



AGENDA

Meeting #1

Tuesday, January 22, 2019

[Citrix](#)

(Click Citrix for directions)

851 West Cypress Creek Road, Ft. Lauderdale, 33309
1st Floor, Multi-Purpose Room 1016- Royal Palm D & E

Parking & Arriving

- Parking available throughout
- Photo ID's – please allow extra time for photo IDs!

Mission

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

Hispanic Unity of Florida
Board of Directors Meeting
AGENDA
Tuesday, January 22, 2019

We will start the meeting promptly at 4pm

1. 4:00pm **Call to Order/ Roll Call** **Lucia Rodriguez**

2. 4:05 **Presentations** Chair, Charles Tatelbaum **Information**
 - Welcome new Board Officers: Photo
 - Thank you to Arnold Nazur, Presentation
 - Mission Moment: Felipe Pinzon
 - Member to Member Meet-UPs – Feedback

3. 4:20 **Governance** Chair, Steve Sampier **Discussion**
 - Board Recruitment – Update from Board Members
 - Anthony Abbate: Nominated for Board Membership**Action** *pg. 1-8*

4. 4.30 **Development**, Shani Wilson **Information**
 - Thank You calendar for board members
 - Circle of Friends, Thank You event, Feb. 28th – Plan

5. 4:35 **Finance Committee** – Emma Pfister & HUF Staff **Action**
 - 2019 HUF Budget*Sent as separate doc*

6. 5:00pm **Consent Agenda** **Action** **Lucia Rodriguez**

Consent agenda items are items that may not need individual discussion and may be voted as one item. Any Board member wishing to discuss an item may move to have it considered individually.

 - i. Board Minutes –December 2018 *pg. 9-10*
 - ii. Finance Committee Meeting Minutes November 2018 & January 2019 *pg. 11-13*
 - iii. October 2018 Financials *pg. 14-20*
 - iv. Governance Committee Minutes, Jan 2019 *pg. 21-22*
 - v. Marketing Committee Minutes Dec 2018 & Jan 2019 *pg. 23-26*
 - vi. Public Policy & Advocacy Committee Minutes, Dec 2018 *pg. 27*
 - vii. 2019 HUF Public Policy & Advocacy Plan **(Workshop in February)** *pg. 28-45*

7. 5:00 **Executive Sessions**
 - 1st session – to include Board Members and senior HUF staff *Handouts*
 - 2nd session to include Board Members and CEO *Handouts*

8. 6:00pm **Adjourn**

15 Active Board members /9 required for quorum and vote

Happy Birthday to Chuck, Feb 10!

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

BOARD MEMBER	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	June 2018 P	July 2018	Aug 2018	Sept 2018	Oct 2018	Nov 2018	Dec 2018
AKITI, Melida	P	P	P	E	E	P	No Meeting	No Meeting	E	E	E	P
CARDOZO, Carolina	P	P	P	P/T	P	P(T)			P	P	P(T)	P
GARCIA, Rolando, Ph.D.	P/T	P	P	P	P	P			E	P(T)	P	P
GOMEZ, Willy	P	P	P	P	P	P(T)			P(T)	P	E	P
GUERRERO, John	P	P	E	P	P	P			P	P	P(T)	P
HERZ, Dan	P	P	P	P/T	E	P			P	P	P	P
LIMA, Hector	P	P	E	E	P	P(T)			P	P	E	E
MIHAIU, George									P	P	P	P
PARADOWSKI, Christina	P	P	P	P	P	P			P	P	P	P
PFISTER, Emma	P	P	P	E	P	P			E	P	P	P
RODRIGUEZ, Lucia	P	P	P(T)	E	P	P			P	P	E	P
SAMPIER, Steve	P	P	E	P	P	P			P	P	P	P
SCHEVIS, Daniel	P/T	P	E	E	P	P			P	E	P	P
STONE, Angie	E	P	P(T)	P	P	P			P	E	P	P
TATELBAUM, Chuck	P	P	P	E	P	P(T)			P	P	P	P
Total Board Members	16	16	16	16	15	15			15	15	15	15
Present: P / T= Telephone	15	15	12	10	13	15			11	11	11/9	14/15
Excused: E	1	0	4	6	3	0			3	3	4	1
Absent: A	0	1	0	0	0	0			1	1	0	0
Board Members Participating	94%	94%	75%	63%	81%	100%			73%	73%	73%	93%
Board Members Present at the Meeting											60%	93%

HUF Board Member Application

Please complete the following information if you are interested in being considered for board or committee membership at Hispanic Unity of Florida Inc. (HUF).

About HUF's Volunteer Leadership:

HUF's work is guided by a group of 17-21 volunteer board members and nearly a dozen additional board committee volunteers. HUF's board is what is known as a "working board."

HUF's most effective board members share these characteristics:

- They make it a priority to deepen their understanding of HUF's work so that they can then provide the best guidance on strategic decisions.
- They exhibit strong leadership outside the boardroom and engage in fundraising, advocacy and broad community outreach.
- They live and support a culture of inclusiveness and live HUF's values.
- They know and fulfill their unique – and critically important – roles and responsibilities.
- They cultivate a culture of trust, respect and mutual accountability within the board.

Email address *

aabbate@fau.edu



I am interested in serving as a volunteer leader with HUF (either on its Board of Directors or on one of its committees) because: *

I support the mission and values of HUF both professionally and personally and believe that South Florida is the harbinger of the future of the American Dream.

First Name *

~~Josie~~ **Anthony**

Last Name *

~~Bacallao~~ **Abbate**

Primary Affiliation/Organization *

Florida Atlantic University

Additional Affiliation(s)/Organization(s)

Greater Fort Lauderdale Alliance, Greater Fort Lauderdale Chamber of Commerce, The American Institute of Architects, Association of Collegiate Schools of Architecture

Mailing Address *

111 East Las Olas Boulevard, HE-33, Rm 1007-C

City, State and Zip Code *

Fort Lauderdale, FL 33301

Phone Number *

954-236-1280

Age *

55+

Gender *

Male

Professional Background *

- For-profit Organization
- Non-profit Organizaztion
- Government (Local, State)
- Government (Federal, Foreign)
- Other: _____

Previous HUF Relationship

- Current or Previous Volunteer
- Current or Previous Donor
- Current or Previous Committee Member
- Other: _____

Expertise/Special Skills (Check all that apply) *

- Accounting /CPA
- Business
- Strategic planning**
- Management**
- Marketing/Public Relations/Media expertise
- Nonprofit Board governance experience**
- Non-profit management experience
- Banking/Financial Services
- Information Technology
- Legal/Compliance
- Risk Management
- Human Resources
- Public Policy/Advocacy/Government Relations experience
- Investment and Asset Management experience
- Other: _____

Other board service/board training

Chair, Broward Cultural Council; President, American Institute of Architects (Broward County); Strategic Council, American Institute of Architects (Florida); Chair, Public Art and Design Committee (Broward County); Chair, Beach Redevelopment Board (Fort Lauderdale); **Chair, Sustainability Board (Fort Lauderdale)**

Assessment of level of interest in serving *

	1	2	3	4	5	
Very Interested	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Not Interested at All

Available Time and Commitment to serve *

How much time/commitment are you able to share with HUF? Please consider travel & current commitments.

	1	2	3	4	5	
High Level of Time & Commitment	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Low Level of Time & Commitment

Assessment Fundraising Potential *

Assessment of giving & getting potential

	1	2	3	4	5	
High Level of Fundraising	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Low Level of Fundraising

Referral or Connection Source

First and Last Name of individual you have a connection to at HUF.

Josie Bacallao

Additional Information

I am Hispanic, born and raised in South Florida, my mother migrated from Colombia to the US in 1952. My paternal grandparents migrated from Italy in the early 20th century.

Hispanic Unity of Florida

Prospective Board Member Interview Questions

NAME: Anthony Abbate_____

DATE: December 8, 2018_____

Interviewed by: Steve Sampier_____

1. Why do you want to sit on this board?

Strong interest in giving back to the community.

2. What is it about our mission/vision that attracts you?

Mother is from Columbia and HUF has a great reputation.

3. What do you see bringing to this board that will make you a good director and why?

Very strong with partnerships and has access to grant funding.

4. What do you think is the most important job of a board director and why?

N/A

5. Tell me what you've learned from the boards with which you've previously been involved. (If you've never served on a board before, tell me what you've learned in any other setting that required you to work as part of a team.)

Government silos can stifle projects. It is not always easy to implement even if most of the players are onboard.

6. How do you handle a situation in which everyone else seems gung ho to proceed with a project with which you see problems ahead?

N/A

7. What are some of your favorite questions to determine whether a project is worth pursuing?

N/A

8. What information do you like to have before making go/no-go decisions?

How different parts fit together. Some details.

9. How would you deal with a situation in which...? (One example might be, you heard the treasurer announce an anticipated deficit in excess of \$50,000.)

N/A

10. What would you tell your friends and family about our organization?

N/A

11. How much time can you give to us?

Time is not an issue. He is busy, but motivated.

12. What motivates you as a volunteer?

Interest in giving back to the community and an interest in bringing together partnerships.

13. What are your personal dreams or aspirations that could be enhanced by service on our board?

N/A

14. What professional or personal constraints on your time or service might you anticipate?

See other questions and data sheet.

Secondary Questions – Optional

Tell me about the accomplishments that you are most proud of as a board member.

What should be the top priority for you as a new board member?

What is your leadership style?

How do you define a successful board?

What things have frustrated you on other boards?

How would your other board members describe you?

What committees would you like to serve in?

Interviewer Summary

Key Considerations:

To be shared and discussed at Governance Committee

1. **What unique or needed skill sets does individual bring to board? (Special skills, fundraising ability, access, funding, etc.)**

Mr. Abbate applies his architectural approach to community issues. He is in an excellent position to assist with partnerships and grants. He is one of the people who provides community comments to the Sun Sentinel editorial page.

2. **Does the individual have the passion for our mission?**

Yes.

3. **Does the individual have the time and commitment to serve?**

He states he does. And he understands the commitments to the Board and Committees.

4. **What diversity does this individual bring to board? (Age, background, nationality, perspective, geography?)**

His mother is from Columbia and he is exposed to tremendous community diversity through his work at FAU.

5. **Does this individual have the potential to be Chair of HUF in the future? (Consensus builder, previous board OFFICER experience, management experience)**

See his data sheet and resume. He has significant experience.

6. **Does someone on the board know this person? Her/his recommendation?**

He has been recommended by George Mihaiu and knows Rolando Garcia.

Recommendation: Yes Or No for board membership?

Interviewer recommends Yes.

If yes, what committee will she/he serve on?

Assigned Mentor: _____

Hispanic Unity of Florida
Board of Directors Meeting
Minutes
Tuesday, December 4, 2018

Call to Order/ Roll Call

At 4pm

Presentations

Mission Moment: We shared with the board a video of Jaime Baca a HUF client who became a U.S. citizen with the help of our citizenship program.

Member to Member Meet-UPS – Feedback. Willy Gomez and Arnold Nazur recently had lunch. Willy and Chuck Tatelbaum had lunch recently as well. Lucia Rodriguez and Melida Akiti met for lunch a few weeks ago.

Chuck reviewed the 2019 Board Meeting Schedule draft. The annual board retreat will be in May. There were no issues regarding the calendar. The HUF team will send out an updated calendar when the locations for the Jan-March meetings are secured. Felina Furer also will send out monthly calendar invites.

John Guerrero and his wife Meryl offered to host a social for HUF board members, staff and a guest on Friday, February 1st 2019. It will be a Paella Social. Felina Furer will send out a calendar invite to help with the RSVP's for John. Guests are encouraged to bring appetizers and desserts.

Governance Chair, Steve Sampier

Board Recruitment: Steve Sampier asked if there was any updates from the board members. There were none.

Chuck would like new board members to get well versed in long range Strategic Plan. (The plan can be found on the HUF board portal website.)

Willy will take the lead on updating the Strategic Plan and work with the whole board and HUF staff. He will have a "plan to plan" which he will share with the board soon. Committee chairs and members will review and see if there needs to be any changes. If retreat is in May we will work back from there, it will be sent out January of 2019. Board to work with staff on updating our long range plan.

Board Committee Updates

Committee Chairs Updates on **Key Actions taken** or **Key Concerns:**

Development Committee – Willy Gomez had several updates

Board of Director Jan-Nov Scorecard: Willy reported that collectively the board members were short of their goal. An annual board member commitment is to "give or get" \$2,500 annually – to date only four out of 15 members had done so.

Entrepreneur Summit: Update, Josie Bacallao. Josie shared this event is core to HUF mission. She presented a plan to the board that included keeping the summit for 2019 but reducing the staff hours by eliminating the American Dreamer awards one of the most time consuming components of the event. Revenue would reflect the change. Josie also shared that her involvement would greatly diminish as Shani will handle both the sales and logistics in 2019. A post mortem of the 2019 event would determine how HUF should proceed for 2020. Josie sought feedback from the board and a discussion ensued. Most board members agreed that the event is an extension of HUF's mission and

that HUF should continue with the event. One board member pointed out that the event was also a way for HUF to raise money from corporations and businesses that like to support that organization but do not want to fund a program. Chuck asked board members to share any other board ideas directly with Josie. The conclusion by the board chair and other board officers was to indicate that this was an operational decision which will be left up to the CEO and staff.

Public Policy & Advocacy – Update from Steve Sampier & Chuck Tatelbaum

Involvement with Transportation Tax (1%)– Appointing Committee representation. Steve Sampier discussed how we were one of seven organizations to be on the oversight committee whose main job is to appoint members to the Oversight Committee. Chuck, Josie and himself looked into this further. Arnold Nazur, a HUF Emeritus Member agreed to represent HUF on the appointing committee. The committee will nominate numerous individuals with specific backgrounds, ex. Architect, public transportation user, etc. One of the main requirements is that they are currently NOT doing business with Broward County. The first meeting is on December 17th because the oversight board will be selected by January 4, 2019.

Steve and Josie will share further information on the types of individuals that need to be nominated and asked the board members to reach out to their networks for potential nominees.

Funding Model – Josie Bacallao presented an update of a presentation first shared with the board in 2017. The presentation will be made every year in December. The presentation introduces board members to the various funding streams for nonprofits and shares how HUF has been traditionally funded, as well as the funding strategies and opportunities for HUF in the coming year.

Consent Agenda

Willy Gomez motioned to pass the Consent Agenda. The second was provided by Melida Akiti. The motion passed.

Adjourn at 5:31pm

Board Social followed until 7.30pm

**Hispanic Unity of Florida
Finance Committee Meeting**

January 10, 2019

Attendance Sheet Attached:

Emma Pfister, Arnold Nazur, Rodney Batchner, Nydia Menendez, Tracy Saunders, Lazaro Gutierrez and Charles Tatelbaum all attended in person or via phone. Lucia Rodriguez, Chair-Elect, was unable to attend in January but will do so monthly as a non-voting committee member, same as the Chair, Charles Tatelbaum.

Emma Pfister called the meeting to order at 8:34 am.

2019 Budget

Emma asked the HUF staff to review the Budget Assumptions and plan with the committee.

Josie Bacallao shared that 2018 had been a strong year for HUF, in particular financially. The agency was able to close a planned \$118K loss. In 2018, HUF also received a \$1M gift from The Jim Moran Foundation which further strengthened the agency financially. Josie thanked the committee for their guidance and support.

She reviewed the top assumptions for the 2019 plan. She stated that 2019 looks – financially – like 2018. The revenue lines are very similar and the expenses for 2019 are slightly higher as the agency annualizes and/or launches initiatives launched in 2018 or for funding secured in late 2018 for 2019. HUF anticipates several exciting program efforts this year including several research studies that we are partnering on with two national foundations.

Overall the HUF budget will be \$6.2 million, 83% of dollars for our mission work is already pre-secured. HUF will fundraise \$1.4M in 2019 – again, very similar to 2018.

2019 Financials

Virginia Cielo shared that the 2019's budget was prepared conservatively. She reviewed the details for the revenues and expenses including the grants we have secured. At this time, Virginia has no areas of concern with one exception, the Government shutdown, if it continues it may impact our VITA and Disaster sub-contract funds. Of course, the impact to the clients should programs such as SNAP not be funded would be very significant.

Programs

Felipe shared the highlights from the 2019 Program Plan and Budget Narrative. We are standardizing all client data intake. We are learning as we go and moving forward with the 2 Gen approach. In Miami the Citizenship office is hiring an admin to assist them as well as, the Broward office. HUF will be partnering with UnidosUS and the Annie E. Casey Foundation on two research project. One will be on employment and the digital gap the second will be on the needs of the newly arrived immigrant community and how their language skills impacts obtaining and keeping employment.

Gulfstream Community Center staff completed their move and are open for business as of January. We need to complete items.

Standardization of policies and procedures will occur this year. In 2020, we will need a data system that tracks the entire program area, our clients and the impact we make.

Josie shared we are using a Scaling-Up Model with HUF's management team (supervisors to SVP) which will strengthen our ability to reach our collective goals.

2019 Funding & Marketing Plan

Shani Wilson reviewed the 2019 Fund Development Plan. The overall goal is to raise \$1.4M in 2019 of which \$520k is unrestricted. She will lead the efforts to secure the unrestricted dollars. There will be a few E-Summit changes as well as Circle of Friends. She will be working on the E-Summit sales efforts and learning more about our CRM system and working with the marketing committee to create next steps for its usage, possibly including a more robust plan for HUF in 2020. She shared there is a weekly meeting where CEO, SVP, Grants Manager and her discuss all aspects of funding and potential funders.

Approval of 2019 Budget to form.

Motion: Arnold Nazur moved to accept the 2019 HUF budget. Nydia Menendez provided the second and the motion passed.

October Financial Statements

Virginia reviewed the following with the committee:

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	596,427	
2	Gain from Support Services	<u>(123,405)</u>	
	Inc(Dec) in UNR Net Assets	<u>\$ 473,022</u>	Operating Gain(Loss)

The year to date profit of \$473K is \$575K more than the projected year to date loss of (\$102K)

- 1) Development exceeded the net projection by \$516K.
- 2) Programs exceeded the net projection by \$71K.
- 3) Admin is below the net projection by (\$11K).

Programs:

The Economic Development's area program contributed \$640K toward administrative and shared fixed costs to the agency. The Education's area program contributed \$221K toward administrative and shared fixed costs to the agency. Civic Engagement's area contributed \$230K toward administrative and shared fixed costs to the agency.

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$1.2M.

Development:

The Development area contributed \$724K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash increased by \$439K as a result of the following activities:

\$ 1,058,758	Inc/(Dec) in Net Assets
<u>(588,044)</u>	Adjustments to reconcile increase (decrease) in net assets
470,714	Net cash provided (consumed) by operating activities
(97,227)	Investing Activities
<u>66,172</u>	Financing Activities
<u>\$ 439,659</u>	Inc/(Dec) in Cash

Approval of October finances.

Motion: Arnold Nazur motioned to approve the October 2018 financials. Rodney Bacher provided the second. The motion passes unanimously.

Executive Session

The finance committee went into executive session with the HUF CFO, SVP and CEO.

Meeting adjourned at 9.40am.

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

FOR THE TEN MONTHS ENDED OCTOBER 31, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR THE TEN MONTHS ENDED OCTOBER 31, 2018
(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2017)

	<u>2018</u>	<u>2017</u>	
<u>ASSETS</u>			
Current Assets			
Cash	\$ 1,526,582	\$ 1,086,923	Cash Detail; CashFlow
Grants receivable	357,601	276,755	Schedule 1
Unconditional promises to give, net	965,640	311,104	Schedule 1
Prepaid expenses	<u>59,641</u>	<u>54,195</u>	
Total Current Assets	<u>2,909,464</u>	<u>1,728,977</u>	
Non-Current Assets			
Long term unconditional promises to give	29,285	29,285	Schedule 1
Property and equipment, net	1,462,083	1,464,107	
Deposits and Other Assets	<u>18,194</u>	<u>18,591</u>	
Total Non-Current Assets	<u>1,509,562</u>	<u>1,511,983</u>	
Total Assets	<u>\$ 4,419,026</u>	<u>\$ 3,240,960</u>	
<u>LIABILITIES AND NET ASSETS</u>			
Current Liabilities			
Accounts payable and accrued expenses	\$ 309,221	\$ 256,085	Schedule 2
Mortgages payable, current portion	40,753	40,753	
Lines of credit	<u>200,000</u>	<u>100,000</u>	
Total Current Liabilities	<u>549,974</u>	<u>396,838</u>	
Noncurrent Liabilities			
Mortgages payable, net of current portion	<u>680,777</u>	<u>714,605</u>	
Total Non-Current Liabilities	<u>680,777</u>	<u>714,605</u>	
Total Liabilities	<u>1,230,751</u>	<u>1,111,443</u>	
Net Assets			
Unrestricted	1,330,312	857,290	473,022
Temporarily restricted	<u>1,857,963</u>	<u>1,272,227</u>	<u>585,736</u>
Total Net Assets	<u>3,188,275</u>	<u>2,129,517</u>	<u>1,058,758</u>
Total Liabilities and Net Assets	<u>\$ 4,419,026</u>	<u>\$ 3,240,960</u>	

Gain from Program Operations	596,427
Gain from Support Services	(123,405)
Increase (Decrease)	473,022

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
FOR THE TEN MONTHS ENDED OCTOBER 31, 2018
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

	2018			2017
	Unrestricted	Temporarily Restricted	Total	Total
Revenues and Other Support:				
Contributions	735,544	2,224,413	\$ 2,959,957	\$ 1,729,519
Special events	112,300	-	112,300	82,800
Grants from governmental agencies	2,154,782	-	2,154,782	2,453,208
Other grants and fees	383,718	-	383,718	253,405
Miscellaneous	-	241,122	241,122	277,833
Donations, in-kind	-	-	-	26,069
Net assets released from restrictions:				
Satisfaction of time restrictions	1,418,291	(1,418,291)	-	-
Satisfaction of program and purpose restrictions	461,508	(461,508)	-	-
Total Revenues and Other Support	5,266,143	585,736	5,851,879	4,822,834
Expenses (Direct - not Functional):				
Program services	3,745,663	-	3,745,663	5,047,026
Management and general	839,978	-	839,978	146,785
Fundraising	207,479	-	207,479	43,158
Total Expenses	4,793,120	-	4,793,120	5,236,969
Change in Net Assets	473,023	585,736	1,058,759	(414,135)
Net Assets - Beginning of Year	857,290	1,272,227	2,129,517	2,543,652
Net Assets - End of Year	\$ 1,330,313	\$ 1,857,963	\$ 3,188,276	\$ 2,129,517

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

	<u>2018</u>	<u>2017</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ 1,058,758	\$ (414,135)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	99,648	117,666
Provision for uncollectible promises to give	(1,000)	-
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(80,846)	(37,587)
(Increase) decrease in unconditional promises to give	(653,534)	506,366
(Increase) decrease in prepaid expenses	(5,447)	(9,428)
Increase (decrease) in accounts payable and accrued expenses	<u>53,135</u>	<u>(10,757)</u>
Total adjustments	<u>(588,044)</u>	<u>566,260</u>
Net Cash Provided by Operating Activities	<u>470,714</u>	<u>152,125</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(97,227)</u>	<u>(115,385)</u>
Net Cash (Used In) Investing Activities	<u>(97,227)</u>	<u>(115,385)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of line of credit	100,000	100,000
Payments on mortgage payable	<u>(33,828)</u>	<u>(38,645)</u>
Net Cash Provided by Financing Activities	<u>66,172</u>	<u>61,355</u>
Increase (decrease) in Cash	439,659	98,095
Cash - Beginning of Year	<u>1,086,923</u>	<u>988,828</u>
Cash - End of Year	<u>\$ 1,526,582</u>	<u>\$ 1,086,923</u>

Cash Detail
As of October 31, 2018

Unrestricted and Temporarily Restricted Cash:

Bank of America	Operating	13,398		
Bank of America	Payroll	293		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	33,000		
Bank of America	Business Savings	<u>747</u>	48,238	Unrestricted
Bank of America	TR Funds	476,202	476,202	Temporarily Restricted
BB&T - Money Market			<u>1,002,143</u>	
			<u>1,526,582</u>	Total Unrestricted and Temporarily Restricted Cash

Temporarily Restricted Funds Schedule

As of October 31, 2018

Awards Brought Forward to 2018	AREA	CC	December 31, 2017	Increase/ (Decrease)	Additions	Increase/ (Decrease)	October 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	(95,408)			-
CitiFoundation 5/1/17 - 4/30/18	VITA	316	42,260	(42,260)			-
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	(22,915)			-
Community Foundation 5/1/18 - 4/30/19	FE	506	42,500	(20,219)			22,281
Development	DEV	10	129,514	(129,514)			-
Emergency Funds	U4T	167	17,453	(17,453)			-
Emergency Funds	CWF	500	19,285	(19,285)			-
Humana 7/01/2017 - 6/30/2018	PB	542	43,073	(43,073)			-
JP Morgan Chase 7/01/17-6/30/18	CWF	507	50,153	(50,153)			-
JP Morgan Chase 7/01/17-6/30/18	CE	631	54,835	(54,835)			-
JPMorgan S&L-Miami 12/1/17 - 11/30/18	CE	633	131,210	(121,843)			9,367
Moran Foundation 1/01/17-12/31/17	CWF	503	23,752	(21,187)			2,565
Moran Foundation 1/01/18-12/31/18	CWF	503	350,000	(291,698)			58,302
NALEO Educational Found 7/01/17 - 6/03/18	CE	606	20,700	(20,700)			-
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	(12,500)			-
Target Foundation 9/1/17 - 8/31/18	U4K	181	82,748	(82,748)			-
Unidos-Comcast Dig. Innov 10/1/17 - 9/30/18	U4T	417	18,860	(18,860)			-
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	(5,132)			-
			1,272,228	(1,149,713)	-	-	122,516

Added in 2018							
AD Henderson 8-1-18 - 7-31-19		173			35,000	(8,750)	26,250
Citi Community Development 10/1/18 - 9/30/2019	CE-Miami	632			40,000	(6,953)	33,048
CitiFoundation 4-2-18 - 5-30-19		509			250,000	(155,770)	94,230
CitiFoundation 4-2-19 - 5-30-20		509			250,000		250,000
CitiFoundation 5/1/18 - 4/30/2019	VITA	316			50,000	-	50,000
Citrix Systems		010			15,000		15,000
Comcast - STEAM 9-1-18 to 8-31-19		184			25,000	(4,167)	20,833
All Development		010			91,000		91,000
Florida Blue Foundation 10/2018 - 10/2019		543			100,000	(3,042)	96,958
Florida Blue Foundation 10/2019 - 10/2020		543			100,000	-	100,000
Florida Blue Foundation 10/2020 - 10/2021		543			100,000	-	100,000
NALEO Educational Foundation 7/1/ 2018 - 6/30/2019	CE	606			57,528	(21,037)	36,491
Orange Cnty/TK Foundation 8/01/18 -7/31/19	U4T	430			100,000	(16,667)	83,333
Orange Cnty/TK Foundation 8/01/19 -7/31/20	U4T	430			100,000	-	100,000
Target 9/1/18 - 8/31/19	U4T	181			100,000	(16,667)	83,333
TJMF - 9-01-19 - 8-31-24	HUF	150			500,000	-	500,000
Unidos - RICO 5-1-18 - 4-30-19		537			80,500	(33,445)	47,055
UnidosUS - STEAM 8/1/18 - 7/31/19	U4T	182			10,000	(2,083)	7,917
					2,004,028	(268,580)	1,735,448

TOTAL

\$ 1,272,228 \$ (1,149,713) \$ 2,004,028 \$ (268,580) \$ 1,857,963

Satisfaction of Time Restrictions **(1,418,291)**

HISPANIC UNITY OF FLORIDA, INC.						
STATEMENT OF ACTIVITIES - TOTAL						
FOR TEN MONTHS ENDING OCTOBER 31, 2018						
	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Projection	Over (Under)
Revenues						
Donations - UNR	\$ 34,695	\$ 34,166	529	\$ 735,544	\$ 341,672	393,872
Donations - TR	195,623	76,094	119,529	2,224,413	1,601,940	622,473
Satisfaction of Restrictions	(107,585)	130,291	(237,876)	(585,736)	193,433	(779,169)
Fundraising Events	24,000	7,083	16,917	112,300	70,834	41,466
Grant Income	267,712	224,568	43,144	2,538,499	2,267,685	270,814
Interest Income	1,070	15	1,055	2,362	150	2,212
Rental Income	4,060	4,001	59	40,011	40,010	1
Voluntary Pre-K	0	2,428	(2,428)	454	24,280	(23,826)
Fees & Miscell Income	17,244	15,401	1,843	198,295	154,010	44,285
Total Revenues	436,819	494,047	(57,228)	5,266,142	4,694,014	572,128
Expenses						
Salaries and benefits	348,674	360,852	(12,178)	3,471,338	3,680,077	(208,739)
Advertising	2,740	583	2,157	8,931	5,830	3,101
Bank service charges	1,268	725	543	9,118	7,250	1,868
Building repairs/maint	18,718	16,176	2,542	171,291	161,755	9,536
Depreciation	9,967	9,966	1	99,651	99,663	(12)
Dues Subscriptions	2,009	873	1,136	11,641	8,730	2,911
Information Technology	3,700	3,183	517	37,133	31,832	5,301
Insurance	4,595	4,382	213	42,955	43,822	(867)
Interest expense	4,264	4,042	222	40,827	40,418	409
Licenses and permits	0	63	(63)	1,119	630	489
Mileage reimbursement	3,132	2,517	615	29,889	25,665	4,224
Office expense	6,661	4,262	2,399	55,254	42,754	12,500
Postage and shipping	502	561	(59)	6,552	5,658	894
Printing	4,131	3,883	248	49,993	39,731	10,262
Professional fees	6,679	10,678	(3,999)	142,104	106,780	35,324
Program expenses	22,852	34,917	(12,065)	375,500	290,369	85,131
Public relations	274	2,083	(1,809)	9,943	20,830	(10,887)
Rent	3,092	1,059	2,033	17,347	20,940	(3,593)
Software	186	417	(231)	8,071	4,170	3,901
Special fundraising events	15,173	2,667	12,506	40,032	26,670	13,362
Staff events/meetings	153	325	(172)	1,298	3,250	(1,952)
Staff training and development	13,014	3,701	9,313	61,531	37,010	24,521
Telephone	8,735	5,484	3,251	72,014	54,967	17,047
Utilities	1,672	3,773	(2,101)	29,588	37,730	(8,142)
Total Expenses	482,191	477,172	5,019	4,793,120	4,796,531	(3,411)
Increase (Decrease) in UNR Assets	(\$ 45,372)	\$ 16,875	(62,247)	\$ 473,022	(\$ 102,517)	575,539
			Programs	596,427		
			Support	(123,405)		
			Inc/(Dec)	473,022		

**Governance Committee Meeting Minutes
January 11, 2019**

Present:

In Person: Steve Sampier, Josie Bacallao, Felina Rosales-Furer.

On Phone: Barbara Grevior, Chuck Tatelbaum, Melida Akiti & Angie Stone

Excused:

Maria Elena Ferrer & Christina Paradowski

Next Steps/Action Items:

1. Josie Bacallao will add Anthony Abbate as recommendation to the board, as a new member to the January board meeting agenda.
2. Steve Sampier and Melida Akiti will pursue an interview with Giselle Cushing to recruit her.
3. Lucia Rodriguez and Steve Sampier are meeting with Leslie Cartaya on Monday the 14th for a recruitment interview.
4. Angie Stone will assist in creating an Emerging Leaders Advisory Committee. She will reach out to Nicole Almeida her next week to discuss a potential candidate from BC for this new advisory board.
5. Angie will create a plan for this Emerging Leaders Advisory Board which could meet quarterly and for networking and review real "Case Plans" which could move HUF's work forward.
6. Steve Sampier will ask Christina Paradowski to work on the issue of honorary and emeritus board member within the bylaws.
7. Marketing and Public Policy and Advocacy to become official committees in the bylaws.

Discussions:

- 1) Board Recruitment Progress.
 - a) **Anthony Abbate.** Steve Sampier used the board candidate interview form. He mentioned it was difficult to interview so we need to work that out. Anthony works for FAU as their Broward Provost is a great candidate. Has chaired many strategic planning community projects. He is an architect by trade and a strategic thinker. He is of Colombian descent and excited to work with us. He has many contacts and can help with fundraising including possible joint grants. Both George Mihaiu and Josie Bacallao recommended Anthony. Steve will let Anthony know we will put him on January agenda.
 - b) **Giselle Cushing.** Steve Sampier has not had luck connecting with Giselle. She recently joined the Urban League Board. A discussion on two questions was had: Is there a conflict if she is on Urban League and HUF board? Is it too close to have loyalty to both organizations? Two committee members shared their concerns. Others shared more about her background including this: Giselle is the Market President of Humana and has had the intent to be on both boards – Urban League and HUF. She has significant Miami-Dade and business connections but lives in Broward. Chuck mentioned our bylaws allow us to assess her after she serves her first year on the board. Steve and Melida will pursue an interview with Giselle to recruit her.
 - c) Lucia Rodriguez and Steve are meeting with **Leslie Cartaya** on Monday for a recruitment interview.
 - d) Broward College is asking if HUF would like emerging leaders for its board or committees. Angie Stone likes the idea of creating an **Emerging Leaders Advisory Committee** for HUF. She will connect with Nicole Almeida next week on potential BC candidates for this HUF committee.. Perhaps this new committee can meet quarterly, 5-7 people and review case studies of real HUF problems and this would be launched instead of a Young Professionals committee. An Emerging Leader committee would also create a pipeline of future HUF committee and board members.
 - e) Other
 - Angie Stone met a lobbyist who she will bring in for a tour and she can find out if we can bring her on a committee perhaps.
 - **Nicole Krauss** runs the foundation for Publix. She was originally cultivated by Lily Pardo.

Nicole has a media background and lives in Pembroke Pines. Josie recently sent her an intro package of HUF to Nicole. She is very interested in HUF and would like to join the Advocacy committee. She also is willing to help consult on Marketing topics. Josie would like Steve to meet with her. She is someone we would want to recruit as soon as possible to the HUF board.

- **Eduardo Bello** he is a CEO of investment banking firm and he is interested in HUF. Lazaro Gutierrez is seriously considering speaking with Steve mid-year, his expertise is in Auditing.
- Josie is speaking with Harvard Grad/Entrepreneur: **Sion Tesone** on Monday.

2) Bylaws.

- a) Board Member Emeritus and Honorary dues payment. Barbara Grevior is working on research to find out if returning members should pay dues. Melida, Maria Elena Ferrer and Christina Paradowski are working with Barbara to research best practices. Emeritus and Honorary questions coming up include issues such as voting rights, membership dues, perks, quorum, etc. What's the purpose of having an Honorary Board member? Is it a necessary title? If Honorary member comes back to the board then they lose that title to become a board member again. That would create a bylaw change and the board may need to discuss.
- b) Does conflict of interest require updating? Will discuss at next meeting.
- c) Fund Development, Marketing and Program Committee Status? These committees are not in the bylaws. It was decided Marketing should be a standing committee. Fund Development – more work needs to be done before this committee is added to the bylaws. Program Task Force typically meets 2-4x a year and work on strategic plan program matters. We also need to consider Advocacy as well.

Marketing and Public Policy and Advocacy to become official committees in the bylaws. We can continue discussing Fund Development and Programs status at next meeting.

3) Other Business

Emerging Leaders Advisory Board needs a game plan to move forward. Angie Stone will take the lead and create the plan.

Next Meeting:
Friday, February 1. 2019 @9am



Marketing Committee Meeting Minutes

December 5, 2018

Present: (In person) Lucia Rodriguez, Josie Bacallao, Mari Naranjo, Felina Rosales-Furer, Shani Wilson, Maria Alexandra Sanchez and Mindy Figueroa

Excused: Maguana Jean

Action Items:

1. Mindy Figueroa will set up a meeting with her marketing consultant and HUF to discuss CRM. (Shani Wilson will take the lead on this – Q2 of 2019.)
2. Mari Naranjo and Lucia Rodriguez will update the next steps for the communication channel.
3. Shani Wilson & Mari Naranjo will review Peace. Love. HUF campaign and then provide an update in January.

-
1. 2018 Marketing & Communications Overarching Strategy and Framework. Presented by Lucia Rodriguez. She reviewed the document and asked for feedback. The goal is to have a final review in January. We want to identify areas of committee needs most help and this will help focus our efforts. Mindy Figueroa wants to see the comprehensive plan include the CRM and what details we want include/need. Shani Wilson is exploring CRM for our corporate and individual donor side, to know what touches the person has had by our campaigns and Felipe Pinzon's need for CRM is for the client data side. Anyone welcome to speak to Mindy's Marketing consultant who assisted with a CRM? Mindy will share contact information to help set up a meeting.
 2. Mari and Lucia will update the next steps for the communication channels, we will potentially need funding in future to hire/pro-bono PR agency make this happen. Overall, time specific launches to hit each of the goals.
 3. Brainstorm in January of how we can tap into other resources to get assistance. Maria Alexandria said to look into FIU Master's students, American Marketing Association, etc. Gather hands-on support. 2019 focuses relaunch the committee and marketing goals for the strategic plan. Maria Alexandria wants the ability to work on things that she can see out in the world. Volunteers like to see the fruits of their labor.
 4. Mari shared an update on the Peace. Love. HUF. We had a soft launch in the last few weeks. We have hats and shirts. Looking into getting another type of shirt, current style is a modern cut. Mari will get some samples, etc. A donation page has been created online. Shani shared at the Circle of Friends event in November. With a gift of \$250 a shirt and hat would be gifted. With staff promotion we raised around \$500. Past donors were shared the info about this current campaign that will run till June of 2019. We will be launching a media (Spanish tv) campaign in Miami to promote this campaign too.



Maria asked if we have a Miami volunteer opportunity? Kellogg University is doing an initiative but in Miami only.

Felina Furer mentioned a Pop up shop for the Peace. Love. HUF. Merchandise and promote the Citizenship campaign. The committee could take on a campaign to have project with a beginning and end. A grassroots effort.

5. January meeting having it on the 3rd Wednesday of the month in 2019 and keep start time to 8:30am.

Next Meeting:

Wednesday, January 9, 2019 @ 8:30am



Marketing Committee Meeting Minutes

January 9, 2019

Present: (On the phone) Lucia Rodriguez, Mindy Figueroa, Jeney Gonzalez, Maguana Jean, (In person) Josie Bacallao, Mari Naranjo, Felina Rosales-Furer, Shani Wilson

Excused: Maria Alexandra Sanchez

Action Items:

1. Mindy Figueroa will make the introduction with Tony Hernandez and Josie Bacallao regarding filming client stories.
2. Mindy Figueroa will share a presentation with Mari Naranjo on Media Training for our management staff.
3. New name for 2Gen program. Mari Naranjo will email the committee an executive summary of the program. HUF would like to rebrand the program with a name that is more memorable than the COMPASS acronym.

Jeney Gonzales was introduced by Lucia Rodriguez. Jeney works at Comcast in data analytics and in addition to being a marketing committee member she also currently volunteers with HUF's citizenship program as a class instructor.

Peace. Love. HUF campaign and End of the year campaign

Shani Wilson provided an update on the Peace. Love. HUF initiative. The HUF campaign rolled out with hats and t-shirts by Peace. Love. World. To date we have provided 80 items, HUF staff included. Each board member has customized web page to promote and help collect donations for our Citizenship program. Mindy Figueroa asked after the compelling email stories went out did we get more traffic. We did receive several donations and donors opted out of receiving the gift. The campaign has been primarily internal thus far. We plan to launch phase 2 on Spanish media by 2Q.

Draft of 2019 Marketing Communications Plan

2019 Marketing & Communications Plan, was based on the many committee workshops and conversations over the past year. Lucia shared the committee's role is to support the HUF staff.

Mari Naranjo reviewed the draft plan and the items that still need to be completed. The draft is 95% complete. Next step is for the committee to provide any additional changes. Once those are made, the plan will be finalized and shared with the board of directors.

Mindy asked if HUF has a relationship with Tony Hernandez of the Immigrant Archive project. Tony videos Latinos immigrant stories. Mindy wonders if an opportunity to connect him with Citizenship program to create feature films. He's well regarded and connected. Mindy will make the introduction with Tony and Josie.

Mindy will share a presentation with Mari on Media Training for our management staff. She also shared Social Media platform needs to be crafted to not hurt the organization's reputation. Mari will include the need to update our social media policies as an additional "to do" item on the communication plan.



HUF has identified the need for a pro bono PR agency assist with the executive of a number of the plan's components. Which Lucia is currently looking into.

Tactics of the plan will be the next focus in the February meeting.

HUF asked the committee for assistance in brainstorming a new name for COMPASS – HUF's 2-generation approach.

Next Meeting:

Wednesday, February 6, 2019 @ 8:30am

**Public Policy & Advocacy Committee Meeting Minutes
Dec 14, 2018-Conference Call Meeting**

Present:

Josie Bacallao, Felina Rosales-Furer, David Arce, Dan Schevis, Commissioner Dick Blattner, Carolina Cardozo, Robby Holroyd, David Arce and Dr. Rolando Garcia

Excused:

Sister Maria Elena, Felipe Pinzon & John Hart

Next Steps/Action Items:

- David Arce will reach out to Commissioner Blattner to send VITA info for City of Hollywood website. He will reach out to key person per City and share information.

Discussions

1. Approval of August 2018 Minutes.
Motion: Commissioner Dick Blattner. Second: Dan Schevis. Motion passed.
2. Welcome David Arce: Public Policy & Advocacy Coordinator. We had originally intended to hire a Fellow from FIU and could not find anyone who would be able to assist HUF in this part-time and temporary position. Instead, HUF decided to make this a Coordinator position and hired David Arce. David had previously worked for HUF as a Donor Relations Coordinator and he had gained sufficient knowledge about HUF and its team to make this a relatively easy transition. David will work part time starting in January through May 2019.. He will assist with the administrative side of PP&A and Josie Bacallao will be “the face” with the elected officials. HUF will have a more modest and doable agenda for this year as we have a support person working 750 hours vs 2,080 and throughout the year – or at 36% capacity vs 2018.
3. Discuss 2019 Policy Agenda
 - a. Heather Davidson gave an update on the United Way 2019 Policy agenda. Focus on education, VITA is a huge issue, housing, etc. VITA will be a line item in the department of health and will receive funding. Heavily advocating for affordable housing and homelessness aid. Looking at the idea bill Rep. Jones proposed for the opioid epidemic to decrease overdoses, as well as, HIV transmission. Commissioner Dick Blattner mentioned Broward County has \$10 million and we need to find out how the money will be used for housing. How a partnership with HUF and City would work and this money would be for affordable housing. He also offered to work with United Way and Heather on the housing issue.
 - b. Robert Holroyd---Update on CSC. Josie Bacallao shared in his place. With CSC and the United Way, HUF collaborates for our advocacy priorities. A big issue is Kindergarten readiness and the assessment being given to VPK children. The backlash across the state has been intense and significant and has led to a state-wide advocacy movement to make changes of the assessment.
 - c. Review and Finalized DRAFT of HUF’s 2019 Public Policy & Advocacy Agenda. Josie reviewed reviewed the plan. Immigration will and a variety of issues related to this topic will be what HUF “owns”. HUF will support a variety of other topics also supported by its local PP&A partners. HUF also will review ad hoc topics as they arise.

Robby Holroyd says important to track but focus our efforts on Immigration and those policy issues Josie laid out in the plan.

Motion to accept plan.
Motion: Dan Schevis. Seconded by: Heather Davidson. The 2019 Public Policy & Advocacy Plan was unanimously accepted by the committee members.
4. 2019 Meeting Dates. Next meeting January 18th. 2019 meetings approved for 2nd Friday of month with exception to July and October with no meeting scheduled.

Next Meeting: Friday, Jan 18th 2019



HUF's Public Policy Plan

2018-2019

2018-2019

HUF's Board understands advocacy's link to HUF's mission and vision and how the key components to advocacy – building relationships, gathering information, collaborating and conveying our message- are not new to HUF and support our mission. This plan will provide the framework to grow this work within the organization.

Expanding HUF's Mission through Public Policy

HUF Public Policy Plan – 2018-2019

HUF Board Supports Advocacy Because:

1. HUF Board **understands advocacy's link to HUF's mission and vision** and how the key components to advocacy – building relationships, gathering information, collaborating and conveying our message- are *not* new to HUF and support our mission.
2. HUF Board **understands the current staff and budget limitations** of the agency and understand that both staff and financial capacity will be taken into consideration as we launch and sustain HUF's advocacy plan. HUF's capacity may change over time.
3. HUF Board **understands that advocacy and lobbying are permissible** for 501(c)3's. They understand that HUF will not jeopardize its nonprofit status. They understand that HUF has submitted (one time) to the IRS its H Exemption which sets very generous limits on advocacy spending (up to 20% of staff time and agency resources) and that HUF will track annually its lobbying expenditures to ensure compliance with IRS guidelines. HUF has uploaded to the board website portal information on the rules and regulations for nonprofits.
4. HUF Board and staff **will establish a structure for addressing public policy**. HUF staff and board will develop internal policies and procedures for how we will approach policy issues – including the extent to which it wants to empower staff to made decisions on policy. (See HUF model below.)

Public Policy & Advocacy Goals:

1. Continue to develop relationships with policymakers to propose and support policies that reduce socioeconomic disparities in education, careers, health access, financial wellbeing and citizenship, while advancing HUF's mission through local, state & federal government partnerships
2. Raise awareness of policies that intentionally or inadvertently increase socioeconomic disparities in education, careers, health access, financial wellbeing and citizenship
3. Ensure the presence of HUF's and HUF's client's voices in state and federal policy debates
4. Increase civic engagement of immigrants in the electoral and political process

HUF Advocacy Model

- **Craft policy priorities** – HUF's board will approve policy statements, based on its mission that will serve as guiding principles that will shape policy work. It's important to make the priorities broad (not tied to specific legislation) and to make priorities relevant for multiple years.

HUF will categorize policy issues into three categories:

1. HUF will take the lead (from Broward County or South Florida)
 2. HUF will support
 3. HUF will research (ad hoc issues)
- If possible and if relevant, HUF **staff will monitor policy and bring bills/regulations** to the attention of the board. Policy brought to the board should be based on the organization's policy priorities.
 - HUF will rename its advocacy committee the **Public Policy & Advocacy Committee**. The committee will be charged by the board to review public policy, make recommendations and suggest strategies for addressing the issues. HUF will attempt to have one of its public policy committee members or co-chairs serve on the HUF board of directors. The remainder of the committee will comprise of advocacy experts, subject matter experts or elected officials, as well as advocates who work on the issues of importance to the organization.
 - The **recommendations of the Public Policy & Advocacy Committee should then be presented to the board for a vote**. This level of formality allows the organization to take a position on a controversial issue with significant support from its board.

- The world of public policy can move very quickly. Therefore, it may be necessary for staff to bring a **public policy issue to the attention of the executive committee or chair of the board to make a swift decision.**
- **Once the full board or executive committee has voted on an advocacy issue, staff will then be empowered to implement actions related to the issue *without requiring further approval from the board.*** (NOTE: On a monthly basis, and included in the board package, the board will be informed of any actions taken during the previous month.)

Policymaker Education

In addition to its policy advocacy, HUF will establish relationships with local, state and congressional policymakers by engaging in the following relationship-building activities on an annual basis.

- **Send newsletters and annual reports** to local, state and federal policymakers
- **Invite policymakers**, their staff and the media to events and/or invite them for an informal visit to see HUF's work.
- **Periodically visit policymakers** in their district offices or in Tallahassee or Washington D.C.
- **Recognize policymakers** at HUF events, in newsletters, social media posts, etc.
- **Assist policymakers in constituent work** by educating policymakers and their staff on the services HUF can provide

Policy Priorities

HUF's policy priorities will be linked directly to HUF's Theory of Change (how we will change lives.) The Theory of Change is a description of how we HUF will hold itself responsible for meeting its Mission and Vision.

Theory of Change:

As an organization HUF works to make an Impact in three key ways by creating:

- Successful students
- Strong Families
- Civically Engaged Community

HUF will succeed in these three Impact Areas by using the following strategies:

- Ensure access to **high quality education**
- **Strengthen parents and families**
- Provide multiple pathways to achieving **financial stability**
- **Empower “people” to solve their own problems** and transform their own communities
- Support **public policies that equip parents and children with the income, tools and skills they need to succeed** — as a family and individually.

HUF provides services and programs in these areas to deliver on its strategy and impacts:

- Early Childhood Education
- Youth Development
- Family Strengthening
- English classes
- Income Work Supports
- Workforce
- Financial Empowerment and Wealth Building
- Entrepreneurship
- Legal & Immigration
- Voter Registration and GOTV
- Leadership Development

HUF's policy work will primarily focus on these broad strategic areas – as well as policies that negatively or positively our clients in the above HUF service areas.

Process for Identifying Policy Priorities

Long Term Policy Priorities

Working with the policy committee, HUF will identify a few long-term policy goals that would significantly change the lives of HUF's clients for the better.

Detailed Policy Plans will be developed for each of the long-term goals. (See Policy Planning Tool – Appendix 1.)

These goals and progress herein will be reviewed on an annual basis as part of HUF's annual board retreat. And a recommendation will be made by the public policy committee and a decision by the board if the work should continue.

These long term goals will provide the foundation of HUF's advocacy work and the resources required to accomplish them will determine what other short-term (annual) goals the agency be able to support.

Annual Policy Priorities

On an annual basis, HUF will gather policy priorities from numerous organizations and groups who closely monitor the state and federal legislative processes. Including the following:

- UnidosUS
- United Way of Broward County
- Children's Services Council of Broward County
- Broward County government
- CareerSource Broward
- CLINIC (Catholic Charities Legal Immigration Network Inc.)
- Broward County School Board
- Broward College
- Nonprofit Executive Alliance (NPO)
- Children's Movement of Florida
- Greater Fort Lauderdale Alliance
- Coordinating Council of Broward County

The advocacy agendas from these groups will inform and guide HUF in creating its own annual agenda with the assistance of the policy committee.

The policy committee will make recommendations of modifications to the guiding principles to the HUF board and will identify the top issues HUF should focus on for the following year. The latter will be informed by HUF's staff capacity and financial capacity.

For each of the priorities, staff and the policy committee will develop individual policy plans. (See Policy Planning Tool – Appendix 1.)

Ad-Hoc Policy Priorities or Advocacy

- The world of public policy can move very quickly. Therefore, it may be necessary for staff to bring a **public policy issue to the attention of the executive committee or chair of the board to make a swift decision.**

 - Once the full board or executive committee has voted on an advocacy issue, staff would then be empowered to implement actions related to the issue without requiring further approval from the board. (NOTE: On a monthly basis, and included in the board package, the board will be informed of any actions taken during the previous month.)
-

2018 – 2019 Public Policy & Advocacy Issues

Ongoing Campaigns

1. **Change Hearts and Minds: Counter Negative Immigrant Messaging through communications** – This goal will occur in tandem with comprehensive immigration policy advocacy. We will share information with HUF’s network(s) and local, state and national lawmakers on the positive impact immigrants have had and are having locally, in Florida and the nation. Dispel misinformation regarding immigrants. (*UnidosUS: #RiseAbove Campaign and [The Opportunity Agenda](#)*)
2. **2020 Census** begin work on a plan to educate our clients and the community on the 2020 Census, what it means to them and how they should be involved and respond to the questions. HUF’s CEO will lead the local “Difficult to Enumerate” sub-committee for the county and HUF and its partners will play a major role in educating the immigrant community and ensuring they are counted.
3. **VITA (Volunteers in Tax Assistance):** Grow the awareness of VITA among local elected officials and municipal staff with the end goal of securing them as VITA Champions and supporting the growth of the program through city funding.
4. **Citizenship:** Grow awareness of HUF’s citizenship work among local elected officials and municipal staff with the end goal of securing them as Citizenship Champions and supporting the growth of the program through city funding. (*Possible partnership with BCPS.*)
5. **Continue Voter Registration** – Began in 2018. We plan to fold this in HUF’s work and into each of HUF’s programs as a basic service we provide.
6. **Continue GOTV** – Get out the Vote. Partner with other organizations such as the League of Women Voters and the media to educate our clients and the community on the importance of voting and guide them to non-partisan information that will assist them in making decisions.

Public Policy Issues

1. **Immigration Policies** –Work on educating and engaging the South Florida community on immigration-related issues such as finding a solution for “Dreamers” (Deferred Action for Childhood Arrivals or DACA), advocate for a resolution to the ending of TPS for Haiti, El Salvador and Nicaragua and educate, advocate against the implementation of new public charges rules and work toward not having any anti-immigrant legislation slated for Florida.

HUF will be the main convener of the *Children of Immigrant Family Initiative* in Broward County of the 30+ organizations working together to educate themselves, their clients and the community. Our end goal is to create a community-wide plan that involves the public, private and non-profit sectors to prepare for, and respond to existing immigration challenges as well as, emerging challenges.

- **OPPOSE** proposed anti-immigrant state legislation
2. **Healthcare** – Continue to advocate for access and affordability of healthcare for the millions of families and children in Florida.
 - **SUPPORT** legislation ensuring that KidCare eligibility is increased to 300% FPL .
 - **EXPAND** home and community-based services for older adults to reduce nursing home costs and waitlists.
 - **EXPAND** funding to prevention and treatment services for substance use disorders and mental health.

3. Financial Stability

- **INCREASE access to workforce housing** and utilize the Sadowski Housing Trust only for its intended purpose.
- **EXPAND education and skills that diversify workforce development programs** to close the skills gap in Florida.
- **SUPPORT** the Integrate Section 8 Housing Choice Voucher programing and other housing initiatives with CareerSource Florida’s workforce development programs to increase accessibility of affordable housing for families with young children in poverty.
- **DEFEND the Volunteer Income Tax Assistance (VITA) program** through robust funding and permanent authorization
 - Senate – Support Taxpayer First Act (S3246) officially authorizes VITA
 - House – Support VITA funding at \$20M for FY2019 (Senate already supports)
- **SUPPORT** the ability of low-income families who rely on the **SNAP program** (formerly food stamps) to put food on the table to continue to have access to critical food

assistance while also supporting the ability of these and other families to save for the future.

- Senate – Support Rainy Day Savings Act (S3220) and the Strengthening Financial Security Through Short Term Savings Plans Acts (S3218). Reject the House Farm Bill
- House – Support bipartisan approach the Senate took on the Farm Bill – ensures families continue to have access to SNAP
- **PROTECT** the **Consumer Finance Protection Bureau (CFPB)** against efforts to weaken or make it less independent
 - Senate and House – Support the CFPB as an independent regulator

4. Education Issues (State Level)

- **IMPROVE and** align increased investments in Florida’s Voluntary Prekindergarten Education Program for four-year-olds to quality benchmarks to improve kindergarten readiness and later school success.
- **IMPROVE** VPK by implementing a coordinated child assessment system to better understand child development.
- **SUPPORT** an increase in per pupil funding through the Florida Education Finance Program (FEFP), allowing Florida school districts to be competitive nationwide.
- **EXPAND** access to After School programs for at-risk children by increasing funding to the Department of Education.
- **SUPPORT** English language by supporting the strengthening of the Every Student Succeed Act (ESSA).

5. **Ad Hoc Issues** – HUF in conjunction with the public policy & advocacy committee will quickly research and determine its support or opposition to specific legislation throughout the year at the federal level and during the legislative session at the state level.
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Goals: 2018-2019

HUF will hire a Public Policy & Advocacy Inter to work 15-20 hours per week for 30 months. This individual will assist the organization to strengthen its PP&A capacity, educate and fully engage in public policy development, discussions and advocacy.

The key activities HUF staff and the Public Policy & Advocacy Committee will engage in are as follows:

1. **Policymaker Education & Relationship Building-** Establishing relationships with local, state and congressional policymakers – and key staff members - through very specific relationship-building activities is the foundation of any public policy work.

Staff with the help of the public policy committee will:

- a. Identify which specific cities (local level), and state and congressional policymakers we wish to focus on – include both Miami-Dade and Broward;
- b. Create a database of the policymakers and top aids
- c. Identify materials that could be sent to “all” policymakers and which to the ones to the targeted group (1 page policy papers and 1 page “How HUF can help info”)
- d. Create calendar for visits
- e. Identify events to invite policymakers to
- f. Recognize policymakers at every opportunity (event, newsletter, website, etc.)

Local Policy Makers

- Work DIRECTLY with them
- Educate on HUF work
- Place them our mailing list
- Locally focus on VITA and Citizenship

State & Federal Policymakers

- Work with District Secretaries responsible for Constituent Services – provide one page recap of how HUF can assist them
- Work with Legislative Aids on Public Policy

2. **Self-Education on Advocacy & Public Policy Issues** – Staff and the Committee will identify subject matter experts on advocacy in general and specific policy areas, in order to educate itself and further refine its public policy initiative. Staff and the committee will also self-educate on how the political process works and how to best keep up to date on policy areas that impact our issues.

3. **Messaging** – Continue to learn how to effectively speak about HUF’s work and how to speak about our issues with different audiences. HUF will continue to use the #RiseAbove template which will be used to develop all communications with our distinct audiences.
4. **Join or Create Coalitions** – HUF will identify groups which it will want to join and assist it in its policy work. OR HUF may create coalitions around specific topics or policies.

HUF is already involved in the following committees which can be tapped as potential coalition partners. Josie Bacallao (President/CEO or Felipe Pinzon, SVP Strategy & Programs will be the principal HUF representatives to the following organizations:

- a. Children of Immigrant Families Initiative (Josie, *lead*)
- b. Alliance of Nonprofit Executives (Josie)
- c. Florida Prosperity Partnership (Felipe, *Officer*)
- d. United Way of Broward – Public Policy Committee (Felipe)
- e. United Way of Broward – Income Committee (Felipe)
- f. Children’s Movement of Broward County Advisory Committee (Josie, *Co-Chair*)
- g. Sheridan Technical College Advisory Committee (Felipe, *Officer*)
- h. [Join](#) – Children’s Services Board (TBD)

5. **Maintain databases** – Of policymakers, key policymaker staff and coalition members.
6. **Use and refine process for identifying and planning policy issues** – Staff and the committee will refine the process for identifying which policies HUF will support or oppose, how to engage the policymakers, how to track the policies and how to evaluate success.
7. **Create Policy Plans using the Policy Analysis tool, Campaign Strategy Chart and the Campaign Calendar & Escalation Plan** (the latter two provided by UnidosUS) – Use the tools outlined in this plan and refine the process with the committee and the board.
8. **Children of Immigrant Families Initiative** – Chair a coalition of 30+ entities to create a community wide plan to include: (1) implement when needed comprehensive case management plan for children whose parents have been deported; (2) disseminate Family Preparedness Plans (in four languages); (3) educate the committee on the changing immigration landscape; (4) educate and engage the community on the immigrant issues and elevate them for potential action; (5) continue to educate immigrants on the facts of immigrant issues and on their rights

[HUF co-created the Children of Immigrant Families (CIF) group with 30+ community partners to address support for children left behind once parents have been removed-deported. After sun-setting the group for half a year, HUF is once again convening this group – and involving others as well.]

9. **Media Relationship Building** - HUF will work closely with its Marketing Committee and media experts and learn how to best push positive and compelling stories out to the media, schedule and participate on radio shows and write op-ed pieces for our local newspapers. When possible, HUF will learn how to secure video footage for TV coverage. We will identify key reporters who cover the key HUF issues. We will invite reporters to events and when possible make ourselves available for interviews.
10. **Create policies and procedures** – HUF will codify its work in public policy by creating board and agency policies and procedures.

Appendix 1

HUF Policy Plan¹ Tool

Policy Name:

Date:

<p>1. What do we want?: Goals</p> <p>Identify HUF's short and long-term goals. What policy change do we want to make?</p> <p>NOTE: Identify which of HUF's policy goals this work will address. (See list below).</p>	
<p>2. Who can give it to us? Audience</p> <p>Who has the formal authority to deliver on the policy (legislators) and who has the capacity to influence the formal authority (media, key constituencies). We need to know those audiences and what access or pressure points are available to move them.</p>	
<p>3. What do they need to hear? Message</p> <p>Reaching these different audiences requires a set of messages that will be persuasive. They must be rooted in the same basic truth while also tailored to different audiences depending on what they are ready and able to hear. They should have two basic components: an appeal to what's right and an appeal to the audience's self-interest.</p>	
<p>4. Who do they need to hear from?</p>	

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<p>Messengers</p> <p>The same message has a very different impact depending on who delivers it. Identify the most credible messengers for each audience. They might be experts whose credibility is largely technical or they might be authentic voices who can speak from personal experience. Equip them with information and skills to increase their comfort level as advocates.</p>	
<p>5. How can we get them to hear it?</p> <p>Delivery</p> <p>There are many ways to deliver an advocacy message, from the genteel (e.g. lobbying) to the in-your-face (e.g. direct action). The key is to evaluate and apply them appropriately to the situation, weaving them together into a winning mix.</p>	
<p>6. What have we got? Resources</p> <p>Take careful stock of the advocacy resources we already have to build upon, including past advocacy work, alliances already in place, staff and volunteer capacity, information, and political intelligence. In short, we will not start from scratch, we will start by building on what we already have.</p>	
<p>7. What do we need to develop? Gaps</p> <p>After taking stock of the advocacy resources we have, we will identify the advocacy resources we need but don't have yet. We will look at alliances that need to be built, and capacities such as outreach, media, and research that may be crucial to our effort.</p>	
<p>8. How do we begin? First Steps</p> <p>Look for an effective way to begin to move the strategy forward. Identify</p>	

<p>short term goals or projects that would bring the right people together, symbolize the larger work ahead, and create something achievable that lays the groundwork for the next step.</p>	
<p>9. How do we tell its working?</p> <p>Evaluation</p> <p>As with any long journey, we need to check the course along the way. HUF will evaluate its strategy and revisit each of the questions above. (We will ask questions like: Are we aiming at the right audiences? Are we reaching them?) It's important to make midcourse corrections and to discard those elements of a strategy that don't work once they're actually put into practice."</p>	

Campaign Calendar and Escalation Plan

Month	Key External Dates	Field	Communications	Lobbying (Tallahassee-focused)	Policy/Research/Collaterals
August Sample	18: ESSA plan due to Gov Scott	<ul style="list-style-type: none"> Outreach to state EL associations, school boards, etc. Hold Affiliate and allies webinar on ESSA campaign plan Draft state and federal ESSA support sign-on letters Secure sign-ons for ESSA letters 	<ul style="list-style-type: none"> Place ESSA Waiver op-ed in Herald, Sentinel, or Tampa Times 	<ul style="list-style-type: none"> Setup meetings with Mayfield, Cortes, Plasencia, and Simmons Meet with Commissioner Stewart Reach out to IRL and Curbelo on sending letter to Stewart/Scott Change Florida lobby registration for new name 	<ul style="list-style-type: none"> ESSA waiver talking points and complete list of asks Brief high-level one-pager on waivers and community impact for elected and grass-tops Create complete list of Florida statues that need to be changed for ESSA/EL

Campaign Strategy Chart

Legislative Outcomes	Non-Legislative Outcomes	Organizational Considerations	Hispanic Affiliates, Constituencies, Allies, and Opponents	Non-Hispanic Allies, Constituencies, and Opponents	Targets and Champions	Tactics
Long-term	Long-term	What We Have	Affiliates	Progressive	Primary Target(s)	Advocacy/Education
SAMPLE Pass state legislation that complies with federal ESSA law, and promotes subgroup accountability and supports for EL learners; increase per pupil funding and promote equitable funding formulas for high-need schools and EL programs	Train and develop local parent engagement team leads in targeted schools; make ESSA/education a 2018 election issue; get statewide candidates for office to champion our ESSA goals	<ul style="list-style-type: none"> Affiliate network Policy and Program expertise (internal and external) Funded campaign Local lobbyist 	<ul style="list-style-type: none"> RCMA Hispanic Unity Hispanic Services Council Latino Leadership COFFO Amigos for Kids Unidos Now?? 	<ul style="list-style-type: none"> NAACP Florida Council of Churches Florida PTA NUL (*Miami is a priority area) 	<ul style="list-style-type: none"> Commissioner Stewart and her staff at the DOE Governor Scott 	<ul style="list-style-type: none"> Grasstops/Electeds webinars Roundtables Parent advocacy trainings Digital ads Collateral materials Story collection Back-to-school events Policy brief on impact of waivers and proposed plan on ELs
Intermediate	Intermediate	What HUF Needs/Wants	Constituencies	Non-traditional	Secondary Target(s)	Showing Power Directly to Target (Lobbying)
		•	•		•	•
Short-term	Short-term	Potential Internal Conflicts?	Allies	Opponents	Champions	Media
		•	•	•	•	•
			Opponents			Other