



# AGENDA

**Meeting #3**  
**Tuesday, March 19, 2019**

**[Broward College, South Campus](#)**

*(Click above for directions)*

7200 Pines Boulevard, Pembroke Pines, FL 33024

Science Building: 66

Multi-Purpose Room 136-159

***Parking & Location Instructions:***

The Parking Lot C will be situated in front of Building #66-Science Building. Once you enter the campus turn left and follow the road around campus. The building will be in the back (blue and red) facing the Aviation Institute.

**Mission**

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



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

BOARD MEMBER	Mar 2018	Apr 2018	May 2018	June 2018	July 2018	Aug 2018	Sept 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	
AKITI, Melida	P	E	E	P	No Meeting	No Meeting	E	E	E	P	P(T)	P	
CARDOZO, Carolina	P	P/T	P	P(T)			P	P	P(T)	P	E	P	
GARCIA, Rolando, Ph.D.	P	P	P	P			E	P(T)	P	P	P	P	
GOMEZ, Willy	P	P	P	P(T)			P(T)	P	E	P	P(T)	P	
GUERRERO, John	E	P	P	P			P	P	P(T)	P	P	P	
HERZ, Dan	P	P/T	E	P			P	P	P	P	P	E	
LIMA, Hector	E	E	P	P(T)			P	P	E	E	P	A	
MIHAIU, George							P	P	P	P	E	P	
PARADOWSKI, Christina	P	P	P	P			P	P	P	P	P	P	
PFISTER, Emma	P	E	P	P			E	P	P	P	P	P	
RODRIGUEZ, Lucia	P(T)	E	P	P			P	P	E	P	P	E	
SAMPIER, Steve	E	P	P	P			P	P	P	P	P	E	
SCHEVIS, Daniel	E	E	P	P			P	P	E	P	P	E	P
STONE, Angie	P(T)	P	P	P			P	P	E	P	P	P	P
TATELBAUM, Chuck	P	E	P	P(T)			P	P	P	P	P	E	P
<b>Total Board Members</b>	16	16	15	15					15	15	15	15	15
<b>Present: P / T= Telephone</b>	12	10	13	15			11	11	11/9	14	11/9	12	
<b>Excused: E</b>	4	6	3	0			3	3	4	1	4	3	
<b>Absent: A</b>	0	0	0	0			1	1	0	0	0	1	
<b>Board Members Participating</b>	75%	63%	81%	100%			73%	73%	73%	93%	73%	75%	
<b>Board Members Present at the Meeting</b>									60%	93%	60%	75%	

**Leslie Cartaya – Submitted online 12.4.18**

**Source: JBacallao post on LinkedIn and forwarded by Rolando Garcia**

## 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.

\* Required

**Email address \***

leslicartayafranco@gmail.com

I am interested in joining HUF because I want to advocate for a better South Florida for my children and the children of other Hispanics in the area.

**First Name \***

Lesli

**Last Name \***

Franco

**Primary Affiliation/Organization \***

O'Connell & Goldberg PR

**Mailing Address \***

2725 NE 34th St.

**City, State and Zip Code \***

Fort Lauderdale, FL 33306

**Phone Number \***

954-592-9108

**Age \***

36 to 45 ▼

**Gender \***

Female ▼

**Professional Background \***

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

**Previous HUF Relationship**

- Current or Previous Volunteer
- Current or Previous Donor
- Current or Previous Committee Member

**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

**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 type="radio"/>	<input checked="" 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 type="radio"/>	<input type="radio"/>	<input checked="" 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.

Rolando Garcia

**Additional Information**

I may not be able to raise funds like other Board Members, but my communications contacts and strategic planning skills may be just as handy to the organization.

Submitted 12/4/18, 3:23 PM

## GISELLE CUSHING

Pembroke Pines, FL 33027

954.648.4759

gisellecushing@gmail.com

### EXECUTIVE PROFILE

**Senior-Level Healthcare Industry Executive** with expertise in Sales and Operations Management of Managed Care, Insurance and Wellness Programs. Expertise in diverse product offering including Medical (Fully Insured, Level Funded and ASO), Specialty Lines (Dental, Vision, Life, and Disability) and Wellness Plans (Stand Alone or Embedded Offerings) for small to jumbo groups for public and private sector clientele. A wellness expert with significant success in leading organizations with emphasis on driving revenues and profitable membership growth. Skilled in consulting on Level Funded and Defined Contribution Strategies.

**Highly respected, credible and well-known in the industry and Florida market** as a thought leader with strong broker relationships. Abreast of the latest market influencers, healthcare trends and current legislation with savvy business and financial acumen. A cultural ambassador and staff mentor and developer who inspires collaboration, creativity and teamwork to produce exceptional results. High degree of integrity and an authentic leader with complete transparency. Emphasis on being a catalyst for change and a driver of results, driven to improve processes and operations bearing full P&L accountability. **Bilingual: English & Spanish.**

### PROFESSIONAL EXPERIENCE

#### **Humana, Inc. | Miramar, FL**

**08/2008 - Present**

*The 3<sup>rd</sup> largest health insurance company in the nation, ranked 73 on the Fortune 500, with over 13M customers in the U.S., \$41.3B in revenues, and 52,000 employees. Humana has recently gone through an extensive cultural shift to a well-being platform based company.*

#### ■ **Market Vice President (01/14-present)**

Promoted to Market Vice President of Sales for Humana's Employer Group Segment in South Florida. Provide executive level leadership for Humana's employer-focused business including large and small group sales and distribution, as well as broker and customer relationship management across all of Humana's health and productivity solutions and specialty products. Accountable for an organization of more than 40 associates that focus on offering benefit solutions including wellness, medical, dental, vision, life, disability and worksite products to all size employer groups generating more than \$11M in revenue.

#### Select Sales Achievements

- #1 in the country for sales, 2013 and #2 in the country for sales, 2014.
- Leading Market in the East region in pre-tax profit, 2015.
- #2 PIP Team Winner.
- President's Council Qualifier with multiple sales associates also qualifying.
- Exceeded growth plan by 12,169 members/14.5%, 2014. Exceeding sales budget by 4,444 members/148%, 2016.
- Grew membership by 20.3% Year of Year (YOY), 2015.
- Exceeded target for all lines of coverage and exceeded profit margins by 12%, 2016.
- Exceeded target for all lines of coverage in 2015 with strong financial and membership growth results.

#### Change Management/Acquisition and Integration

- Recruited to drive change and lead innovation within the business unit. Effectively execute the business strategy and Humana's competitive edge by setting and modeling high performance standards, allocating human capital and resources appropriately and pursuing strategic alliance with business, political and media leaders.
- Inspire and direct team to capitalize on new market opportunities. Manage, coach and develop sales staff to peak performance.
- Foster extraordinary results by engaging associates, valuing diversity and shaping culture to support a high performance environment. Work across diverse, cross functional teams to leverage and share best practices.
- In-depth understanding of local, regional and national market forces impacting product sales. Strong understanding of and ability to effectively position products within individual markets.

#### Special Committees

- Nominated for the Women in Leadership Program at Humana, 2012.
- Member of Humana's Hispanic Network Resource Group (HNRG) and Woman's Network Resource Group (WNRG).
- Co-Chair and Board Member of Broward Bold Moves.

#### ■ **Vice President/Employer Group Practice Leader (08/08-02/14)**

Took over statewide responsibilities overseeing the Florida Small Business segment. Areas of management oversight included Strategic Leadership/Management; Account Management; Client Performance Guarantees; Customer Relationship Management (CRM); Case Implementation; Enrollment Coordination; Renewals; Upsale/Cross Sale of Product Lines; Staff Training, Development and Mentoring; Employee Performance Metrics; Performance Evaluation/Review Measurement; and Financial Management. Hired, trained and provided strategic direction for a staff of 28 employees focusing on selling and renewing core and ancillary lines of coverage. (Cont. P2)



## PROFESSIONAL EXPERIENCE

### **Humana, Inc. - (continued)**

- Grew the business block from 40,000 members to 52,250. Exceeded 2013 medical and ancillary goals.
- Increased medical sales 73% YOY to 10,312. This combined with a 3% improvement in persistency resulted in 3000 net member growth for 2013. This was the first time in 5 years that Florida produced net member growth. The growth was profitable, producing \$9.7M of pretax profit, an improvement of 29% over the prior year.
- Also realized increases in YOY sales of dental (22%) and vision (14%) which resulted in 2013 net growth of 1,980 additional dental members and 4,778 vision members.
- Sales of Life and Disability combined increased 26% over 2012 to \$730k and Workplace Voluntary Benefits increased 88% to \$1.7M.
- Developed and presented Florida's yearly small group strategic plan to senior leadership.
- Collaborated with Underwriting, Product Development, and Actuaries to understand and create solution/product requirements.
- Engaged in quarterly strategy meetings with distribution partners to discuss goal setting, results and the competitive landscape.
- Hosted quarterly agent advisory meetings in South and Central Florida.

### **Colonial Life**

**07/2007 - 08/2008**

#### **■ Territory Sales Manager**

Proactively recruited to hire, train and coach sales representatives in a territory encompassing Monroe, Miami-Dade, Palm Beach, Lee and Collier counties, generating \$7.6M in supplemental premium. Reported directly to the Vice President of Sales for the Southeast Region. Managed 8 district managers and 96 active sales representatives.

- Built a business plan that specified the marketing, recruiting, and sales strategy for the territory.
- Sourced, selected, hired and trained District GM candidates in support of future business plan initiatives for new district development.
- Conducted field work training with new managers and sales representatives to advance sales skills and presentation abilities.
- Coached managers to improve performance and assisted them in attaining their goals.
- Creating cutting-edge marketing approaches to grow the territory and enhance sales opportunities.

### **United HealthCare of Florida (acquired CAC)**

**08/1997 - 08/2007**

#### **■ Vice President of Sales & Account Management (02/03-08/07)**

Responsible for the P&L and net growth of one of the largest commercial markets for United HealthCare encompassing the US Virgin Islands, as well as Miami-Dade, Broward and West Palm Beach counties. Oversaw the small business unit generating a net operating gross margin of \$80M with 225,000 commercial members. Responsible for growth and increased profitability of existing business, acquisition of new business and strategic direction. Managed a staff of 46.

- Sales organization consistently exceeded Medical, Life, Vision, Dental and Disability goals every year during tenure.
- Recipient of Health Plan of the Year Award, 2006.
- Delivered higher than budgeted profit margins in 2006 and 2007.
- Developed and maintained profitable relationships with distribution partners including brokers, general agents and two of the largest PEOs in South Florida.
- Worked in conjunction with product management, actuaries, finance, IT and underwriting to create new plan designs in the markets.
- Implemented a block renewal process to ensure budgeted medical loss ratios were met across the 1-99 life marketing segment.
- Formulated and executed effective business segment strategies and operational plans aligned with organizational objectives and initiatives. Ensured delivery of quality-focused, cost effective, service, and benefits administration.
- Key member and contributor to the integration and acquisition team to merge Neighborhood Health Plan.
- Mentored and developed multiple staff members into management positions within the organization.

#### **■ Director of Sales & Account Management (01/02-02/03)**

Managed sales and operations of the Small Business segment, reporting to the Vice President of Sales and Account Management.

- Developed and implemented tools to assist the team in improving the level of service provided to our customers.
- Tracked and measured the results of the team, maintaining a 91% persistency rate.
- Conducted weekly visits with large customers and assisted team in closing and/or retaining key accounts.
- Created strong relationships with civic and political figures throughout the tri-county area discussing the importance of healthcare.

---

## PROFESSIONAL EXPERIENCE

### United HealthCare of Florida - (continued)

#### ■ Medicaid Marketing Manager (06/99-01/02)

Provided ongoing work direction, training and guidance to enrollment consultants in the designated area. Assigned territories, distributed leads and managed the day-to-day productivity.

- Interviewed job candidates, conducted performance evaluations and developed job aids and manuals.
- Worked in conjunction with marketing and outside advertising agency to develop innovative media campaigns.
- Maintained up-to-date knowledge of Medicaid regulations, the managed care industry and relevant legislation.
- Conducted monthly meetings with key politicians and community leaders to work together on outreach in low income communities.
- Partnered with non-for-profit organizations, churches and schools to promote education and the importance of nutrition.

#### ■ Manager of Account Management, CAC Division (08/97-06/99)

Responsible for day-to-day operations of the Service and Operations department for all group sizes including individual, small and large groups including the CAC Division.

- Key participant in integration and migration meetings to convert the CAC membership to the United HealthCare platform.
- Maintained a 90% persistency rate for both the United HealthCare and CAC lines of business.
- Developed educational seminars for brokers, general agents and group administrators to advance business development initiatives.
- Assisted and coordinated the RFP for State and Federal agencies.

### Physician Corporation of America/Family Health Plan (now a Humana Company)

03/1992 - 08/1997

#### ■ Senior Account Manager (09/94-08/97)

#### ■ Account Manager (03/92-09/94)

Initially hired as an Inside Account Manager and progressively promoted for outstanding performance to assume responsibility for the servicing of approximately 150 large accounts including oversight of Federal and State accounts.

- Successfully maintained an 89%-91% persistency rate throughout tenure.
- Cultivated and maintained positive relationships with an extensive network of groups, administrators and brokers.
- Served as the relationship manager accountable for total servicing of the client and building a continual pipeline of business.
- Worked with underwriting in negotiating and selling renewal increases.
- Top Membership Sales Representative for the Greater Miami Chamber of Commerce.

---

## LICENSURE, AND SPECIALIZED TRAINING

### WELCOA

Wellness Coach and Facilitator

### Florida Atlantic University

Certificate in Healthcare Leadership

### Florida 2-15 Life, Health and Variable Annuity License

Certificate of Instruction, United HealthCare University  
Sales and Leadership Training, Humana and United HealthCare

---

## AWARDS

**2007 Latina Business Woman of the Year, National Hispanic Chamber of Commerce**

(awarded at the White House in Washington, DC)

**2018 South Florida Hispanic Leadership Award (Healthcare Division)**

---

## PROFESSIONAL AFFILIATIONS

Dade and Broward Association of Health Underwriters  
Hispanic Chamber of Commerce, South Florida Chapter - Former Board Member and Master of Ceremony

**Hispanic Unity of Florida**  
**Board of Directors Meeting**  
**Minutes**  
**Tuesday, February 19, 2019**

**Call to Order/ Roll Call**

Meeting was called to order at 4pm by Chuck Tatelbaum

**Presentations**

**Mission Moment:** Chuck Tatelbaum shared that Josie Bacallao was celebrating her 15 year work anniversary at HUF. There was a surprise presentation Board Member Emeritus Yvonne Lopez, Nydia Menendez and Lily Pardo. The past chairs as they shared their stories about Josie Bacallao and all she has done for the agency and in Broward County. Willy Gomez also shared his past experience with Josie and how she has grown HUF.

Shani Wilson shared that on Tuesday, February 26<sup>th</sup> at 10:00am the Broward County Mayor and Commissioners would issue a proclamation on Josie's anniversary. Details will be sent via email.

Felipe Pinzon introduced Dr. Lori Canning and team (Christine Moss & Layne Polakoff) at Gulfstream Early Learning Center. Eduardo Pineda was assigned as the HUF staffer overseeing the Gulfstream staff and is the liaison with BCPS. Lori shared the history of the campus.

**Welcome New Board Officers:** Chuck Tatelbaum, Chair; Lucia Rodriguez, Chair-Elect; Willy Gomez, Past-Chair; Emma Pfister, Treasurer and John Guerrero, Secretary.

**Introduction & Welcome, Tony Abbate, New Board Member.** Chuck welcomed Tony and shared his background with FAU as well as his community engagement.

**Congratulations to Christina Paradowski**, who is now a Partner at Tripp Scott & **Hector Lima** has been promoted to SVP of Global Customer Service at Citrix.

**Member to Member Meet Up's:** Chuck thanked John and Meryl Guerrero for hosting the Paella Social February 1st.

**Governance**

Board Recruitment: Deferring this item to the March meeting as Steve Sampier could not attend.

**Public Policy & Advocacy**

**2019 Public Policy Agenda.** Josie Bacallao reviewed the 2019 Public Policy Agenda Draft which had been sent to the board in February. She reviewed each item and identified the areas where HUF would take the lead as well as, the areas where HUF would be a supporter. A discussion ensued and an edit suggested by Willy Gomez and Tony Abbate.

Motion by Dr. Rolando Garcia to approve the 2019 Policy Agenda (with suggested edits) and a second was provided by Emma Pfister. The motion passed.

**Consent Agenda**

Willy Gomez motioned to approve the consent agenda a second was provided by Dan Schevis. The motion passed.

**Executive Session** Postponed by request of Board Chair.

**Adjourn** 5:05pm

**HISPANIC UNITY OF FLORIDA, INC.**

FINANCIAL STATEMENTS

FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2018  
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)

**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF FINANCIAL POSITION**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2018**  
**(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2017)**

	<u>2018</u>	<u>2017</u>	
<u>ASSETS</u>			
Current Assets			
Cash	\$ 1,365,506	\$ 1,086,923	Cash Detail; CashFlow
Grants receivable	452,085	276,755	Schedule 1
Unconditional promises to give, net	929,989	311,104	Schedule 1
Prepaid expenses	<u>59,168</u>	<u>54,195</u>	
Total Current Assets	<u>2,806,748</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	1,480,462	1,464,107	
Deposits and Other Assets	<u>18,154</u>	<u>18,591</u>	
Total Non-Current Assets	<u>1,527,901</u>	<u>1,511,983</u>	
Total Assets	<u>\$ 4,334,649</u>	<u>\$ 3,240,960</u>	

LIABILITIES AND NET ASSETS

Current Liabilities			
Accounts payable and accrued expenses	\$ 325,819	\$ 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>566,572</u>	<u>396,838</u>	
Noncurrent Liabilities			
Mortgages payable, net of current portion	<u>677,255</u>	<u>714,605</u>	
Total Non-Current Liabilities	<u>677,255</u>	<u>714,605</u>	
Total Liabilities	<u>1,243,827</u>	<u>1,111,443</u>	
Net Assets			
Unrestricted	1,332,549	857,290	475,259
Temporarily restricted	<u>1,758,273</u>	<u>1,272,227</u>	<u>486,046</u>
Total Net Assets	<u>3,090,822</u>	<u>2,129,517</u>	<u>961,305</u>
Total Liabilities and Net Assets	<u>\$ 4,334,649</u>	<u>\$ 3,240,960</u>	

Gain from Program Operations	722,897
Gain from Support Services	(247,638)
<b>Increase (Decrease)</b>	<b>475,259</b>

**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF ACTIVITIES**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2018**  
**(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2017)**

	2018			2017
	Unrestricted	Temporarily Restricted	Total	Total
Revenues and Other Support:				
Contributions	796,082	2,255,313	\$ 3,051,395	\$ 1,729,519
Special events	93,300	-	93,300	82,800
Grants from governmental agencies	2,366,963	-	2,366,963	2,453,208
Other grants and fees	445,870	-	445,870	253,405
Miscellaneous	-	274,739	274,739	277,833
Donations, in-kind	-	-	-	26,069
Net assets released from restrictions:				
Satisfaction of time restrictions	1,517,983	(1,517,983)	-	-
Satisfaction of program and purpose restrictions	526,023	(526,023)	-	-
<b>Total Revenues and Other Support</b>	<b>5,746,220</b>	<b>486,046</b>	<b>6,232,266</b>	<b>4,822,834</b>
<b>Expenses (Direct - not Functional):</b>				
Program services	4,104,871	-	4,104,871	5,047,026
Management and general	935,272	-	935,272	146,785
Fundraising	230,818	-	230,818	43,158
<b>Total Expenses</b>	<b>5,270,961</b>	<b>-</b>	<b>5,270,961</b>	<b>5,236,969</b>
<b>Change in Net Assets</b>	<b>475,259</b>	<b>486,046</b>	<b>961,305</b>	<b>(414,135)</b>
<b>Net Assets - Beginning of Year</b>	<b>857,290</b>	<b>1,272,227</b>	<b>2,129,517</b>	<b>2,543,652</b>
<b>Net Assets - End of Year</b>	<b>\$ 1,332,549</b>	<b>\$ 1,758,273</b>	<b>\$ 3,090,822</b>	<b>\$ 2,129,517</b>

**HISPANIC UNITY OF FLORIDA, INC.**  
**STATEMENT OF CASH FLOWS**  
**FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 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	\$ 961,305	\$ (414,135)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	109,612	117,666
Provision for uncollectible promises to give	(1,000)	-
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(175,330)	(37,587)
(Increase) decrease in unconditional promises to give	(617,884)	506,366
(Increase) decrease in prepaid expenses	(4,974)	(9,428)
Increase (decrease) in accounts payable and accrued expenses	<u>69,734</u>	<u>(10,757)</u>
 Total adjustments	 <u>(619,840)</u>	 <u>566,260</u>
 Net Cash Provided by Operating Activities	 <u>341,465</u>	 <u>152,125</u>
 Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(125,531)</u>	<u>(115,385)</u>
 Net Cash (Used In) Investing Activities	 <u>(125,531)</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>(37,351)</u>	<u>(38,645)</u>
 Net Cash Provided by Financing Activities	 <u>62,649</u>	 <u>61,355</u>
 Increase (decrease) in Cash	 278,583	 98,095
 Cash - Beginning of Year	 <u>1,086,923</u>	 <u>988,828</u>
 Cash - End of Year	 <u>\$ 1,365,506</u>	 <u>\$ 1,086,923</u>

## Cash Detail

As of November 30, 2018

### *Unrestricted and Temporarily Restricted Cash:*

Bank of America	Operating	5,168		
Bank of America	Payroll	1,429		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	33,000		
Bank of America	Business Savings	<u>731</u>	<b>41,128</b>	Unrestricted
Bank of America	TR Funds	476,202	<b>321,213</b>	Temporarily Restricted
BB&T - Money Market			<u>1,003,164.39</u>	
			<u><b>1,365,506</b></u>	<b>Total Unrestricted and Temporarily Restricted Cash</b>





HISPANIC UNITY OF FLORIDA, INC.							
STATEMENT OF ACTIVITIES - TOTAL							
FOR ELEVEN MONTHS ENDING NOVEMBER 30, 2018							
	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Projection	Over (Under)	
<b>Revenues</b>							
Donations - UNR	\$ 42,538	\$ 34,166	8,372	\$ 796,082	\$ 375,838	420,244	AGM: 15K;Ansin Fnd \$10K;Maria Soldani \$5K; JM:1.5K; Indiv \$11K
Donations - TR	30,900	229,094	(198,194)	2,255,313	1,831,034	424,279	UnidosUS \$23K; Publix \$5K ;Others\$3K
Satisfaction of Restrictions	99,961	(9,709)	109,670	(485,776)	183,724	(669,500)	
Fundraising Events	0	7,083	(7,083)	93,300	77,917	15,383	ES 2018 Event
Grant Income	274,231	224,568	49,663	2,812,832	2,492,253	320,579	Budget revision required due to new awards & award delays
Interest Income	1,034	15	1,019	3,396	165	3,231	
Rental Income	4,060	4,001	59	44,072	44,011	61	
Voluntary Pre-K	0	2,428	(2,428)	454	26,708	(26,254)	Offset by tuition collected - see below
Fees & Miscell Income	28,522	15,401	13,121	226,817	169,411	57,406	Educ \$31; CE \$4K; Support \$22K
<b>Total Revenues</b>	<b>481,246</b>	<b>507,047</b>	<b>(25,801)</b>	<b>5,746,490</b>	<b>5,201,061</b>	<b>545,429</b>	
<b>Expenses</b>							
Salaries and benefits	360,215	360,852	(637)	3,831,548	4,040,928	(209,380)	Budget revision required due to new awards & award delays
Advertising	5,368	583	4,785	14,299	6,413	7,886	
Bank service charges	607	725	(118)	9,724	7,975	1,749	
Building repairs/maint	17,071	16,176	895	188,362	177,931	10,431	
Depreciation 5840	9,967	9,966	1	109,612	109,630	(18)	
Dues Subscriptions	1,648	873	775	13,289	9,603	3,686	
Information Technology	4,061	3,183	878	41,194	35,015	6,179	
Insurance	4,595	4,382	213	47,547	48,204	(657)	
Interest expense	4,495	4,042	453	45,321	44,460	861	
Licenses and permits	90	63	27	1,210	693	517	
Mileage reimbursement	2,586	2,517	69	32,476	28,181	4,295	
Office expense	6,961	4,262	2,691	62,236	47,018	15,218	Support \$7K, Programs \$8K
Postage and shipping	994	561	433	7,546	6,219	1,327	
Printing	5,240	3,883	1,357	55,233	43,614	11,619	Budget revision required due to new awards & award delays
Professional fees	12,893	10,678	2,215	154,996	117,458	37,538	Budget revision required due to new awards & award delays
Program expenses	16,330	24,499	(8,169)	391,832	314,867	76,965	Budget revision required due to new awards & award delays
Public relations	3,402	2,083	1,319	13,344	22,913	(9,569)	
Rent	3,260	1,059	2,201	20,606	21,999	(1,393)	
Software	1,201	417	784	9,272	4,587	4,685	
Special fundraising events	25	2,667	(2,642)	40,057	29,337	10,720	
Staff events/meetings	2,720	325	2,395	4,017	3,575	442	
Staff training and development	3,596	3,701	(105)	65,127	40,711	24,416	Budget revision required due to new awards
Telephone	8,601	5,484	3,117	80,608	60,451	20,157	Budget revision required
Utilities	1,911	3,773	(1,862)	31,775	41,503	(9,728)	
<b>Total Expenses</b>	<b>477,837</b>	<b>466,754</b>	<b>11,083</b>	<b>5,271,231</b>	<b>5,263,285</b>	<b>7,946</b>	
<b>Increase (Decrease) in UNR Assets</b>	<b>\$ 3,409</b>	<b>\$ 40,293</b>	<b>(36,884)</b>	<b>\$ 475,259</b>	<b>(\$ 62,224)</b>	<b>537,483</b>	
			Programs	722,897			
			Support	(247,638)			
			Stamt Act	475,259			

**HUF  
Audit Schedule**

Date					
01/30/19	01/30/19	Wed	IW - worksheets, remote access, peachtree	4	
02/04/19	02/15/19	2 wks	IW - worksheets, remote access, peachtree	24	
02/04/19	02/19/19	2 wks	VC - worksheets and confirms	40	
				<b>68</b>	hours to TB & Financials
02/18/19			Kick-off Meeting		
02/19/19			TB and Financials to auditors, committee		
02/21/19			Finance Committee Meeting		see Critical Times
02/25/19	03/08/19		Auditors at HUF - possibly 3 days longer		
03/11/19	03/22/19		Auditors review process		see Critical Times
03/21/19			Finance Committee Meeting		see Critical Times
04/04/19	04/09/19		Audit Committee Meeting - Date TBD		see Critical Times
04/23/19			Board Meeting		see Critical Times

**CRITICAL TIMES**

- Finance Committee Meeting - February 21 - Preliminary Results presented at meeting - Draft to follow for further review
- Finance Committee - Mail out of HUF Draft by VC on February 26 - allowing 7 days for review
- Auditor Review Process - March 11 to March 22 allowing 3 weeks - **Draft 1 to HUF March 25 - allowing HUF 4 days for final review**, subsequent drafts if necessary before mail out to Audit Committee on March 29
- Finance Committee Meeting - March 21 - Provide Draft 1 from Auditors at meeting - **VC will go thru changes, if any, at the meeting - usually notified if any changes by auditors (rare) between March 4 to March 22**  
If this is the case VC would send out revised VC draft BEFORE this meeting
- Audit Committee Meeting - **Mail Out Presentation Draft on March 29** - Meeting Schedule April 4, April 5, or April 9 - allowing review time of between 6-10 days with questions raised forwarded to Emma and Virginia PRIOR to the meeting if it causes a change in the draft
- Board Meeting - April 23 - **Mail Out to Board April 17 - allowing 6 days to review**

## Gulfstream Analysis

Improvements	71,500.00	
Citi	(36,226.00)	
Citi	(10,500.00)	
DCM	(6,600.00)	
Net Investment	<b>18,174.00</b>	
Lease Agreement 3 years, renewable	10,000.00	per year for rent, utilities minimal
Investment	18,000.00	3600 per year
Rent per month	833.33	
Investment per month over 5 years	300.00	
Monthly Rent	<b>1,133.33</b>	
Annual Rent	<b>13,600.00</b>	

**BBT**

6 bank accounts have been opened.

Finance will report monthly on 3 of the accounts:

- 1 The Jim Moran Foundation Opportunity Fund
- 2 The Jim Moran Foundation Reserve Fund
- 3 Asset Reserve Fund

**PROPOSED MONTHLY RESERVE REPORTING FORMAT**

<b>Date</b>	<b>1021 The Jim Moran Foundation Opportunity Fund</b>	<b>1022 The Jim Moran Foundation Reserve Fund</b>	<b>1023 Asset Reserve Fund</b>
8/30/18 Deposit	1,000,000.00		
Interest	67.95		
<b>8/31/18 Balance</b>	<b>1,000,067.95</b>		
9-1 to 12-31-18 Interest	4,151.00		
<b>12/31/18 Balance</b>	<b>1,004,218.95</b>		
02-22-19 est	(502,109.48)	502,109.48	42,000.00
1/30/18	93,324.73		
<b>1/30/18 Balance</b>	<b>595,434.21</b>	<b>502,109.48</b>	<b>42,000.00</b>

**Hispanic Unity of Florida  
Finance Committee Meeting**

February 21, 2019

**Attendance:**

Present: Emma Pfister, Arnold Nazur, Nydia Menendez

By Phone: Lazaro Gutierrez, Chuck Tatelbaum

Excused: Rodney Bacher

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

Ms. Pfister shared this past Tuesday the Board meeting was held at Gulfstream Early Learning Center and Ms. Bacallao was honored for her 15 year work anniversary. Ms. Pfister suggested that a future committee meeting be held at Gulfstream.

**HUF November 2018 Financials**

Ms. Cielo stated that Net Assets increased \$961K - \$475K in unrestricted net assets plus \$486K in temporarily restricted assets. Total Revenues for the 11 month period are \$6M compared to 2017 Revenues of \$4.8M.

**UNR Net Assets**

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	722,897	
2	Gain from Support Services	<u>(247,638)</u>	
	<b>Inc(Dec) in UNR Net Assets</b>	<b>\$475,259</b>	<b>Operating Gain(Loss)</b>

The year to date profit of \$475K is \$537K more than the projected year to date loss of (\$62K):

- 1) Development exceeded the net projection by \$458K.
- 2) Programs exceeded the net projection by \$94K.
- 3) Admin is over the net projection by (\$15K).

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$1.3M. The Development area contributed \$682K toward administrative and shared fixed costs to the agency.

**Cash**

Year to date cash increased by \$279K as a result of the following activities:

\$961,305	Inc/(Dec) in Net Assets
(619,840)	Adjustments to reconcile increase (decrease) in net assets
341,465	Net cash provided (consumed) by operating activities
(125,531)	Investing Activities
<u>62,649</u>	Financing Activities
<b>\$278,583</b>	<b>Inc/(Dec) in Cash</b>

Ms. Cielo stated United Way's invoice payments are again delayed as United Way's reimbursements from Volunteer Florida have been delayed. Mr. Nazur shared his concern and asked if HUF had recourse. Ms. Bacallao will share the email to the committee from United Way's CEO to HUF. Members stated that currently FEMA reimbursements in general are delayed and/or put on hold.

Ms. Cielo stated the year-end projection for revenues was \$7M and the operating gain was closer to \$500K.

**MOTION:**

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

**Audit Work Schedule**

Ms. Cielo presented the revised audit work schedule.

Ms. Cielo noted the Audit Kick Off Meeting was held on February 18. Attending from CFL+G was the Engagement Partner, Quality Control Partner, Audit Manager and the Audit Senior.

Ms. Cielo stated she covered with CFL+G:

1. HUF's consideration of whether to engage a specialized non-profit senior accountant (CPA) for 40 hours (\$3,000) to eliminate a back-log. The committee then agreed that the quote was reasonable and recommended that HUF proceed.
2. HUF's change in recording temporarily restricted funding. Award received \$25K and under would not be recorded as temporarily restricted. The change would greatly reduce recording GL entries. Controls currently in place to ensure the award's budget vs actual is maintained would remain in place.

**Gulfstream Analysis**

Ms. Cielo presented the report in which the net investment totaled \$18K after grantor's reimbursement for costs. Amortized over 5 years HUF's monthly rent would be \$13,600, or \$1,130 per month.

**BB&T**

Ms. Cielo stated 6 bank accounts have been opened, 3 of which are reserve accounts.

The proposed Reserve Report was presented for monthly reporting to the committee and board:

1. The Jim Moran Foundation Opportunity Fund
2. The Jim Moran Foundation Reserve Fund
3. The Asset Reserve Fund

Ms. Cielo will make minor changes noted by the committee. The committee's recommendation to have Willy Gomez and Dan Herz handle investment considerations will be pursued.

Meeting concluded at 9:53am.



**Governance Committee Meeting Minutes  
March 1, 2019**

**Present:**

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

**Phone: Chuck Tatelbaum, Angie Stone, Christina Paradowski, Barbara Grevior and Melida Akiti**

**Excused:**

**Maria Elena Ferrer**

**Next Steps/Action Items:**

1. Josie Bacallao will share tour dates with Angie Stone for Board Recruitment event in April. Felina Furer will assist Mari Naranjo in getting Angie materials for events. **(Done)**
2. By Laws Christina Paradowski will send revisions to Josie in next week and JB will add to March board agenda.
3. Annual Survey will be worked on by Angie Stone and Felina Furer, they will connect next week to work on a plan.

**Discussions:**

1. Comments from the Chair. Steve Sampier is working on the board member review process. It would be helpful if the Chair gets help coordinating keeping track with what everyone's status is as well as, the worksheet of the recruitments, meetings and the progress of each individual.
2. Approval of February 2019 minutes  
Motion: Christina Paradowski. Seconded by: Melida Akiti. Motion passed.
3. Board Recruitment Progress.
  - a. Broward College Opportunity—Angie Stone will represent HUF at two upcoming events. *Board Recruitment with Leadership Broward* on April 2<sup>nd</sup> looking for opportunity to bring on more Technology and CPA professionals. *Community Matching Program with Broward College* on April 3<sup>rd</sup>.
  - b. Consideration of Giselle Cushing---Melida Akiti interviewed Giselle a few weeks ago she is well connected in the community and in the health insurance world. Potential grants can come from that relationship. Giselle is from an immigrant family, very passionate and has a lot to bring to the board. Clear on her time and commitments. Also sits on the Urban League board and would also be committed 100% to HUF. Melida Akiti made a motion to present Giselle Cushing as a future Board Member. Seconded by: Barbara Grevior. Motion passed.  
  
Potential committee placement would be Marketing or Advocacy, Melida shared she is well rounded.
  - c. Recruitment Worksheet. Steve Sampier will attend the March 7<sup>th</sup> Empowerment Tour as Eduardo Bello and one other potential board member will be in attendance.
4. By Laws---Christina Paradowski. Two versions sent out by email this week. The red lined version is difficult to read so two versions set out. Christina consolidated both and added comments for consideration. Agreements: Contributions we will be asked for early in the year. If a board member steps down a new member should start new not take over their term. Exception for a vacancy in the slate regarding officers. Add Marketing Committee and leave out the Development Committee out of the By Laws. At the May retreat meeting it will be a discussion on how to proceed with Development committee and its role. Agreed to eliminate the Honorary Board Member position (which has never been used) and retain only Active and Emeritus Board Member. We plan to discuss these By Law changes at with the Board at the March 15 so that they can be voted on at the April meeting.





5. Governance Committee Succession

- a. Present makeup of the Committee. Steve Sampier and Melida Akiti are terming out of board. and Barbara Grevior cannot chair the committee as she is not a board member. That leaves Christina Paradowski and Angie Stone. The chair of committee cannot be shy when dealing with difficult issues. Steve will continue on the committee but off the board as of January 2020. Do we need more people on this committee? Potential add on is Tony Abbate and Jorge DeApodaca.
- b. Recommendations to replace Steve Sampier as Chair. Steve will discuss with Angie and Christina.

6. Other Business/Updates:

- a) Annual Survey will be worked on by Angie Stone and Felina Furer. Add to the survey a question regarding the use of the board portal – should we keep and continue to invest valuable staff time in its maintenance?

**Next Meeting:**

**Friday, April 5th. 2018 @9am**



## Marketing Committee Meeting Minutes

March 6, 2019

**Present: (In person)** Chuck Tatelbaum, Maguana Jean, Josie Bacallao, Mari Naranjo, and **(On the phone):** Lesli Franco, Alex Llerena, Shani Wilson

**Excused:** Lucia Rodriguez, Jeney Gonzalez, Mindy Figueroa , Felina Rosales-Furer

### Next Steps:

- 1) Discuss to-do items from the last six committee meetings—and assign action items (Mari to create and share prior to April meeting)
- 2) Prepare April presentation/workshop for the board of directors to review the completed communications plan for the agency (Lucia)
- 3) Discuss COMPASS names with staff and finalize (Josie, Shani, Mari and staff)
- 4) Provide design options for new name-- 2-Gen UP model—if selected (Mari and designer)

---

1) **February 2019 minutes:** Maguana moved to approve the Feb. 2019 minutes and Leslie Franco provided the second. The motion passed.

### 2) Gift & Donor Experiences Brainstorming

- **Painting with a Twist** & involve Unity 4Kids children: ask guests to paint HUF logo, their idea of the American dream, their idea of diversity, etc.; reproduce their art for donor gifts (printed thank you cards)
- **Artwork by young artists:** Maguana still working on connection to New World School of the Arts artists
- **Maria Alexandra** (Alex) suggested printed gifts and offered to give examples used by the Kellogg School of Business (from Feb meeting)
- **Broward College's planetarium – Tie into Unity 4Teens & STEAM programming** - In honor of 50th anniversary of moon landing

\*bring mobile planetarium to HUF for Unity 4Kids

### 1) Circle of Friends - Reception Ideas

- **NSU's Oceanographic Institute** – hold reception there
- **Sculpture gallery** (Artist is friend of Beatriz Miniaci)
- **Bahia Mar's Commodore Ballroom** (<https://bit.ly/2C8HbEH>)
- **Barn in Davie** (Chuck Tatelbaum has name; possibly > <https://davieranch.com>)

## 2) COMPASS renaming ideas

### Names

- **Recommended name:** *HUF 2-Gen UP* model
- **Other names suggested:** HUF's 2-Gen approach or model, 2-Gen Connect, Elevate 2-Gen, Children-Parenting model, Family's THRiVE approach.

### Taglines

- Two Generations. One Future.
- Successful Parents. Happy Children. Thriving Families.
- Pathways to family success
- Promoting child-caregiver success
- Steps toward a two-generation future

### **Next Meeting:**

**Wednesday, April 3, 2019 @ 8:30am**



**Public Policy & Advocacy Committee Meeting Minutes  
March 8, 2019-Conference Call Meeting**

**Present:**

**Josie Bacallao, Felina Rosales-Furer, Dan Schevis, Nicole Krauss, Heather Davidson, Sister Maria Elena, Chuck Tatelbaum and David Arce**

**Excused:**

**Carolina Cardozo, Dr. Rolando Garcia, Commissioner Fishman, Robby Holroyd, Commissioner Blattner**

**Next Steps/Action Items:**

1. Heather Davidson will work with Josie Bacallao to have an in person meeting in April with electeds from the City of Sunrise and Plantation to discuss VITA and VITA Champions (2020).
2. David Arce will send the list to all committee members of the top cities we are missing as VITA Champions
3. Dan Schevis will call the Broward County Mayor to discuss championing VITA.
4. Heather Davidson and David Arce will work on gaining confirmation from the City of Pompano for VITA.
5. Josie Bacallao will reach out to Melida Akiti as she is on the board for Child Net. Josie will work with Melida for support on guardianship bills for children of TPS parents.

**Discussion**

1. Approval of February 2019 Minutes. Motion made by Heather Davidson and a second by Dan Schevis. Motion passed.
2. VITA Champions shared by David Arce. Currently working on wrapping up the top 10 cities plus Broward County. We are having difficulty with commitment from Sunrise and Plantation. David's working on social media postings to promote the VITA Champions. Heather Davidson will work with Josie Bacallao to set up an in person meeting with Sunrise electeds in April. David Arce will send Heather and all committee members the list of cities and their status. We also need the Broward County Mayor Bogen. Dan Schevis will give him a call.
3. Reviewed PP for Tallahassee Trip/Broward Days (See attached)
  - The strategy in Tallahassee should be to build champions. Bringing examples of what has been done in other states. Stark from Weston is a great supporter and would possibly be open to a brainstorming session. Evan Jenne is another great person to talk to in Tallahassee and knows who to go to for information and support. Share main points then leave information on other policies.
  - Sadowksi Act. Heather says every advocacy group has this on their agenda and she believes it will come out favorable.
4. Coming Up  
Wrapping up an Immigration presentation. Josie will be sharing at an agency meeting with HUF staff for feedback. It is a very complex topic with many numbers. Adonia Simpson (AIJ) will also be part of both meetings.

**Next Meeting: Friday, April 5<sup>th</sup> 2019 @9am.**

February 2019

## Vote by Public Policy & Advocacy Committee

### **Topic:** Letter to BSO Sheriff on U-Visa Documentation/Support

Recap of vote by the PP&A Committee: 5 out of 8 voted YES

✉ Yes, Carolina - DEADLINE - ACTION - Ad...	2/14/2019 7:46 PM	Outlook Item
✉ YES, Krauss DEADLINE - ACTION - Ad-H...	2/14/2019 12:05 PM	Outlook Item
✉ Yes, Schevis DEADLINE - ACTION - Ad-H...	2/20/2019 5:55 PM	Outlook Item
✉ Yes, Sis Maria Elena - DEADLINE - ACTIO...	2/20/2019 5:54 PM	Outlook Item
✉ Yes, Tatelbaum- DEADLINE - ACTION - ...	2/14/2019 11:35 AM	Outlook Item

**Vote to have HUF be a signatory to the attached letter to Sheriff Tony.**

Final letter was edited to clearly indicate that the new Sheriff has not been involved in past BSO actions related to this topic.

March 9, 2019

Vote by Finance Committee  
**Topic: 2019-2020 BCPS, 5811 Lease**

Recap of vote by the Finance Committee: 5 out of 6 voted YES

Broward County School Board (BCSB) leases part of the building across the street from HUF's main office. The leased space is 2417 square feet. BCSB offers day and evening English classes for speakers of other languages (ESOL) and assists in the recruitment of students to take advantage of the services provided by HUF.

**BCPS Lease**

The attached two page document is the new lease from the Broward County School Board (BCSB). **It has already been reviewed and approved by the attorneys at Tripp Scott.**

BCSB is becoming more efficient with their documents and only sent an amendment vs the very long full agreement they send every year. HUF has FULLY reviewed last year's agreement and the changes are cosmetic for this year.

BCSB just sent the amendment to HUF and wants HUF to approve as soon as possible.

- ✉ [Electronic Vote for School Board Lease 20...](#) 3/9/2019 10:59 AM
- ✉ [Yes- Arnold N -](#) 3/6/2019 6:52 PM
- ✉ [Yes- Rodney B.](#) 3/9/2019 10:54 AM
- ✉ [Yes. Emma P](#) 3/9/2019 10:59 AM
- ✉ [Yes. Nydia M](#) 3/9/2019 10:54 AM
- ✉ [Yes. Tracy S](#) 3/9/2019 10:55 AM

March 9, 2019

**Vote by Board of Directors**  
**Topic: 2019-2020 BCPS, 5811 Lease**

Recap of vote by the Board of Director: 11 out of 16 voted YES (a minimum of 9 votes required)

Broward County School Board (BCSB) leases part of the building across the street from HUF's main office. The leased space is 2417 square feet. BCSB offers day and evening English classes for speakers of other languages (ESOL) and assists in the recruitment of students to take advantage of the services provided by HUF.

**BCPS Lease**

The attached two page document is the new lease from the Broward County School Board (BCSB). **It has already been reviewed and approved by the attorneys at Tripp Scott.**

BCSB is becoming more efficient with their documents and only sent an amendment vs the very long full agreement they send every year. HUF has FULLY reviewed last year's agreement and the changes are cosmetic for this year.

BCSB just sent the amendment to HUF and wants HUF to approve as soon as possible.

Yes. Angie S	3/11/2019 8:43 AM	(
Yes. Carolina C	3/9/2019 11:26 AM	(
Yes. Dan H	3/10/2019 4:54 PM	(
Yes. Emma P	3/11/2019 8:43 AM	(
Yes. Lucia R	3/9/2019 1:48 PM	(
Yes. Paradowski	3/9/2019 11:06 AM	(
Yes. Sampier	3/9/2019 1:55 PM	(
Yes. Schevis	3/9/2019 3:06 PM	(
Yes. Tatelbaum	3/9/2019 11:06 AM	(
Yes. Willy G	3/10/2019 4:54 PM	(
Yes. George M	3/9/2019 3:06 PM	(