienced problems as this area is managed tightly  
 Approval for certain tests, MRI's, for example, take a lot of time  
 Finally - cost is more for the employee

## HUF Health Insurance Participation

Current HUF Participation: \$212 per month

Total # of insured employees: 30

19 (63.33%) of the 30 employees pay \$128 per month:

# of employees	4	19	6	1
Costs	231.00	128.00	105.00	135.00

Lowest Cost BC/BS Plan 176.54 176.54

Therefore, incr empl cost 48.54 71.54

Can we afford to increase HUF participation from \$212 per month?

Of the 30 employees:

Incr charged to grants	21	70%
Incr in adm/dev/mktg	9	30%

### Proposal 1

Incr by \$20/mo

# of employees 30.00

Incr/mo 20.00

Incr per year 7,200.00

Incr charged to grants 5,040.00

Incr in adm/dev/mktg 2,160.00

### Proposal 2

Incr by \$30/mo

# of employees 30.00

Incr/mo 30.00

Incr per year 10,800.00

Incr charged to grants 7,560.00

Incr in adm/dev/mktg 3,240.00

### Proposal 3

Incr by \$50/mo

# of employees 30.00

Incr/mo 50.00

Incr per year 18,000.00

Incr charged to grants 12,600.00

Incr in adm/dev/mktg 5,400.00 per year 450 per month

### Proposal 4

Incr by \$70/mo

# of employees 30.00

Incr/mo 70.00

Incr per year 25,200.00

Incr charged to grants 17,640.00

Incr in adm/dev/mktg 7,560.00

**HISPANIC UNITY OF FLORIDA  
FISCAL POLICY MANUAL  
POLICY F122**

**SUBJECT: Check Signers**

**DEPARTMENT: Finance**

**DATE:**

**February 6, 2004  
Amended January 12, 2006  
Amended November 7, 2007  
Amended October 15, 2008  
Amended April 19, 2018**

**POLICY:**

**Check Signing Authority:**

It is the policy of HUF to give check signing authority to the following:

1. CEO – Josie Bacallao,
2. SVP – Luis Felipe Pinzon, and
3. RCO (Risk/Compliance Officer) – Ninah Saavedra

As a rule, either the RCO or the CEO should sign checks. Additional signers from the board include:

1. BC (Board Chair), and
2. TR (Board Treasurer)

Any change in signatories must be approved by the Finance Committee and subsequently by the Board of Directors.

The CEO can approve all checks \$5,000 and under.

**Segregation of Duties**

Individuals who approve invoices for payment are not authorized to sign checks issued in payment of said invoices. This segregation of duties for our staff signers will be followed at all times, except under the rare occurrence of an emergency situation. In this event the CFO will initial below the signature of either the above referenced CEO, SVP or RCO on the face of the check verifying that the expense has been incurred and meets all other requirements for check issuance.

CFO – not a check signer

CP (Comptroller) – not a check signer

AP (Accounts Payable) – not a check signer

SA (Senior Accountant) – not a check signer

It is against agency policy for an individual who has signature authority to be in a position to generate a check and/or supervise the individual generating a check.



## **PROCEDURES:**

### **Finance Committee and Board:**

The Finance Committee and the Board approve both the agency's budget and the execution of contracts or agreements which include the annual expenditures exceeding \$10,000 per year for:

1. Employee Health Coverage – approximately \$200,000 per year
2. VITA Campaign Marketing/Media Relations – approximately \$50,000 per year
3. Auditing Services – approximately \$25,000 per year
4. Program Equipment Purchases
5. Technology Purchases
6. Program Subcontractors and/or Consultants
7. Other Consultants as required for business services

### **Finance Procedures:**

1. The AP receives either the:
  - PO and Check or Credit Card Request and supporting documentation; or
  - Contract and invoice; or
  - Invoice
  - Board Approval for Purchase

The AP ensures that all supporting documentation and management approvals are on supporting documents, attaches Board approval for purchase, issues check and forwards to CP for final review and processing.

2. The CP reviews and initials all supporting documentation, initials below the check signature line and forwards to the in-house signatory – primarily the RCO.
3. The RCO then reviews the entire package, signs the check and returns to CP.
4. CP scans entire package and forwards to TR via email with a copy to the CFO.
5. TR reviews, approves and returns by email.
6. CP attaches email approval to the documentation and forwards to SA to mail-out or deliver the check to requestor.

If the CP is not available, the CFO will handle CP's responsibilities.

If the RCO is not available, the CEO or SVP will handle the RCO's responsibilities.

If the TR is not available, the CH will handle the TR's responsibilities.

Procedure followed ensures separation of duties and meets requirements by the auditors.

**HISPANIC UNITY OF FLORIDA  
FISCAL POLICY MANUAL  
POLICY F122**

**SUBJECT:** Check Signers

**DEPARTMENT:** Finance

**DATE:** February 6, 2004  
Amended January 12, 2006  
Amended November 7, 2007  
Amended October 15, 2008

**POLICY:**

It is the policy of HUF to give check signing authority to the following:

1. CEO – Josie Bacallao,
2. Director of Programs (DOP) – Luis Felipe Pinzon, and/or
3. Director of Development (DOD) – Margaret Delmont Sanchez.

The DOP and the DOD will **be back-ups to the CEO** when the CEO is out of town or unavailable. As a rule, the CEO should sign checks.

Additional signers from the board include:

1. a member of the Finance Committee – Carlos Garcia,
2. Board Chair – Steve Sampier,
3. Board Treasurer – Arnold Nazur, and
4. Board Secretary – Nydia Menendez.

Any change in signatories must be approved by the Finance Committee and subsequently by the Board of Directors.

All checks under \$5,000 require one signature. All checks over \$5,000 require 2 signatures – one signature must be that of a board member having check signing authority. Any check payable to the CEO must be signed by a board member having check signing authority.

Individuals who approve invoices for payment are not authorized to sign checks issued in payment of said invoices. This segregation of duties for our staff signers will be followed at all times, except under the rare occurrence of an emergency situation. In this event the CFO will initial below the signature of either the above referenced DOP or DOD on the face of the check verifying that the expense has been incurred and meets all other requirements for check issuance - PO and/or Check Request, invoice, packing slip, etc.

It is against agency policy for an individual who has signature authority to be in a position to generate a check and/or supervise the individual generating a check.

**PROCEDURES:**

All related procedures can be found as noted below:

**FORMS/INSTRUCTIONS:**

**Hispanic Unity of Florida  
Finance Committee Meeting  
May 17, 2018**

**Attendance:**

7 members present, 1 by telephone, and 2 members excused.

Emma Pfister called the meeting to order at 8:33 am.

**HUF March 2018 Financials**

Ms. Cielo presented the March Financials. The LOC balance for this period is \$148K which was paid off in April. In May we borrowed \$106K and expect to pay-off before the end of May. We were notified officially that the UW – DCM federal subcontract for \$576K was awarded as well as the Unidos-RICO \$75K award.

**UNR Net Assets**

Reconciliation of UNR Net Assets:

1	Gain from Program Operations	161,980
2	Loss from Support Services	<u>(47,737)</u>

**Inc(Dec) in UNR Net Assets \$114,243 Operating Gain(Loss)**

The year to date profit of \$114K is \$201K greater than the projected year to date loss of (\$87K).

- 1) Development exceeded the net projection by \$134K.
- 2) Programs exceeded the net projection by \$60K.
- 3) Admin exceeded the net projection by \$7K.

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$284K  
The Development area contributed \$194K toward administrative and shared fixed costs to the agency.

**Cash**

Year to date cash decreased by (\$420K) as a result of the following activities:

\$(445,069)	Inc/(Dec) in Net Assets
29,894	Depreciation
(28,087)	Net cash provided (consumed) by operating activities
(15,090)	Investing Activities
<u>38,085</u>	Financing Activities
<b>\$(420,266)</b>	<b>Inc/(Dec) in Cash</b>

**MOTION:**

Mr. Nazur moved to accept the March 2018 financials. Ms. Menendez seconded the motion. The motion passed.

**HUF Projected Budgets 2018**

Ms. Cielo presented a projected budget for 2018 which includes awards and other expense savings not included in the original budget for 2018.

<b>Per Approved Budget - Net Inc(Dec)</b>		<b>(114,928.00)</b>	
<b>Increases:</b>			
UW - FEMA	576,000.00	67,104.00	8.5 of the 17 month contract
CSC - Family Strengthening	25,000.00	1,000.00	3 of the 12 month contract
UNIDOS - RICO	5,000.00	5,000.00	
City of Hollywood	12,000.00	3,000.00	3 of the 12 month contract

Salaries		18,430.00	Overage in budget (adm & dev)
Lower Workers Comp	11,000.00	5,500.00	Coverage begins 7-1
AD Henderson - Emerg Funding	25,000.00	<u>10,000.00</u>	Net to HUF
	<b>sub-total increases</b>	<b>110,034.00</b>	
<b>Decreases:</b>			
	<b>sub-total decreases</b>	<u>-</u>	
<b>Reprojected Budget - Net Inc(Dec)</b>		<b>\$ (4,894.00)</b>	

**Office Space—Gulfstream**

Gulfstream Middle School was closed and combined with the High School in Hallandale. The School Board is offering space for service providers at a greatly reduced cost per square foot. This location is 15 minutes from HUF. Currently we are in desperate need of space due to program services expansion. There will be approximately 9 other community services providers.

The space includes: 1) for employees: an office with a bathroom as well as a portable; 2) an office near the front entrance for meetings; and 3) an family “room” which has a living room type set up and an office for meeting with clients for our family strengthening program. Drawings are in process for accommodating 10-15 employees. In addition HUF can schedule meetings in one of the many meeting rooms.

The rent will be approximately \$1K per month with a 3 year annually renewal lease.

The programs scheduled to be at that location include: U4T High School, Family Strengthening, Employment, Case Management and Public Benefits.

**BOA-- Line of Credit**

HUF was notified 3 weeks ago that our LOC would not be renewed based on the results of a loan evaluation template designed for non-profits. BOA recommended that we secure the LOC with a \$200K CD. After providing more financial support BOA is attempting to set up a meeting to go over its concerns.

Lori Chevy, BOA’s President of Marketing, will be included in the meeting. The committee agreed that Chuck Tatelbaum, Emma Pfister, Willy Gomez, Arnold Nazur and Virginia will attend.

A discussion followed as to banks with whom HUF already has an existing relationships or recommended by a committee member: Bank United, SunTrust, BB&T, TD Bank or Florida Community Bank.

Meeting adjourned at 9:44am.

**Next Meeting---June 21st @8:30am**

# **HISPANIC UNITY OF FLORIDA**

## **Financial Statements (Unaudited)**

**FOR THREE MONTHS ENDING MARCH 31, 2018**

Prepared by: Prasad Valluri, May 3, 2018  
Reviewed by: V. Cielo, May 6, 2018

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

	2018	2017	
<b>Assets</b>			
<b>Current Assets</b>			
Cash	666,657	\$ 1,086,923	Stmt Cash Flows - Pg 4; Detail - Pg 5 349,579
Grants receivable	349,579	276,755	
Unconditional promises to give, net	264,260	311,104	
Prepaid Expenses	33,709	54,195	
<b>Total Current Assets</b>	1,314,205	1,728,977	
<b>Non-Current Assets</b>			
Long-term unconditional promises to give	29,285	29,285	
Property and equipment, net	1,449,422	1,464,107	
Deposits and other assets	18,472	18,591	
<b>Total Non-Current Assets</b>	1,497,179	1,511,983	
<b>Total Assets</b>	2,811,384	\$ 3,240,960	
<b>Liabilities and Net Assets</b>			
<b>Current Liabilities</b>			
Accounts payable and accrued expenses	233,493	\$ 256,085	
Current portion of mortgages payable	40,753	40,753	
Line of credit	148,205	100,000	
<b>Total Current Liabilities</b>	422,451	396,838	
<b>Noncurrent Liabilities</b>			
Mortgages payable, net of current portion	704,485	714,605	
<b>Total Liabilities</b>	1,126,936	1,111,443	
<b>Commitments and Contingencies</b>			
<b>Net Assets</b>			<b>Change</b>
Unrestricted	971,533	857,290	114,243
Temporarily restricted	712,915	1,272,227	(559,312)
<b>Total Net Assets</b>	1,684,448	2,129,517	(445,069)
<b>Total Liabilities and Net Assets</b>	2,811,384	\$ 3,240,960	
Gain from Program Operations	161,980		
Loss from Support Services	(47,737)		
<b>Increase (Decrease)</b>	<b>114,243</b>		

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

	<u>2018</u>	<u>2017</u>
<b>Cash flows from Operating Activities:</b>		
Change in net assets	\$ (445,069)	\$ (414,136)
Adjustments to reconcile change in net assets to cash provided by operating activities:		
Depreciation	29,894	(74,871)
Provision for uncollectible promises to give		-
Changes in assets and liabilities:		
(Increase) decrease in grants receivable	(72,824)	(37,587)
(Increase) decrease in unconditional promises to give	46,845	506,365
(Increase) decrease in prepaid expenses	20,485	(9,428)
(Increase) decrease in security deposits and other assets	-	-
(Decrease) increase in accounts payable and accrued expenses	(22,593)	(10,757)
Total adjustments	<u>1,808</u>	<u>373,722</u>
<b>Net Cash Provided by (Used in) Operating Activities</b>	<u>(443,262)</u>	<u>(40,414)</u>
<b>Cash Flows from Investing Activities</b>		
Acquisition of property and equipment	<u>(15,090)</u>	<u>(77,153)</u>
<b>Cash Flows from Financing Activities</b>		
Borrowing (Repayment) of line of credit	48,205	100,000
Borrowing (Repayment) of mortgage notes	(10,120)	(38,645)
<b>Net Cash (Used In) Provided by Financing Activities</b>	<u>38,085</u>	<u>61,355</u>
<b>Increase (Decrease) in Cash</b>	<b>(420,266)</b>	<b>98,095</b>
<b>Cash - Beginning of Year</b>	<u>1,086,923</u>	<u>988,828</u>
<b>Cash - End of Period</b>	<u><b>\$ 666,657</b></u>	<u><b>\$ 1,086,923</b></u>
<b>Supplemental disclosures:</b>		
Interest paid during the year	<u>\$ 10,099</u>	<u>\$ 49,293</u>

## Cash Detail

As of March 31, 2018

### *Unrestricted and Temporarily Restricted Cash:*

Bank of America	Operating	9,591		
Bank of America	Payroll	330		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	12,000		
Bank of America	Business Savings	54,711	<b>77,432</b>	Unrestricted
Bank of America	TR Funds	589,225	<b>589,225</b>	Temporarily Restricted
			<b><u>\$ 666,657</u></b>	<b>Total Unrestricted and Temporarily Restricted Cash</b>



**Temporarily Restricted Funds Schedule**

As of March 31, 2018

Awards Brought Forward to 2018	AREA	CC	December 31, 2017	Increase/ (Decrease)	Additions	Increase/ (Decrease)	March 31, 2018
BB&T 2016-2018 3 year pledge 2018	CE	156	25,000	-			25,000
Citi Comm Development 9/1/17 - 8/31/18	CE	632	95,408	(26,690)			68,719
CitiFoundation 5/1/17 - 4/30/18	VITA	316	42,260	(34,978)			7,283
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Found/Tate Found 6-30 2016-2021	U4K	173	15,000	-			15,000
Community Foundation 5/1/17 - 4/30/18	FE	506	22,915	(19,693)			3,222
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	(17,453)			-
Emergency Funds	CWF	500	19,285	(17,655)			1,630
Humana 7/01/2017 - 6/30/2018	PB	542	43,073	(33,917)			9,156
JP Morgan Chase 7/01/17-6/30/18	CWF	507	50,153	(23,337)			26,816
JP Morgan Chase 7/01/17-6/30/18	CE	631	54,835	(29,304)			25,531
JPMorgan S&L-Miami 12/1/17 - 11/30/18	CE	633	131,210	(34,831)			96,379
Moran Foundation 1/01/17-12/31/17	CWF	503	23,752	2,072			25,824
Moran Foundation 1/01/18-12/31/18	CWF	503	350,000	(106,743)			243,257
NALEO Educational Found 7/01/17 - 6/03/18	CE	606	20,700	(6,248)			14,453
NCLR - Retail 6/01/17 - 3/31/18	CWF	508	15,740	(15,740)			-
NCLR - Rico 2/01/17 - 1/31/18	PB	537	5,299	(5,299)			-
Silicon Valley/NCLR	ADVOCACY	010	12,500	(6,250)			6,250
Target Foundation 9/1/17 - 8/31/18	U4K	181	82,748	(16,533)			66,215
Unidos-Comcast Dig. Innov 10/1/17 - 9/30/18	U4T	417	18,860	(16,208)			2,653
Unidos - Housing 10/1/17 - 9/30/17	FE	575	18,889	(18,889)			-
UnidosUS - STEAM 8/1/17 - 7/31/18	U4K	182	5,132	(2,104)			3,028
			<b>1,272,228</b>	<b>(559,314)</b>	-	-	<b>712,915</b>
<b>Awarded in 2018</b>							
			-	-	-	-	-
							<b>\$ 712,915</b>

**INCREASES TO TR - ACTUAL AND/OR POTENTIAL:**

**AWARDED:**

Unidos - RICO	80,000	APRIL AWARD - 1 year grant
CitiFoundation - Career Pathways	500,000	APRIL AWARD - 2 year grant
Wells Fargo	40,000	MAY AWARD
	<b>\$ 620,000</b>	

**SUBMITTED/PENDING:**

TK Foundation - COMPASS	200,000	2 year grant
JPMorgan Chase - COMPASS	150,000	1 year grant
Humana - COMPASS	1,500,000	3 year grant (\$3M application incl UrbanLeague for \$1.5M)
Aetna - RICO	100,000	1 year grant
Florida Blue - TeAyudo	400,000	4 year grant
	<b>\$ 2,350,000</b>	

**PRELIMINARY & ONGOING DISCUSSIONS WITH:**

Kresge Foundation - multi-year funding  
Kellogg Foundation - multi-year funding

**INCREASES TO GOVERNMENT GRANTS - AWARDED:**

United Way	576,000	17 month contract - begins April
Increase to existing grant: CSC Family	25,000	thru 2020
	<b>\$ 601,000</b>	

**HISPANIC UNITY OF FLORIDA, INC.**

**STATEMENT OF ACTIVITIES**

**FOR THREE MONTHS ENDING MARCH 31, 2018**

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 39,297	\$ 34,166	5,131	\$ 77,172	\$ 102,510	(25,338)	JM Family \$35K; Others \$5K
Donations - TR	5,000	46,094	(41,094)	61,945	373,282	(311,337)	Budget incl TK \$200K, UniD RICO \$75K, BOA \$20K, Others \$16K - award delays
Satisfaction of Restrictions	137,330	143,677	(6,347)	559,314	157,400	401,914	Primarily TK \$200K; RICO \$75K; Support \$135K
Fundraising Events	25,000	7,083	17,917	40,000	21,253	18,747	JM Family \$10K; Wells Fargo \$5K; 4 Workshops \$10K
Grant Income	248,078	227,013	21,065	733,251	681,039	52,212	Primarily CSC VITA \$120K - offset CSC YD (\$34K) CSC Compass late start (\$34K)
Interest Income	28	15	13	93	45	48	
Rental Income	3,942	4,001	(59)	11,826	12,003	(177)	
Voluntary Pre-K	249	2,428	(2,179)	454	7,284	(6,830)	Offset by tuition collected
Fees & Miscell Income	19,118	15,401	3,717	63,646	46,203	17,443	Civic \$3K; U4K \$11K
<b>Total Revenues</b>	<b>478,042</b>	<b>479,878</b>	<b>(1,836)</b>	<b>1,547,701</b>	<b>1,401,019</b>	<b>146,682</b>	
Expenses							
Salaries and benefits	363,439	378,883	(15,444)	1,040,297	1,124,447	(84,150)	Offset by CSC YD and CSC Compass - grants above
Advertising	132	583	(451)	1,282	1,749	(467)	
Bank service charges	792	725	67	2,935	2,175	760	
Building repairs/maint	14,998	16,176	(1,178)	41,608	48,527	(6,919)	
Depreciation	9,967	9,966	1	29,898	29,899	(1)	
Dues Subscriptions	913	873	40	3,537	2,619	918	
Information Technology	4,567	3,183	1,384	10,429	9,550	879	
Insurance-D&O	4,134	4,382	(248)	12,284	13,147	(863)	
Interest expense	3,187	4,042	(855)	10,099	12,125	(2,026)	
Licenses and permits	0	63	(63)	203	189	14	
Mileage reimbursement	4,143	2,600	1,543	8,989	7,799	1,190	
Office expense	6,538	4,284	2,254	17,456	12,851	4,605	Support \$4K, Programs \$1K
Postage and shipping	858	569	289	2,165	1,707	458	
Printing	4,990	4,133	857	13,205	12,399	806	
Professional fees	17,274	10,678	6,596	50,868	32,034	18,834	
Program expenses	33,739	30,393	3,346	129,229	110,878	18,351	Offset by CSC VITA (incr) CSC YD (decr) and CSC Compass (decr) - grants above
Public relations	1,323	2,083	(760)	3,552	6,249	(2,697)	
Rent	1,155	2,440	(1,285)	3,358	10,176	(6,818)	
Software	186	417	(231)	1,151	1,251	(100)	
Special fundraising events	3,063	2,667	396	5,907	8,001	(2,094)	
Staff events/meetings	84	325	(241)	84	975	(891)	
Staff training and development	6,777	3,701	3,076	13,495	11,103	2,392	
Telephone	6,428	5,505	923	19,491	16,518	2,973	Billing credit expected for Broad band transition
Utilities	4,217	3,773	444	11,936	11,319	617	
<b>Total Expenses</b>	<b>492,904</b>	<b>492,444</b>	<b>460</b>	<b>1,433,458</b>	<b>1,487,687</b>	<b>(54,229)</b>	
<b>Increase (Decrease) in UNR Assets</b>	<b>(\$ 14,862)</b>	<b>(\$ 12,566)</b>	<b>(2,296)</b>	<b>\$ 114,243</b>	<b>(\$ 86,668)</b>	<b>200,911</b>	
				Program	161,980		
				Support	(47,737)		
					114,243		



## Governance Committee Meeting Minutes June 1, 2018

### **Present:**

Steve Sampier, Felina Rosales-Furer, Angie Stone, Barbara Grevior. Conference Call In: Chuck Tatelbaum, Josie Bacallao.

### **Excused:**

Maria Elena Ferrer, Shani Wilson, Christina Paradowski, Melida Akiti

### **Next Steps/Action Items:**

1. Felina Furer will inquire if the schools need pre-approval of who attends classrooms? Specifically when board members do a program visit. *Completed and sent to committee on June 4, 2018*
2. Recruitment Strategy: Steve Sampier, Josie Bacallao and Chuck Tatelbaum will have a conversation regarding Recruitment committee to discuss structure and vet potential candidates. Felina will coordinate the conference call.  
Update: Chuck will call Hector first and then a call or meeting amongst all four will be set up.
3. Recruitment: Steve Sampier will focus on calling those that he was assigned starting with George Mihaiu Steve's second round of calls will be to Monica Torres and Filemon Lopez also board candidates.
4. Angie Stone is putting together a project plan for a co-happy hour/kick-off event for the Young Professionals. Angie and Christina Paradowski are looking for potential September dates.  
They will send more info to Josie (Shani will be out) to ensure they coordinate with HUF staff on the plan and the calendar.
5. Steve Sampier will bring up chair terms at June board meeting for decision.
6. Steve Sampier will circulate bylaw draft to committee members for input.
7. Angie Stone will share board evaluation documents with the Governance Committee.
8. Felina Furer will bring program emersion options for board members to sign up for at the June 12<sup>th</sup> board meeting.

### **Discussions:**

1. Approval of May 2018 Minutes  
Motion: Angie Stone. Seconded provided by: Steve Sampier. Motion passed.
2. Retreat Comments from the Governance Chair. One of the highlights from the retreat is that the entire board needs to recruit "new friends". Committees, board members and donors. Hector Lima will chair the Ad Hoc Recruitment committee. Angie Stone will be scheduling her program visit and bring a friend. Josie Bacallao wants to make sure a HUF staff member is there to answer questions and have a point staff person during the program visits. HUF staff needs to be trained on key messages points and have annual reports available. Do the schools need pre-approval of who attends classrooms? Felina Furer will inquire.
3. Board/Committee Candidates. Steve Sampier will focus on calling in month of June those that he was assigned George Mihaiu will be his first focus. George is unable to attend a committee but has agreed (Steve to confirm) to having monthly breakfast meetings with Josie so she can tap into his network and connections. Monica Torres and Filemon Lopez also need to be the next candidates reached out to as priority.
4. The committee discussed board members who are unable to physically attend board meetings and would like to participate via conference calls. This is particularly tough as some of the board members in this situation are valuable to the organization. Committee members expressed concern for setting the wrong precedent and also what is lost when a board member only participates by phone; the synergy is lost and comradery is lost. Angie offered to set up GoTo Meetings as visual aid for those who are on the phone.  
  
Al Quintana submitted his resignation. Lucia Rodriguez will reach out to him about staying on the Marketing Committee.
5. Young Professionals (Christina Paradowski). Christina was unable to attend today due to Leadership Broward. Josie sent the six contacts to Angie and Christina. Angie is putting together a project plan, some ideas to connect with several organizations. Co-happy hour/Kick-off event. The contact list is growing and they are working on potential dates for September. Minimally impacting staff, Angie would like this to be volunteer



owned. Josie asked that she (Shani will be out) be included in planning as HUF will need to support the group and also attend the events and provide follow-up.

6. Bylaw Update (Christina Paradowski). Steve is reading through the draft bylaws sent to him by Christina. They are not ready to recommend to the board yet. Vice Chair position will most likely be recommended to be removed. Still in the process of figuring out if the Chair term will be one or two year/s. Board may need to help make the final decision. Perhaps making an evaluation at end of one year to see if they can continue a second. Or have term for a year but cap the term limit to two years.

Josie would like a plan created for officer onboarding by the Governance Committee. And then an annual education plan for all board and committee members.

Steve will circulate bylaw draft to committee members for input.

7. Board Survey Results (Angie Stone). Barbara noted this committee has responsibility to evaluate board members as they are responsible for identifying the future leadership (officers) for the board. Angie will share documents with the Governance committee. Top three areas to work on Program participation, fundraising and stewardship.

Angie would like to present at June board meeting then create action items. Felina can bring options for program emersion for board members to sign up. Lucia Rodriguez will run the June board meeting as Chuck will be in NYC.

8. Other Business: None.

**Next Meeting:**  
**Friday, August 3<sup>rd</sup>. 2018 @9am**



**Public Policy & Advocacy Committee Meeting Minutes  
May 11, 2018-In Person Meeting**

**Present:**

Josie Bacallao, Victoria Pinilla, Felina Rosales-Furer,  
Heather Davidson, Robert Holroyd and Carolina Cardozo

**Excused:**

Sister Maria Elena, Willy Gomez, Felipe Pinzon,  
Dick Blattner, Dan Schevis and Dr. Rolando  
Garcia & John Hart

**Next Steps/Action Items:**

1. Victoria Pinilla will share with committee the best practices on GOTV (get out the vote).
2. Victoria will make a call to the League of women Voters about ballot initiatives educational review. Also, will set up a meeting with them with Josie Bacallao in early June.
3. HUF will partner on these advocacy issues: VITA with United Way and 2 Gen Approach with CSC. (HUF will complete by August-September the 2019 advocacy platform.)

**Discussions**

**UPDATES**

1. Discuss Projects Remainder of the Year (April –December)
  - a. Democracy Project. Being funded by UnidosUS and it helps high school students get registered to vote. HUF is working exclusively at Strahan High School; there are several cohorts. Students are taught U.S. government as well as, informed about current political issues. It is an engagement program after school and in the summer. With Citizenship clients we will do a GOTV, get out to vote campaign.

HUF will be using “I pledge to vote cards” in all the programs at the front desk.

Heather Davidson expressed interest in partnering with HUF on GOTV efforts – looping in other partners as well. To be discussed at a future meeting.

- b. Candidate Forums: CSC State Race---Confirmed **August 15<sup>th</sup> @9:30am at Casa Sanjuan**. Marketing flyers going out in early July after all candidates complete application forms. South Broward candidates at HUF only. The event is targeted toward nonprofits serving children.
2. Funding for Advocacy Update. HUF received \$25k grant. In June potentially another grant coming our way, it may allow for a full time advocacy individual. If part time only 15-18 hours a week. We would tap FIU for an intern or a fellow.

**2018 PUBLIC POLICY & ADVOCACY DISCUSSION: ROLE**

- a. Penny Tax Oversight Committee. Which is for transportation, is in consideration stage. HUF will have to determine if we are supporting or not. Also Education, there is not a plan yet with the school board. SRO's and raises for the teachers seem to be where money will be allocated to. Another ballot issue, is Homestead exemptions, which only help homeowners.
2. 2018 Ballot Voter Education
  - a. Broward charter review.
  - b. Florida Commission Review.
  - c. General Election. HUF will hire someone to translate an educational piece from League of Women voters. Voters can bring in any educational material into voting booth with you when you vote!!! HUF's role would be to educate in English and Spanish then put on website and distribute.
  - d. GOTV. Our other role we are currently working on, is to get people registered and out to vote.
3. FYI...Census 2020. Falls under Commerce department. This question of are you a citizen has not been tested like all of the other questions. May reduce Latino completion rates which could in turn reduce state funding and number of congressional representatives, among many other things.



## 2019 PLANNING

### 1. 2019 Policy Agenda.

- a. Using model from the United Way from Heather Davidson, for issues as how we lead, support and what we will monitor. Housing is a big issue for the United Way they are monitoring.
- b. CSC and the United Way policy agendas will be used as the foundation for the creation of HUF's policy agenda. United Way will have all their public policy issues selected by June. CSC will have their policy agenda by mid-June.
- c. HUF's top issues will include: The proposed impact to LPR's. There's a proposal from the Federal Government that any LPR who accepts any benefits will be deemed a "public charge." Benefits include CHIP, SNAP, etc. Once considered a public charge you will not be allowed to apply for a Green Card. If already a green card holder. Lastly, we continue monitoring DACA.
- d. Victoria is wrapping up her fellowship as she is leaving mid-June. Prepping for 2019, Citizenship workshops, legal clinics and job description finalization.
- e. HUF will partner on these advocacy issues: VITA with United Way and 2 Gen Approach with CSC. 2Gen is the buzz in many local and state levels.

#### **Next Meeting:**

**Friday, June 8th @9am. NO MEETING IN JULY.**



## 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. **Mari** to work with Lucia on Comcast PSA's – she will determine messaging and timing as well as discuss production and costs.

### Meeting Discussion

#### 5. Approval of March 2018

Maguana Jean moved to approve the March minutes. Lucia Rodriguez provided the second. The item passed.

#### 6. Approval of April 2018 Minutes

Maguana Jean moved to approve the minutes and Becky Leung provided the second. The item passed.

#### 7. Marketing and Communications Workshop.

Lucia read over what was discussed at the past two workshops and the outcomes.

#### 8. 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.

#### 9. 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.

#### 10. 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.**

#### 11. 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.**

#### 12. 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.**

#### 13. 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.

**14. 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.**

**15. Discussion on Sub-Committees**

CRM to be created in first quarter 2019.

**Next Meeting:**

**Wednesday, June 6, 2018 @ 8:30am**