

# 2019 HUF Overall Budget Assumptions

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## 2019 Highlights

- **Projected budget of \$6.2M in 2019.** HUF has experienced incredible growth in the past four years
- **2019 will be very similar year to 2018 in terms of revenues**
- **Exceeding Strategic Plan Forecasts:** HUF is significantly exceeding its three year forecast as it relates to five-year strategy launched in 2016. Originally projected to be under budget for three years the agency in year one performed \$60K better than projected.  
In year two, (2018) HUF closed its planned \$115K loss. HUF was able to close this gap *prior to* receiving the extraordinary \$1M gift from The Jim Moran Foundation.
- **83%** of HUF's 2019 program grant revenue is already secured. This ratio is comparable to the 80% in 2018. This means that \$4.2M of our \$5.1M budget (excluding temporarily restricted funds) is already secured.
- HUF will raise **\$1,442,264** in 2019:
  - **\$922,264** will be from grants and
  - **\$520,000** from corporations, events, individuals and small businesses.
- **Mission work:** We will continue our expansion (COMPASS and Miami-Dade) while undertaking two research projects; getting the right seats in place and then the right people in the right seats and continuing to attract large national foundations
- **Agency-wide** effort to strengthen management team through training and self-development – launched in late 2018 and will be implemented every month in 2019
- **See 2019 project list** for key undertakings by each division and the HUF Board

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## Revenues

- **Donations:**
  - **Temporarily Restricted** revenues include grants secured and based on historical experience grants expected to be secured as detailed on the Program Funding Projection budget schedule.
  - **Unrestricted revenues** include those individual, corporate and foundation dollars most likely to be secured based on history and additional board support in 2019.
- **Fee Income** includes revenues for pre-k student's tuition and N-400 (naturalization) application fees.

- **Overall revenues** are expected to increase by \$42K. In 2018 revenues included \$500K of unrestricted funding received from the Moran Foundation.

## See 2019 Funding Plan & 2019 Program Funding Projections Budget

### Expenses

- **Program expenses** are based primarily on 1) grantor's contracts which include direct expenses to operate the program and allowable indirect (shared) expenses.
- **Occupancy Costs** - building repairs and maintenance, depreciation, property insurance, mortgage interest, storage rent, and utilities - increased overall by 8% or \$25K primarily due to increases in repairs and maintenance, , mortgage interest, and rental of storage areas.

### Human Resources

#### Staffing

Staffing requirements were assessed for development, programs, and finance.

In addition, the 2019 budget reflects the positions added in those areas through the refinancing of the mortgage as indicated in the strategic plan and approved by the Board of Directors. (2016-2021 Strategic Plan)

#### Salaries and Benefits

- Cost of living and merit increases were budgeted for 58 employees. Increases are in the 2-3% + or – range.
- Our policy is to give performance appraisals in December/January with annual increases to begin February 1. This ensures better control on overall increases and reward to the highest performers.
- Health insurance is anticipated to increase of 10%. *Increase will be absorbed by employees.* No increase for life and dental insurance.
- Unemployment tax is budgeted with a rate of .31% and Worker's Comp was budgeted at 1.20% with no increases anticipated for either.
- Mileage reimbursement will increase to 58 cents per mile from 54.5 cents per mile federal mileage increase.
- HUF's 401K program will enter its 14<sup>th</sup> year. No match to savings is included in the budget.

#### Capital Improvements

HUF obtained two offices to increase administrative space at the YWCA in Miami and at Gulfstream Community Center in Hallandale due to increased growth. Close to 100% of the leasehold improvements in 2018 was covered by grantors. Monthly contributions of \$1,500 will continue to the capital fund in 2019 to fund primarily building improvements and purchases.

### ***Equipment***

In 2019 it is not anticipated to purchase any additional investments in IT in equipment.

### ***Building Improvements***

Over the last several years:

- 5811: 3 of the 4 air conditioning units were replaced - the remaining unit may have to be replaced, \$5K.
- 5840: 4 of the 5 air conditioning units were replaced – the remaining unit may have to be replaced, \$5K

Although both of these air conditioners have been projected to be possibly replaced over the last several years, quarterly maintenance has averted this possibility so far.

Security improvements are currently being evaluated.

### ***Financing***

The year-end cash balance is \$1.8M:

\$1.2M restricted, \$500K savings, \$39K improvements, \$76K operating.

The line of credit at year-end has a \$200K balance. We will continue to use the line of credit as needed for prepaying expenses for cost reimbursement grants or delays of foundation/corporation awards.

# 2019 Program Budget Narrative: Highlights

## OVERALL

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### **Full implementation and expansion of the 2Generation approach at Apollo Middle and Stranahan High schools**

- CWF will transition target populations – its focus will be on school families
- Begin providing financial stability services to youth (employment and financial capabilities)
  - o Will hire a Youth Employment Coach. Salary covered by The Frederick A. DeLuca Foundation

### **Consolidation of the case management, counseling and coaching services**

- Added a Case Management Program Coordinator to oversee the work of 9+ Case Managers and Coaches
- Will standardize all processes, procedures, trainings and client data collection tools (intake, assessments, etc.)
- Will adopt the Family-Centered model – created by the Kellogg Foundation and aligned with the 2Gen approach

### **Workforce Services**

- Full implementation of Workforce Services/Career Pathways model in partnership with Sheridan Technical College
- Create a different workforce and career tracks for the various age groups and target populations that will be served through CWF and COMPASS

### **Miami Operations**

- Increase administrative capacity – will hire a Program Administrative Assistant for the Citizenship team
- Start a pilot project in partnership with Miami-Dade College to provide naturalization preparation services to students and their families – this will be our first “anchor institution” model

### **Research Projects**

- In partnership with UnidosUS HUF will conduct research on the Employment Digital Gap. Goal: Identify strategies to close the digital gap and help clients secure and retain employment
- In partnership with The Annie E. Casey Foundation HUF will conduct research on 2gen approach on how to better serve new immigrants enrolled in English classes. Goal: Assist new immigrant families assimilate into a new culture and accelerate the pace to financial stability

### **Data Management**

- Update logic models for each and every program
- Streamline and standardize data collection tools

- Identify a database management system for the agency
- Estimate costs and create a budget for 2020

### **New Locations**

- 22+ program staff will work from the Gulfstream Early Childhood Center (Hallandale) and the YWCA (Miami) – rent for both locations is included in this budget. The YWCA rent is covered by the Citi Foundation grant. The Gulfstream rent is covered under various grantors

### **Funding**

- 83% of program funding is secured
  - o New Foundations: The Frederick A. DeLuca Foundation and The Annie E. Casey Foundation
- Unsecured funding projections – potential funders include:
  - o JP Morgan/Chase
  - o UnidosUS
  - o The Kresge Foundation
  - o W. K. Kellogg Foundation
  - o The Annie E. Casey Foundation – will seek increase in funding
- Vulnerabilities – must track weekly and/or monthly
  - o Client Fees
  - o Unit Cost contracts

## **ECONOMIC DEVELOPMENT**

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**Center for Working Families (CWF):** the main goal of this program is to help low-income families reach financial stability. The CWF approach brings together – or bundles – access to a full range of essential economic supports, including income enhancement and work supports, employment services, and asset building services in one convenient location to help families build self-sufficiency, stabilize their finances, and move up the economic ladder.

In 2019 CWF will serve families enrolled in U4T (Apollo and Stranahan) 2gen approach.

- 77% of the total program revenues is secured. The Jim Moran Foundation, United Way and Broward County are the major funders for this program.
- \$270K of the budget is not secured. Some potential funders are: JP Morgan/Chase and UnidosUS.

**Financial Empowerment:** financial education and asset building services integrated into two other agency core programs: Housing and Unity 4Teen’s.

- \$63K must be secured. Several potential funders include : City of Hollywood and UnidosUS and the other corporate funders who have supported this in the past

**Public Benefits:** assistance with applications for public benefits to increase food and healthcare access for eligible families. HUF will also continue providing services to victims of Hurricane Irma (through Sept 2019).

- 81% of the total program revenues is secured. United Way and Florida Blue are the main funders for these services.
- \$115K of the projected revenues is not secured. Potential funders include: UnidosUS and Florida Blue.

**Volunteer Income Tax Assistance (VITA):** FREE tax preparation services to the low to moderate income communities of Broward County. IRS-Certified Volunteer Tax preparers assist individuals and families to identify tax credits they are eligible for in order to maximize return refunds and bring critical dollars back to the community for those most in need.

- 96% of the total program revenues is secured. CSC, IRS, Citi Community Development and United Way are the main funders for these services.
- Program will expand its footprint in partnership with Broward College to provide free tax preparation services to students and their families.

**Emerging Entrepreneurs:** in partnership with Broward SCORE, HUF provides the 5 Simple Steps model for starting and running a successful business.

- It is funded strictly through fundraising and a portion of the E-Summit revenues are used to fund this program.
- Broward SCORE and HUF expanded in Miami-Dade in 2018 and will continue providing services in partnership with AGMUS.

## EDUCATION

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**Unity 4Kids (U4K):** a Preschool center (and VPK provider) designed to provide children of low-income families with early literacy and school readiness services. U4K is a licensed and certified early childhood education center offering a literacy-enriched environment - in dual language - to instill a lifelong love of learning in the youth served. The Center is Nationally Accredited.

- 70+% of program revenues will come from client fees and VPK reimbursement.
- 30% of the projected revenues is not secured. Some potential funders are: A.D. Henderson Foundation and COMCAST.

**Family Strengthening (FSP):** a research-based family strengthening and training program, designed to build nurturing parenting skills as an alternative to help prevent unfavorable or harmful parenting practices.

- 100% of the total program revenues is secured. CSC is the only funder.

**Unity 4Teens (U4T) – Middle Schools.** U4T is a year-round program – after-school and summer –for at-risk middle school age youth. U4T serves youth who attend Apollo, Attucks, Olsen and McNicol Middle Schools. The program has been designed to provide education and enrichment activities to help students attain academic and social success, reduce risk behaviors and learn skills so they may grow into self-sufficient, productive adults.

In 2019, a 2gen pilot project will be implemented to serve 40 families at Apollo Middle

- 97% of the total program revenues is secured. CSC and Target are the main funders.

**Unity 4Teens (U4T) – High Schools.** U4T is a year-round program – after-school and summer – that provides structured academic and support services that foster positive youth and family development. The program focuses on assisting youth in developing the skills and abilities to successfully transition to post-secondary education and employment. U4T serves youth who attend Miramar and Stranahan High Schools.

In 2019, HUF will continue a 2-generation approach project at Stranahan High School to assist families in becoming financial stable.

- 73% of the total program revenues is secured. CSC, TK Foundation and DeLuca Foundation are the main funders.
- \$275K of the projected revenues is not secured. Some potential funders are: Kresge Foundation and Kellogg Foundation.

## **CIVIC ENGAGEMENT**

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**Citizenship:** HUF's Civic Engagement program provides a high quality citizenship class with a qualified teacher, a curriculum approved and recommended by the USCIS, small classes and a convenient class schedule. The Civic Engagement program assists clients with the preparation for the naturalization process, including one-on-one assistance with the N-400 form (citizenship application), the citizenship interview, legal advice and referrals. In collaboration with public library systems and other partners citizenship classes are offered in Broward and Miami-Dade Counties.

- \$96K of program revenues projected will come from client fees.
- 78% of the total program revenues is secured. USCIS, NALEO and Citi Community Development are the main funders.
- 22% of the total grant funding needed is unsecured. Some potential funders are AMEX and the Miami-Dade County Mayor's Office.

# 2019 Funding & Marketing Plans

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## *Executive Overview*

**Note:** The revenue figures outlined in this plan are for the 2019 budget cycle.

### **2019 Revenues: Company-Wide Snapshot**

Hispanic Unity's 2019 Revenue Budget will be **\$6.2 M.**

- **83%** of HUF's 2019 ***program grant revenue*** is already secured. This ratio is comparable to the 80% in 2018. This means that \$4.2M of our \$5.1M budget (excluding temporarily restricted funds) is already secured and that we need to raise an additional \$922K in grant revenues.
- HUF also will raise \$520,000 in corporate, event and individual funds to cover its administrative costs – an increase of \$25,000 over the 2018 budget and \$987,365 *under* the 2018 actual. (NOTE: The 2018 actual includes the one-time \$1M gift from The Jim Moran Foundation.)

Excluding this special contribution of \$1M, the \$520,000 goal for 2019 is \$12,635 above the 2018 actual.

- And, we will have \$336K from client fees, rental and miscellaneous income. (It was \$291K in 2018.)

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## **2019 Fund Development Plan**

The work of creating a robust sustainable HUF fund development model continues. We are in the last phase of our staff onboarding and year two of the Circle of Friends (CoF)/individual giving and the Miami-Dade expansion.

HUF closed 2018 with **\$2,611,188 in** corporate, event and individual gifts or **75% over the 2018 goal**. (This includes the \$1M gift from The Jim Moran Foundation.)

This does NOT include an additional \$236,741 in “pre-donations” secured in 2018 for 2019.

HUF will raise **\$1,442,264** in 2019:

- **\$922,264** will be from grants and



- **\$520,000** from corporations, events, individuals and small businesses.

**HUF’s fund development efforts will focus on:**

- Foundation Grants
- Corporate Partnerships
- Strategic Events
- Individual Giving: \$250 to \$10K (Circle of Friends) and \$10K and up (Major Gifts) as well as our End of Year Campaign for under \$250
- Government Funding

<b>Grants</b>	<b>\$922,300</b>
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In 2019, we will continue to use our internal grant manager to oversee the overall grants process. We also will budget additional funds to pay external grant writers for larger more complex government grants.

HUF will keep the function of program development in-house – in particular when creating new programs.

In 2019, HUF’s Funding Team - which includes the CEO, SVP/ Strategy & Programs, Development Director and Grants Manager - will meet monthly to review HUF priorities, research and pitches to funders, foundations, government and major donors.

<b>Individual Giving</b>	<b>\$115,000</b>
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HUF has created the foundation and activities which – *with increased board member engagement* - will allow HUF to continue to generate unrestricted funds for HUF through individual gifts and ideally from *multi-year* individual gifts.

Our goals for the 2019 budget are:

Circle of Friends (Biz & Individual)	\$ 75,000
Major Gifts:	\$ 20,000
Annual & End-of-Year Campaign:	\$ 20,000

- **Circle of Friends**  
This individual giving program was launched in November 2017. In 2019, we will continue monthly stewardship activities for new and renewed Circle of Friends members, while continuing to cultivate new members throughout the year.

The program will include a Thank You event in February, HUF open house in May, and a recruitment/renewal event in February/March 2020. Invited to the 2020 event will be individuals introduced to HUF in 2019 and cultivated throughout the year.

We will have a portfolio of 50-75 donors.

**HUF board members are instrumental to the growth of the Circle of Friends.**

- **Major Gifts (\$10K and up)**

HUF staff will create individual “moves management” plans for at least eight individuals and plan to secure a minimum of \$20,000 in 2019.

HUF’s CEO will work with one of its major donors in Q1 to explore if there are strategies HUF can develop to leverage The Jim Moran Foundation donation to further grow HUF funds.

- **Annual & End-of-Year Annual Campaign**

Continue PEACE LOVE HUF campaign through June 2019. Use \$25,000 from The Jim Moran Foundation’s 2018 \$1M gift as a matching incentive.

Launch “special gift” direct mail campaign in July for annual campaign and lapsed donors.

Leverage enthusiasm around “Giving Tuesday” (12/03/19) as part of end-of-year ask in November 2019, which will include e-blasts with client stories and impact, and social media.

Create peer-to-peer pages for current board members that coincide with active campaigns. Invite others to fundraise for HUF’s active campaigns to celebrate special occasions (ex. Birthdays, anniversaries, promotions, retirements, etc.)

- **Empowerment Tour (POE)**

Continue the **9:54 and 3:05 Cafecito Empowerment Tour**. We plan to strengthen the post-tour “touch” with the attendees to measure engagement interest with HUF. The goal is to engage attendees, have them become involved with the organization and create a strong base for the Circle of Friends through these visits.

**Business Philanthropy**

**\$325,000**

HUF will continue to have a significant focus on retaining and deepening support from our corporate partners and grow our portfolio with new partners as well.

- **Corporate Strategy**

HUF is fortunate to have a core of Corporate Annual Partners (approximately 60-75) that support HUF annually. Some of the corporate partners support HUF's programs through their corporate marketing budgets, others through their foundations and many through a combination of both.

HUF will reach out to all the partners early in Q1 & Q2 to check-in with all the representatives from these corporations and learn about their plans for the year and share information about HUF as well.

HUF will continue to upsell existing partners and secure multi-year funding and will have a special focus of developing new partner relationships.

HUF will continue to refine and explore new marketing opportunities for corporations similar to the HUF website underwriting and underwriting of HUF *program* events.

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**Events****\$80,000**

Entrepreneur Summit: \$80,000

In partnership with NSU, HUF will hold its 8<sup>th</sup> Entrepreneur Summit in the fall of 2019. The event will focus on 6-9 workshops, a professional networking workshop followed by a networking session and a keynote speaker. The event will be partially underwritten by NSU and it will serve as a fundraiser for HUF. In addition to E-Summit specific marketing benefits, HUF will offer sponsors an opportunity to gain additional exposure (and provide incremental support to HUF) by including program sponsorship for the Emerging Entrepreneur program. We will continue to transition the sales and logistics of this event to the Development Director.

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**Government Funding – Building for 2019**

We will work to retain the federal funding we currently have from USCIS and the IRS while identifying one to three new potential government grant areas that match HUF's mission and are likely to be supported by the new administration.

HUF will explore consulting with experts in government grant funding while strengthening our research of funding sources to assist us in the cultivation phase.

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**Miami-Dade Building for 2019**

The expansion of HUF's footprint into Miami-Dade will open up opportunities for HUF to grow its network of partners, funders and volunteers.

In 2019, we will deepen our understanding of this community while engaging individuals who already know HUF. By year's end, we will have identified several new opportunities which could lead to support of HUF's work in Miami-Dade.

HUF will continue reaching out to existing corporate funders and share our vision and ask for support as advisors as well as program investors. HUF will do the same with individual donors, government contacts and foundation connections.

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**Infrastructure** We will support HUF's 2019 funding efforts by strengthening the toolkit that will assist us in securing and retaining funding partners.

## People

In May 2018 we hired and have been onboarding a new Donor Relations Associate (DRA).

The Development Director will continue her own onboarding and training while growing her development responsibilities throughout 2019 with the end goal of having this individual fully transition into her new role by the end of 2019.

The DRA individual is responsible for handling partner agreement fulfillment, donor and funder gift acknowledgement and event logistical support.

## Systems & Credentials

- **Processes & Procedures**

The development team will work continue mapping out and refining the funder and donor experience from cultivation to stewardship. This process will make clear points of contact and create accountability by assigning team members to appropriate tasks.

Each month, donors and funders will be contacted by HUF (based on their level of support and program area of interest). These communications will take place around select holidays (ex. Valentine's Day, Thanksgiving, Halloween and Holiday cards), program dates (ex. VITA after tax season, Unity 4Kids after graduation, Unity 4Teens at beginning of school year), and in between (ex. Audited financial statements, annual report).

In addition, select donors and funders will be invited to HUF's events (ex. CoF Thank You event, Unity 4Kids' graduation, CoF Open House, E-Summit, Unity 4Kid's Holiday Celebration).

To ensure a professional and consistent donor/funder experience, HUF will be review and make recommendations for improvements to its CRM/database procedures and system.

- **Database**

HUF currently utilizes Donor Perfect Online for its donor database. HUF's development and marketing staff, along with marketing committee, will: explore alternative customer-relationship management (CRM) software options and determine if it a move to a new system is warranted, what it will cost (to move and to sustain) as well as an implementation plan and timeline.

If it is determined that a new system will best suit our needs, HUF will then create a timeline for the conversion and begin what may be a 9-12 month process of transferring data and learning the new system. This project will require an earnest investment in training development staff and learning to effectively use this tool.

- **Credentialing – GuideStar**

Nearly 90% of foundations engage in organization and agency research prior to funding. Therefore, national rating by entities such as Guidestar are an important indicator to foundations that HUF meets its impact goals. HUF will assign a team of two-three HUF team members to update HUF's Guidestar profile and obtain a Gold Seal designation.

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Fundraising is a team sport and HUF plans to use every one of its team members whether staff or board member to maximize investment opportunities for funders and donors and help them become a **force for good** in our community.

# Marketing: Strategic Communication, Branding and Funder Marketing and Recognition

## Marketing Communications

The Marketing Director will work with the board's Marketing Committee to create a Marketing & Communications Plan for HUF.

The plan will focus on several broad overarching goals:

- **Build Branding/Awareness which will increase HUF's awareness** among:
  - potential board volunteers
  - key influencers in both Miami-Dade and Broward Counties
- **Increase awareness of HUF and its work** through storytelling of HUF and its mission, core values, culture, programs and impact across south Florida through new channels.
- **Gain Reputation/Thought Leadership**
  - Build trust and thought leadership status through the development of a White Paper content strategy for key programs: COMPASS, small business and Citizenship
- **Increase media coverage** of new/expanded programs, i.e., COMPASS, small business & Citizenship
- **Reinforce/Increase reach of elected officials**
  - Increase interest and support of public policy and advocacy efforts
- **Support piloted crowdsourcing fundraising effort on Spanish media**
  - Campaigns, i.e. Peace Love HUF

### Target Audiences:

During the marketing workshops conducted by the Marketing Committee in 2018, the following groups were identified as key HUF audiences:

External:

Clients (Students, Parents, LPRs)  
Donors (Individuals, Small Businesses, Circle of Friends)  
Funders (Corporations, Government, Foundations)  
Government (Elected Officials)  
Media (Traditional, Digital—press/public opinion)  
Influencers (Social Media—public opinion; subject matter experts)

Internal:

- Board
- Staff (past, present, future)
- Committees
- Volunteers

**Existing Channels:**

DIGITAL (owned media)

- Managed Website(s), HUF Website, VITA, Entrepreneur Summit, ImmigrantFamilies.org, HUFbod.site,
- Individual Board Fundraising Landing Pages
- HUF Blog, Advocacy Posts
- Email Campaigns – eNewsletters
- HUF, PUF, Program Emails (Invitations, etc.), Campaign Promotions
- Social Media Channels: Facebook (3,000 followers), Twitter (1,300 followers): YouTube LinkedIn - Josie's page, Company page, Groups (1300)
- Google Photos
- Video Production
- Email Signatures
- Print in electronic format: Annual eReport, Circle of Friends, 35th Anniversary eBook

PRINT

- Annual Report, Center for Working Families Brochure, Program Brochures, Program Flyers, Circle of Friends Membership, Postcards, Palm cards, Posters (Citizenship, etc.) - Program...

DIRECT MAIL

- Fundraising

EVENTS

- Entrepreneur Summit, Unity 4Kids Graduation, Board Social Events, Program Orientations, Inaugurations, Annual Unity 4Kids Yard Sale, Mega Citizenship Event, Legal Clinics, etc.

Marketing Partnerships / Outreach (earned)

- Partners with community and private entities (advocates and influencers) to leverage marketing impact and increase reach

The plan will reinforce key HUF branding and mission-based messaging to. HUF will strengthen its social media capabilities and usage (yearlong), continue website maintenance (yearlong), refresh its branding & messaging (March), and will establish new branding guideline (September).

Increasingly, HUF is using its social media platforms to both tell its mission story while recognizing the funders and donors who make the work possible.

HUF will continue its popular Partner Updates Newsletter (PUF) highlighting our partner's activities and as well as our HUF quarterly mission-impact newsletter. We'll continue social media efforts to thank funders for their programmatic support (#ThankYouThursday) and highlight their special announcements (#PartnerNews).

- **Event Support:**

The Marketing Director will support event promotion and production by managing digital media, communications, print, and PR, as appropriate, for Circle of Friends events (ex. 2019 Donor Recognition, 2019; CoF Reception, 2020); the 8<sup>th</sup> Annual Entrepreneur Summit; New Gulfstream location inauguration; and other program events.

- **Marketing Projects & Campaign Calendar**

The following projects and campaigns will be executed and will include a variety of marketing strategies and tactics, such as social media, blogging, earned media, owned media, paid media, email marketing, news release, and video:

- **Volunteer Income Tax Assistance Campaign**  
January through April  
VITA's extended services, May through September
- **PEACE LOVE HUF**  
January through June  
With financial support from the New Americans Campaign, HUF will incorporate a Spanish media component into the PEACE LOVE HUF campaign raising awareness and support for the Pathways to Citizenship program. Notably, this includes the production of a Spanish-language PSA. The campaign, launched in fall 2018, will continue through mid-2019 with the promotion of specially designed PEACE LOVE HUF shirts & hats.
- **HUF's 37<sup>th</sup> Anniversary & Gulfstream site launch**  
February
- **Annual Report**  
April
- **Small Business Campaign**  
June-July



Focus on the unique contributions made by immigrants in the small business and entrepreneurial space. Launch campaign tied to “white paper” on the topic prior to the start of the E-Summit promotion.

- **Entrepreneur Summit**

July -August-September

Campaign will include the use of HUF marketing assets – website, blog, E-Summit website, social media and e-marketing to its supporters. Digital paid media will be used as well as earned media through a public relations campaign. HUF’s marketing partners will be assist in marketing the event to their constituents.

- **End of Year Campaign (EOY)**

November & December

Beginning with “Giving Tuesday” on 12/03/19, the EOY campaign will feature HUF client stories from various programs. These stories will be shared across email marketing and social media platforms.

- **Advocacy/Policy/Census** (Ongoing)

- **Content creation** (Ongoing)

HUF will begin to assert itself as a subject matter expert of the two-generation program approach, small business and citizenship by sharing and co-writing white papers, blogs, and other authoritative publications reflecting its programming.

- **Funder Communication and Benefits Tracking:**

The Donor Relations Associate will ensure our funders/donors receive timely thank you calls, thank you letters and periodic updates/impact reports/stories on how the programs they fund are progressing. This individual also will track all the deliverables to which HUF committed in their partnerships.

## 2019 Plan Summary

Activity	Goals (\$ and # of donors)	Audience	Strategies	Timeframe	Lead
Annual & End-of-Year Campaign <\$250.00	\$20,000	100-150 gifts of <b>under \$250K</b> throughout the year and from Nov/Dec campaign	<b>Board Support Critical - Invite network to make annual gift;</b> 1) Jan-May (PEACE LOVE HUF, crowdsourcing), 2) summertime special gift campaign 3) End of Year; 4) Use of Board Personal Giving Pages	Entire Fiscal year- 1) Jan-May; 2) June- July, 3) Nov-Dec	<b>Board Members;</b> Development Director
Circle of Friends (Individuals; Business) \$250-\$10,000	\$75,000	75-100 New and Renewal members during second year of program	<b>Board Support Critical- Introductions, Cultivation and Stewardship;</b> POE, in person meetings with board members	January-December	<b>Board Members;</b> Development Director
Personal Major Gift Solicitations >\$10,000	\$20,000	5-8 Major Gifts Prospects - Multi-year or annual \$10k+ gifts	<b>Board Support Critical for: Introductions, Cultivation and Stewardship;</b> Personal cultivation and solicitations by Board and Staff Leadership	January-December	<b>Board Members;</b> CEO
Corporate Sales & Renewals	\$325,000	55-60 Past annual funders to renew, Upsell 3-7 existing funders and secure 5-10 New Funders	In person visits to larger funders at their office or at HUF. For smaller ones, phone meeting	January-December	Development Director with CEO & SVP Strategy & Programs and <b>Board Members</b>
Entrepreneur Summit	\$80,000	15-25 sponsors; Corporations targeting small business owners	Email blast, calls and visits	March-September	Development Director with guidance from CEO and CEO - <b>Board Members</b>
Program Grants for 2019 & 2020	\$922,264	35-45 renewal of foundation grants; 10-15 NEW grants	Sr. VP of Strategy & CEO connect with 35-45 existing funders to secure renewal of program grant - submit reports, visit with funder at HUF or their office; Identify, research and develop new foundation relationships -submit grants	January-December	SVP Strategy; Support & CEO & Grant Manager & Development Director; <b>Board Members- Advocacy/Stewardship</b>
<b>Donations &amp; Events 2019 Total</b>		<b>\$1,442,264</b>			

<b>Grants Income (Government + Uway)</b>					
<b>Grants (Government &amp; United Ways)</b>		City, County, Federal government grants; United Ways	Staff to provide ongoing success stories and reports; Meetings with county staff; <b>And Board Members</b> to meet or reach out and meet with electeds in their districts	January-December	Lead: Sr. VP Strategy; Support: COO & CEO & Grant Manager; <b>Board Members- Advocacy/Stewardship</b>
<b>Government Advocacy</b>	Goal - \$125k from Broward County for 2019 and grow to higher amount	15 individuals - Broward County Commissioners and staff, Human Services staff and county administration staff	Staff to provide ongoing success stories and reports; Meetings with county staff; <b>And Board Members</b> to meet or reach out and meet with electeds in their districts	January-December	CEO & SVP Strategy & Programs and <b>Board Members- Advocacy/Stewardship</b>

2019				
	Q1	Q2	Q3	Q4
<b>Programs</b>				
Adopt a Family-Centered Case Management Organization				
Plan on becoming a Data-Driven Organization				
Full Implementation of COMPASS				
Transition CWF to COMPASS 2GEN				
Pilot Citizenship Program at Miami-Dade College				
English-Learner Research				
Expanding Workforce Education Programs				
Manage Geographic Expansion to Gulfstream Learning Center & Miami-Dade				
<b>Advocacy</b>				
Secure Multi-Year Funding				
Continue to support major national issues, state issues and ad hoc issues				
Participate in Community Census Count & Begin Community Communication				
Manage & Market Legal Immigration Clinics				
Engage Children of Immigrant Coalition & Maintain Web Presence				

2019				
	Q1	Q2	Q3	Q4
<b>Fund Development</b>				
TJMF Funds: Create a Plan				
Continue On-Boarding of Director of Development				
Renew/Ugrade/Pitch Funders- Secure Agreements - Invoice - Execute				
Circle of Friends Program- Stewardship & Events	Feb (Thank You)	May (Open House)		
CONTINUE the 3/5 Program (3-Day TU Call and 5-Day TU Ltr) / Track				
Cultivation & Stewardship of Major Donors				
Launch: 8th Entrepreneur Summit -- Sales & Logistics			Sept	
Create Program Impact Template & Send out 2x per year to Funders		Mar		
Grants: Relationship Building and Applications				
Annual Campaign: Mail, online & social media			Special Gift Campaign (Jul)	EOY/Holiday Campaign (Dec)
Grants: Relationship Building and Applications				
CRM - Needs assessment & vendor exploration				
<b>Marketing</b>				
New Marketing & Communications Plan				
37th Anniversary Mini Campagin - SM + Email (Awareness)				
Branding + Messaging Plan Refresh				
Citi Progress Makers Campaign				
Gulfstream site inaguration				
Content Strategy: White Papers Plan (2-Gen -or- Small Business -or- Citizenship)				

2019				
	Q1	Q2	Q3	Q4
Launch VITA Consumer Campaign				
Citizenship - Launch Spanish Crowdsourcing Project				
2018 Annual Report				
Support Circle of Friends Events				
Launch: 8th Entrepreneur Summit - Marketing				
Communications (Web, social media, constant contact)				
Advocacy/Census Support				
Annual Campaign: Mail, online & social media				
Branding Guidelines				
Holiday End of Year Campaign + Client Stories				
Redesign New Website				

2019				
	Q1	Q2	Q3	Q4
<b>Finance/ Facilities / Operational</b>				
2019 Budget				
2018 Annual Financial Audit				
2018 / 990		May		
Finance & Operations Staff Capacity Assessment & Plan				
Agency-wide HR Needs Assessment				
Technology Plan				
Facilities Plan				
Secure additional pro bono legal services				
New Employee Handbook				
Security Assessment and Grant Application				
Implement Electronic Time Clock –2 schools (Office Staff and 4 schools completed)				
Internal Auditing Procedures		May		
Financial Model: Update (Use as needed)				
2020 Budget			Sep Oct	
<b>Administration / Employees</b>				
Launch "Scale Up Model" with Monthly Team Meetings & Staff Development Plan				
Strategic Plan - New 3-Year Plan				

2019				
	Q1	Q2	Q3	Q4
<b>Board Projects</b>				
Strategic Plan - Refreshed Annual Plan				
Board Thank YOU & POE Schedule				
{Strat} Board Member Recruitment List/Cultivation				
{Strat} Governance Committee				
{Strat} Marketing Committee				
{Strat} Finance Committee				
{Strat} Public Policy & Advocacy Committee				
Maintain Board Web Portal				

## Meeting Rhythm – HUF 2019 **DRAFT Nov 26, 2018**

Month	Content	Time	Date	Location
January	<b>Learning &amp; Development:</b> Book Discussion - 5 Dysfunctions of a Team (45 min)  <b>HR Needs</b> – Discussion (45 min.)  <b>HUF Cultural + Core Values</b> – (15 min)  <b>2019 Meeting Dates and Agenda</b> (15 min)	Noon-2pm	Thurs, Jan 17	HUF
Feb / March	<b>Review 2019 Goals &amp; Discuss Quarterly for Q1 &amp; Q2</b>  <b>Process</b> How To Make Toast & Top HUF Processes & Priority of Processes to Review	Half Day 10:00a-3pm (with Lunch)	Feb 21	Gulfstream
April	<b>Supervisory &amp; Manager Training</b>	Full Day	Apr 25	Off Site
May	<b>Process:</b> Work on Process #1	Noon-2pm	May 28	HUF
June	<b>Quarterly Goals Review (2 hrs.)</b> <ul style="list-style-type: none"> <li>Review Q2 Results</li> <li>Review Q3 Goals</li> </ul> <b>Scale-Up :People</b> , Chapter 3, The Leaders	Half Day 9a-1pm (with Lunch)	June 25	HUF
July	<b>NO meeting</b>			
August	<b>Scale-Up :People</b> , Chapter 3, The Team  <b>Process:</b> Work on Process #2	Half Day 9a-1pm (with Lunch)	August 20	HUF
September/October	<b>Scale-Up :People</b> , Chapter 3, The Managers (Coaches)	Noon-2pm	Oct 2	HUF
October	<b>All Day Planning for 2020</b>	Full Day	Oct 29	Off Site
November	<b>Quarterly Goals Review (2 hrs.)</b> <ul style="list-style-type: none"> <li>Review Q3 Results</li> <li>Review Q4 Goals</li> </ul> <b>Retreat</b> – How are we doing? Impact of a Year of People & Process – Design 2020 Management Team Plan	Half Day 9a-1pm (with Lunch)	Nov 19	HUF
December	<b>No Meeting</b>			

### Legend:

2-HR working lunch

Half Day

Full Day



# **Hispanic Unity of Florida, Inc**

## **2019 Budget**

**Hispanic Unity of Florida, Inc.  
2019 Budget**

**Summary of 2019 Budget:**

Support Services	\$ (773,952)
Programs	791,913
<b>NET to UNR Assets</b>	<b><u>\$ 17,961</u></b>

<b>Support Services</b>		\$ (773,952)
Economic Development	470,701	
Education	212,288	
Civic Engagement	108,924	
<b>Programs</b>	<u>791,913</u>	
		<b><u>\$ 17,961</u></b>

**Costs Covered:**

	Allocated Costs Paid	Contribution to Admin	Total	
Development	20,484	233,848	<b>254,332</b>	11%
Programs	597,922	791,913	<b>1,389,835</b>	89%
<b>TOTAL</b>	<b><u>\$ 618,406</u></b>	<b><u>\$ 1,025,761</u></b>	<b><u>\$ 1,644,167</u></b>	<b>100%</b>

\* **Allocated costs include:** repairs & maintenance, depreciation, insurance, interest, IT, postage, printing, rent (storage-corp records & other), telephone, utilities)

<b>Hispanic Unity of Florida, Inc.</b>				
<b>Comparison of 2019 Budget vs 2018 Estimated Actual</b>				
	<b>2019 Budget</b>	<b>2018 Estim Actual</b>	<b>Over (Under)</b>	
<b>Revenues</b>				
Donations - UNR	441,600	833,787	(392,187)	includes Moran \$500K
Donations - TR	1,101,028	3,391,853	(2,290,825)	includes Moran \$500K, Moran \$1M, Citi \$500K, TK \$200K, FLBL \$300K
Satisfaction of restrictions	1,167,642	(1,485,538)	2,653,180	See above
Fundraising events	80,000	93,300	(13,300)	
Grants	3,070,452	3,030,413	40,039	
Rental income	48,012	48,132	(120)	
Tuition/VPK	174,136	135,605	38,531	incr in tuition
Interest & dividend income	13,200	4,430	8,770	
Fees, Books, Other Income	100,552	102,700	(2,148)	
<b>Total Revenues</b>	<b>6,196,622</b>	<b>6,154,682</b>	<b>41,940</b>	
<b>Expenses</b>				
Salaries and benefits	4,692,004	4,176,482	515,522	incr offset by revenues
Advertising	10,000	15,006	(5,006)	
Bank service charges	6,000	9,732	(3,732)	
Building repairs/maint	214,260	202,727	11,533	incr for off-site locations
Depreciation	129,444	119,651	9,793	
Dues and subscriptions	11,400	13,289	(1,889)	
Information Technology	45,799	44,694	1,105	
Insurance	53,736	52,145	1,591	
Interest	52,896	49,880	3,016	
Licenses & Permits	504	1,210	(706)	
Mileage	33,345	34,218	(873)	
Office expense	87,120	63,228	23,892	offset by revenues
Postage and shipping	5,320	7,750	(2,430)	
Printing	59,609	59,258	351	
Professional fees - Audit	28,800	25,000	3,800	incr if federal audit
Professional fees - Bkgrd Cks	7,616	7,235	381	
Professional fees - Grants	15,600	10,295	5,305	
Professional fees - Other	88,998	95,595	(6,597)	
Professional fees - Personnel	7,200	6,691	509	
Professional fees - Recruitment	9,600	12,000	(2,400)	
Professional fees - Web Page	20,004	5,582	14,422	incr to update web
Program Expenses	354,730	406,251	(51,521)	
Public Relations	15,000	14,444	556	
Rent	18,044	19,541	(1,497)	
Software	6,000	9,272	(3,272)	
Special fundrng events	24,000	40,057	(16,057)	decr to restructure of ES Event
Staff events	5,304	6,247	(943)	
Staff training/develpmt	61,430	68,295	(6,865)	decr in program participants
Telephone	96,286	78,743	17,543	incr for offsite locations, comcast support if ATT down
Utilities	18,612	33,374	(14,762)	decr in monthly and special pick up trash removal(s)
<b>Total Expenses</b>	<b>6,178,661</b>	<b>5,687,892</b>	<b>490,769</b>	
<b>Incr (Decr) in UNR Assets</b>	<b>\$ 17,961</b>	<b>\$ 466,790</b>	<b>\$ (448,829)</b>	

**Hispanic Unity of Florida  
2019 Annual Budget - Total**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Revenues</b>													
Donations - UNR	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 441,600
Donations - TR	365,000	0	145,000	150,000	0	115,000	100,028	45,000	35,000	66,000	30,000	50,000	1,101,028
Satisfaction of restrictions	(161,155)	133,848	19,265	6,765	153,515	168,515	87,654	145,182	143,098	143,098	134,764	193,093	1,167,642
Fundraising events	0	0	0	0	0	0	0	0	80,000	0	0	0	80,000
Grants	266,171	266,171	266,171	266,171	266,171	266,171	266,171	266,171	266,171	224,971	224,971	224,971	3,070,452
Rental income	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	48,012
Family Central/VPK	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	29,136
Interest & dividend income	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200
Misc Income - Support	0	0	0	0	0	5,000	0	0	0	0	0	0	5,000
Tuition, Fees, Books	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	240,552
<b>Total Revenues</b>	<b>534,391</b>	<b>464,394</b>	<b>494,811</b>	<b>487,311</b>	<b>484,061</b>	<b>619,061</b>	<b>518,228</b>	<b>520,728</b>	<b>588,644</b>	<b>498,444</b>	<b>454,110</b>	<b>532,439</b>	<b>6,196,622</b>
<b>Expenses</b>													
Salaries and benefits	404,791	404,791	404,791	404,791	402,732	402,732	398,365	398,365	396,990	361,790	355,933	355,933	4,692,004
Advertising	833	833	833	833	833	833	833	833	833	833	833	837	10,000
Bank service charges	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Building repairs/maint	17,855	17,855	17,855	17,855	17,855	17,855	17,855	17,855	17,855	17,855	17,855	17,855	214,260
Depreciation	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787	10,787	129,444
Dues and subscriptions	950	950	950	950	950	950	950	950	950	950	950	950	11,400
Information Technology	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,000	3,000	3,000	3,000	45,799
Insurance	4,603	4,603	4,603	4,603	4,603	4,603	4,603	4,603	4,603	4,103	4,103	4,103	53,736
Interest	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	4,408	52,896
Licenses & Permits	42	42	42	42	42	42	42	42	42	42	42	42	504
Mileage	2,949	2,949	2,949	2,949	2,949	2,949	2,782	2,782	2,782	2,482	2,412	2,411	33,345
Office expense	7,410	7,410	7,410	7,410	7,410	7,410	7,410	7,410	7,260	6,860	6,860	6,860	87,120
Postage and shipping	460	460	460	460	435	435	435	435	435	435	435	435	5,320
Printing	5,348	5,348	5,348	5,348	5,127	5,127	5,127	5,127	4,877	4,377	4,227	4,228	59,609
Professional fees - Audit	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,100	2,100	2,100	28,800
Professional fees - Bkgrd Cks	636	636	636	636	636	636	636	636	636	636	628	628	7,616
Professional fees - Grants	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
Professional fees - Other	7,583	7,583	7,583	9,083	7,583	7,583	7,000	7,000	7,000	7,000	7,000	7,000	88,998
Professional fees - Personnel	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Professional fees - Recruitmen	800	800	800	800	800	800	800	800	800	800	800	800	9,600
Professional fees - Web Page	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,004
Program Expenses	29,851	29,851	29,851	29,851	29,851	29,851	29,567	29,567	29,567	29,367	28,778	28,778	354,730
Public Relations	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Rent	2,806	2,806	2,806	2,806	2,330	2,330	1,040	1,040	1,040	(60)	(450)	(450)	18,044
Software	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Special fundrsg events	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Staff events	442	442	442	442	442	442	442	442	442	442	442	442	5,304
Staff training/developmt	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,350	5,141	4,541	4,474	4,474	61,430
Telephone	8,663	8,663	8,663	8,663	8,528	8,528	7,968	7,968	7,968	6,968	6,851	6,851	96,286
Utilities	1,551	1,551	1,551	1,551	1,551	1,551	1,551	1,551	1,551	1,551	1,551	1,551	18,612
<b>Total Expenses</b>	<b>532,535</b>	<b>532,535</b>	<b>532,535</b>	<b>534,035</b>	<b>529,619</b>	<b>529,619</b>	<b>522,368</b>	<b>522,368</b>	<b>520,284</b>	<b>479,084</b>	<b>471,836</b>	<b>471,840</b>	<b>6,178,661</b>
<b>Incr (Decr) in UNR Assets</b>	<b>\$ 1,856</b>	<b>\$ (68,141)</b>	<b>\$ (37,724)</b>	<b>\$ (46,724)</b>	<b>\$ (45,558)</b>	<b>\$ 89,442</b>	<b>\$ (4,140)</b>	<b>\$ (1,640)</b>	<b>\$ 68,360</b>	<b>\$ 19,360</b>	<b>\$ (17,726)</b>	<b>\$ 60,599</b>	<b>\$ 17,961</b>

**Hispanic Unity of Florida  
2019 Annual Budget - Total Support**

	Jan	Feb	Mar	Apr	Jan	Feb	Mar	Apr	Jan	Oct	Nov	Dec	Total
<b>Revenues</b>													
Donations - UNR	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 36,800	\$ 441,600
Fundraising events	0	0	0	0	0	0	0	0	80,000	0	0	0	80,000
Interest & dividend income	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	1,100	13,200
Misc Income - Support	0	0	0	0	0	5,000	0	0	0	0	0	0	5,000
<b>Total Revenues</b>	<b>37,900</b>	<b>37,900</b>	<b>37,900</b>	<b>37,900</b>	<b>37,900</b>	<b>42,900</b>	<b>37,900</b>	<b>37,900</b>	<b>117,900</b>	<b>37,900</b>	<b>37,900</b>	<b>37,900</b>	<b>539,800</b>
<b>Expenses</b>													
Salaries and benefits	81,929	81,929	81,929	81,929	81,929	81,929	81,929	81,929	81,929	81,929	81,929	81,929	983,148
Advertising	833	833	833	833	833	833	833	833	833	833	833	837	10,000
Bank service charges	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Building repairs/maint	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	1,479	17,748
Depreciation	908	908	908	908	908	908	908	908	908	908	908	908	10,896
Dues and subscriptions	950	950	950	950	950	950	950	950	950	950	950	950	11,400
Information Technology	375	375	375	375	375	375	375	375	375	375	375	375	4,500
Insurance	413	413	413	413	413	413	413	413	413	413	413	413	4,956
Interest	344	344	344	344	344	344	344	344	344	344	344	344	4,128
Mileage	163	163	163	163	163	163	163	163	163	163	163	163	1,956
Office expense	1,783	1,783	1,783	1,783	1,783	1,783	1,783	1,783	1,783	1,783	1,783	1,783	21,396
Postage and shipping	125	125	125	125	125	125	125	125	125	125	125	125	1,500
Printing	687	687	687	687	687	687	687	687	687	687	687	687	8,244
Professional fees - Audit	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	25,200
Professional fees - Grants	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	1,300	15,600
Professional fees - Other	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	2,667	32,004
Professional fees - Personnel	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Professional fees - Recruitmen	800	800	800	800	800	800	800	800	800	800	800	800	9,600
Professional fees - Web Page	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,004
Public Relations	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Rent	194	194	194	194	194	194	194	194	194	194	194	194	2,328
Software	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Special fundrng events	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Staff events	442	442	442	442	442	442	442	442	442	442	442	442	5,304
Staff training/developmt	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	1,688	20,256
Telephone	2,744	2,744	2,744	2,744	2,744	2,744	2,744	2,744	2,744	2,744	2,744	2,744	32,928
Utilities	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	1,038	12,456
<b>Total Expenses</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,479</b>	<b>109,483</b>	<b>1,313,752</b>
<b>Incr (Decr) in UNR Assets</b>	<b>\$ (71,579)</b>	<b>\$ (71,579)</b>	<b>\$ (71,579)</b>	<b>\$ (71,579)</b>	<b>\$ (71,579)</b>	<b>\$ (66,579)</b>	<b>\$ (71,579)</b>	<b>\$ (71,579)</b>	<b>\$ 8,421</b>	<b>\$ (71,579)</b>	<b>\$ (71,579)</b>	<b>\$ (71,583)</b>	<b>\$ (773,952)</b>

**Hispanic Unity of Florida  
2019 Annual Budget - Total Programs**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Revenues</b>													
Donations - TR	\$ 365,000	\$ -	\$ 145,000	\$ 150,000	\$ -	\$ 115,000	\$ 100,028	\$ 45,000	\$ 35,000	\$ 66,000	\$ 30,000	\$ 50,000	\$ 1,101,028
Satisfaction of restrictions	(161,155)	133,848	19,265	6,765	153,515	168,515	87,654	145,182	143,098	143,098	134,764	193,093	1,167,642
Grants	266,171	266,171	266,171	266,171	266,171	266,171	266,171	266,171	266,171	224,971	224,971	224,971	3,070,452
Rental income	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	4,001	48,012
Family Central/VPK	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	2,428	29,136
Tuition, Fees, Books	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	20,046	240,552
<b>Total Revenues</b>	<b>496,491</b>	<b>426,494</b>	<b>456,911</b>	<b>449,411</b>	<b>446,161</b>	<b>576,161</b>	<b>480,328</b>	<b>482,828</b>	<b>470,744</b>	<b>460,544</b>	<b>416,210</b>	<b>494,539</b>	<b>5,656,822</b>
<b>Expenses</b>													
Salaries and benefits	322,862	322,862	322,862	322,862	320,803	320,803	316,436	316,436	315,061	279,861	274,004	274,004	3,708,856
Building repairs/maint	16,376	16,376	16,376	16,376	16,376	16,376	16,376	16,376	16,376	16,376	16,376	16,376	196,512
Depreciation	9,879	9,879	9,879	9,879	9,879	9,879	9,879	9,879	9,879	9,879	9,879	9,879	118,548
Information Technology	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,725	3,625	2,625	2,625	2,625	41,299
Insurance	4,190	4,190	4,190	4,190	4,190	4,190	4,190	4,190	4,190	3,690	3,690	3,690	48,780
Interest	4,064	4,064	4,064	4,064	4,064	4,064	4,064	4,064	4,064	4,064	4,064	4,064	48,768
Licenses & Permits	42	42	42	42	42	42	42	42	42	42	42	42	504
Mileage	2,786	2,786	2,786	2,786	2,786	2,786	2,619	2,619	2,619	2,319	2,249	2,248	31,389
Office expense	5,627	5,627	5,627	5,627	5,627	5,627	5,627	5,627	5,477	5,077	5,077	5,077	65,724
Postage and shipping	335	335	335	335	310	310	310	310	310	310	310	310	3,820
Printing	4,661	4,661	4,661	4,661	4,440	4,440	4,440	4,440	4,190	3,690	3,540	3,541	51,365
Professional fees - Audit	400	400	400	400	400	400	400	400	400	0	0	0	3,600
Professional fees - Bkgrd Cks	636	636	636	636	636	636	636	636	636	636	628	628	7,616
Professional fees - Other	4,916	4,916	4,916	6,416	4,916	4,916	4,333	4,333	4,333	4,333	4,333	4,333	56,994
Program Expenses	29,851	29,851	29,851	29,851	29,851	29,851	29,567	29,567	29,567	29,367	28,778	28,778	354,730
Rent	2,612	2,612	2,612	2,612	2,136	2,136	846	846	846	(254)	(644)	(644)	15,716
Staff training/developmt	3,662	3,662	3,662	3,662	3,662	3,662	3,662	3,662	3,453	2,853	2,786	2,786	41,174
Telephone	5,919	5,919	5,919	5,919	5,784	5,784	5,224	5,224	5,224	4,224	4,107	4,107	63,358
Utilities	513	513	513	513	513	513	513	513	513	513	513	513	6,156
<b>Total Expenses</b>	<b>423,056</b>	<b>423,056</b>	<b>423,056</b>	<b>424,556</b>	<b>420,140</b>	<b>420,140</b>	<b>412,889</b>	<b>412,889</b>	<b>410,805</b>	<b>369,605</b>	<b>362,357</b>	<b>362,357</b>	<b>4,864,909</b>
<b>Incr (Decr) in UNR Assets</b>	<b>\$ 73,435</b>	<b>\$ 3,438</b>	<b>\$ 33,855</b>	<b>\$ 24,855</b>	<b>\$ 26,021</b>	<b>\$ 156,021</b>	<b>\$ 67,439</b>	<b>\$ 69,939</b>	<b>\$ 59,939</b>	<b>\$ 90,939</b>	<b>\$ 53,853</b>	<b>\$ 132,182</b>	<b>\$ 791,913</b>