



AGENDA

Meeting #5

September 10, 2019

Hispanic Unity of Florida
5840 Johnson Street
Hollywood, Fl 33021

Tuesday, September 10, 2019 -- 4:00 p.m.

Mission

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

Hispanic Unity of Florida
Board of Directors Meeting
AGENDA
Tuesday, September 10, 2019

We will start the meeting promptly at 4pm

1. 4:00pm **Call to Order/ Roll Call** **Charles Tatelbaum**
2. 4:05 **Welcome: Susie & Alan B. Levan Family Foundation** **Charles Tatelbaum**
3. 4:15 **Mission Moment** **Felipe Pinzon**
4. 4:25 **Presentations** Chair, Charles Tatelbaum **Information**
 - Welcome Eduardo Bello, Scott Karlen & Deborah Pena to the HUF Board! Pinning Ceremony
 - Photo of New Board Members
 - Photo of New Board Officers (Tatelbaum, Rodriguez, Pfister, Gomez, Guerrero)
5. 4:40 **Census 2020** **Ana Maria Diaz, Census Presentation**
6. 5:00 **Governance** **Angie Stone**
 - Board Assessments**Discussion** *Distributed at Meeting*
7. 5:15 **Development** **Shani Wilson**
 - The Jim Moran Foundation Recognition
 - Entrepreneur Summit – September 20 @ NSU Update
 - Planned Giving
8. 5:30pm **Consent Agenda** **Action** **Chuck Tatelbaum**

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

 - i. Board Minutes April 2019 *pg. 1-2*
 - ii. Board Electronic Vote: New Board Members *pg. 3*
 - iii. Finance Committee Minutes - May, June, July, August 2019 *pg. 4-21*
 - iv. June 2019 Financials (*Jan-May 2019 Financials can be found on the HUF web portal*) *pg. 22-30*
 - v. The Jim Moran Foundation “Centurion” Gift: First Year Report *pg. 31-41*
 - vi. Marketing Committee Minutes, May, June & August 2019 *pg. 42-45*
9. 5:40 **Executive Sessions**
Board Members Only
10. 6:00 pm **Adjourn**

20 Active Board members / 11 required for quorum and vote

Save the Date

Board Retreat – October 5, 2019 at 8am at Tripp Scott

Entrepreneur Summit, NSU – Friday, Sept. 20

Hispanic Unity of Florida
BOARD OF DIRECTORS ATTENDANCE MATRIX

BOARD MEMBER	Sept 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	June 2019	July 2019	Aug 2019
ABBATE, Anthony (Tony)						P	P	P	Retreat Cancelled	Retreat Rescheduled	No Meeting / Summer Break	No Meeting / Summer Break
AKITI, Melida	E	E	E	P	P(T)	P	P(T)	P				
CARDOZO, Carolina	P	P	P(T)	P	E	P	P(T)	P				
CUSHING, Giselle								P				
FRANCO, Lesli								P(T)				
GARCIA, Rolando, Ph.D.	E	P(T)	P	P	P	P	P(T)	A				
GOMEZ, Willy	P(T)	P	E	P	P(T)	P	P	P				
GUERRERO, John	P	P	P(T)	P	P	P	P(T)	P				
HERZ, Dan	P	P	P	P	P	E	P	P				
LIMA, Hector	P	P	E	E	P	A	P(T)	P(T)				
MIHAIU, George		P	P	P	E	P	E	E				
PARADOWSKI, Christina	P	P	P	P	P	P	P	P				
PFISTER, Emma	E	P	P	P	P	P	P	P				
RODRIGUEZ, Lucia	P	P	E	P	P	E	P	P				
SAMPIER, Steve	P	P	P	P	P	E	P	P				
SCHEVIS, Daniel	P	E	P	P	E	P	E	E				
STONE, Angie	P	E	P	P	P	P	P	P				
TATELBAUM, Chuck	P	P	P	P	E	P	P	P				
Total Board Members	15	15	15	15	15	16	16	18				
Present: P / T= Telephone	11	11	11/9	14	11/9	12	14	15				
Excused: E	3	3	4	1	4	3	2	2				
Absent: A	1	1	0	0	0	1	0	1				
Board Members Participating	73%	73%	73%	93%	73%	75%	88%	83%				
Board Members Present at the Meeting			60%	93%	60%	75%	56%	67%				

Hispanic Unity of Florida
Board of Directors Meeting
Minutes
Tuesday, April 23, 2019

Call to Order/ Roll Call

At 4:00pm

2018 Financials—Emma Pfister & Andrew Fierman with Caballero, Fierman, Llerena & Garcia, LLP Emma Pfister opened the 2018 Financial Audit review and discussion by noting that HUF had been very effective on its 2018 projections. She also noted that the unaudited financials had been reviewed by the Finance Committee. The final draft of the financials were then reviewed by the Audit Committee and approved by them. She then introduced Andrew Fierman, the partner in charge of Hispanic Unity's audit. Andrew then walked the board members through every page of the 2019 Audited Financials.

The 2018 Audit reflects the new IRS rules. The change is mostly semantical (different terminology) and affects just two categories in the audit. Andrew noted there were no difficulties with the audit, no disagreements with HUF Management. As in previous years, this was both a clean and smooth audit.

Finally, he noted that in addition to the financials, they also reviewed and tested the internal controls and procedures. In the risk assessment area, they checked for understatement of liabilities. They always look for consistent accounting policies which undergo numerous checks and reviews.

Motion to approve the 2018 Audited Financial Statements was made by Melida Akiti and John Guerrero provided the second. The motion was approved.

Presentations

- **Comcast Video:** HUF shared the bilingual video created by Comcast for HUF's citizenship services. The spot will run on Comcast and Lucia Rodriguez is working on having it also run on Telemundo. It will run for two months. Thank you Lucia Rodriguez for her support with the project.
- **Welcome Giselle Cushing** to HUF's Board and she was welcomed to the HUF board and received a HUF pin from board chair, Chuck Tatelbaum.
- Chuck also **welcomed Lesli Cartaya Franco**. Lesli is on leave, but joined the meeting by phone.
- **Member to Member Meet Up's.** Lucia Rodriguez, Lily Pardo and Melida Akiti recently met for dinner. Tony Abbate and George Mihau recently had breakfast together.

Governance Chair, Steve Sampier

Bylaw Revisions. Steve walked the board through the proposed bylaws changes.

Steve walked through each change and requested individual votes for the proposed changes.

The committee also addressed the financial commitments made by a board member emeritus who returns to the HUF board. Moving forward, an annual gift will be required of board member emeritus who return to the board.

Motion made by Steve Sampier and Willy Gomez provided the second. Motion was amended to indicate this motion will be effective for *future* board member emeriti. It will **not** be implemented retroactively and thus not impact any existing board member emeriti who have since rejoined the board of directors. (Two current exceptions are: Dan Schevis and Steve Sampier.)

The motion passed as amended.

The committee recommends the removal of a never used designation: “honorary board member”. Angie Stone who could have quailed for this designation, abstained from voting.

Motion by Steve Sampier to remove “honorary board member” designation from the HUF bylaws. Christina Paradowski provided the second. The motion passed.

Two other small changes were made to the bylaws:

The board addressed the timing of when a board member joins the board. The latter will determine when the board member leaves the board and how much of a gift they will contribute.

The following standing committees were added, Marketing and Public Policy & Advocacy Committee. The revisions were shared prior to the board.

Motion: Steve Sampier motioned to accept the changes to board member term changes and the addition of two committees to the bylaws. Tony Abbate provided the second. The motion passed.

Steve offered a big thank you to Christina Paradowski for all her work on revising the bylaws.

Consent Agenda

The consent agenda was moved by Tony Abbate. Lucia Rodriguez provided a second and the motion passed.

Other

Shani Wilson shared details of HUF’s upcoming **May 8th Spring Open House** at 8am at HUF. She asked board members to share the invitation with individuals in their network. The tours will highlight the great work HUF does.

Chuck Tatelbaum thanked Steve Sampier for all of his committee chair work and as a great source of information. He also shared it is important to continue to recruit and look for donors.

Executive Session

No session.

Adjourn 4:51pm

Hispanic Unity of Florida

June 2019 Vote on Prospective Board Members

BOARD MEMBER	Karlen	Bello	Pena
ABBATE, Anthony (Tony)	Y	Y	Y
AKITI, Melida	Y	Y	Y
CARDOZO, Carolina	Y	Y	Y
CUSHING, Giselle	Y	Y	Y
FRANCO, Lesli C.	Y	Y	Y
GARCIA, Rolando, Ph.D.	Y	Y	Y
GOMEZ, Guillermo (Willy)	Y	Y	Y
GUERRERO, John	Y	Y	Y
HERZ, Daniel	Y	Y	Y
MIHAIU, George	Y	Y	Y
PARADOWSKI, Christina	Y	Y	Y
PFISTER, Emma	Y	Y	Y
RODRIGUEZ, Lucia	Y	Y	Y
SAMPIER, Steve	Y	Y	Y
SCHEVIS, Dan	Y	Y	Y
STONE, Angie	Y	Y	Y
TATELBAUM, Charles (Chuck)	Y	Y	Y
(17 Voting) Total	17	17	17

**Hispanic Unity of Florida
Finance Committee Meeting
May 16, 2019**

Meeting Called to Order

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

January and February Financials 2019

Motion

Motioned by Arnold Nazur to approve to form. Seconded Tracy Saunders.

March Financials 2019

Virginia Cielo shared that the March loss of (\$48K) was lower than the budgeted (\$104k). The Family Strengthening Program will now receive \$480 per year from CSC beginning in October which is doubles the previous grant. We just received a \$100k pledge from the Susie and Alan B. Levan Family Foundation which will be over four years and is now listed under temporarily restricted funding. We are waiting on the Kresge Foundation to hear if we are a finalist (1 of 10) for \$500k over two years. The \$93k from refinancing was dropped in the Money Market (1.4%) at BB&T. A short term (6 months) CD's are a good option for our current situation. Due to three new grants in January the year to date budget is off. Regardless, we will make the revenue budgeting numbers by our projections. We have received the CDBG check from the City of Hollywood for three months. Felipe Pinzon had a discussion with VP of United Way regarding payment with DCM grant that is several months past due, \$158k.

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	69,508	
2	Gain from Support Services	<u>(117,914)</u>	
	Inc.(Dec) in UNR Net Assets	<u>\$ (48,406)</u>	Operating Gain(Loss)

The year to date loss of (\$48K) is \$55K less than the projected year to date loss of (\$104K)

- 1) Development exceeded the net projection by \$118K.
- 2) Programs is below the net projected gain by (\$41K).
- 3) Admin is over the net projection by (\$22K).

Programs:

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$235K

Development:

The Development area contributed \$165K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$199K) as a result of the following activities:

\$ (579,934)	Inc./(Dec) in Net Assets
302,612	Adjustments to reconcile increase (decrease) in net assets
(277,322)	Net cash provided (consumed) by operating activities
(27,327)	Investing Activities
105,974	Financing Activities
\$ (198,675)	Inc./(Dec) in Cash

Motion

Arnold Nazur motioned to approve the March 2019 financials. Rodney Bacher provided the second. The motion passed.

Health Insurance Overview

Virginia Cielo reviewed the various insurance options. HUF is now considered a large group with Blue Cross Blue Shield under the name of Florida Blue. Tomorrow we will be renewing with vendor for a presentation to employees. Currently HUF partially covers cost of health insurance or approximately 65% of the costs. A discussion ensued and it was agreed that HUF would increase its coverage to 70% and HUF staffers would cover the remaining 30% of health costs.

Arnold Nazur moved to accept Florida Blue HMO package and to increase HUF's insurance contribution to 70%. Tracey Saunders provided the second and the motion passed.

Program Update

Felipe Pinzon will provide an update at the next meeting.

Executive Session

Virginia Cielo and Josie Bacallao reviewed with the committee HUF's finance reorganization. They also updated the committee on the HR investigation which centered around two finance employees and their uncooperative relationship.

**Hispanic Unity of Florida
Finance Committee Meeting
June 20, 2019**

Meeting Called to Order

Meeting began at 8:30am, called to order by Arnold Nazur.

Introductions

Arnold welcomed Charles McGuire as HUF's new CFO, he shared he has 15 years in the nonprofit financial experience. We thanked Rodney Bacher for participating in the interview process for HUF's new CFO.

April 2019 Financials by Virginia Cielo

Virginia shared that HUF had a strong bottom line for April by ending the month with a loss of (\$26K) vs the budgeted loss of (\$150K). Programs and Development are on track, Admin just a little over due to recruitment costs. We are at a \$1.6 million at total revenue an increase from last year. Felipe Pinzon shared that six employees of the Disaster Case Management Team will be laid off and that their last day will be on June 28th. HUF decided to end this 18-month subcontract with United Way/Volunteer Florida/FEMA four weeks early due the ongoing challenges of receiving reimbursements within the contracted 45 days. Reimbursements have been delayed by twice that amount and sometimes longer.

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	175,090	
2	Gain from Support Services	<u>(200,771)</u>	
	Inc.(Dec) in UNR Net Assets	<u>\$ (25,681)</u>	Operating Gain(Loss)

The year to date loss of (\$26K) is \$125K less than the projected year to date loss of (\$150K)

- 1) Development exceeded the net projection by \$126K.
- 2) Programs exceeded the net projection by \$40K.
- 3) Admin is over the net projection by (\$41K).

Programs:

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$402K

Development:

The Development area contributed \$187K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$257K) as a result of the following activities:

\$ (532,956) Inc./(Dec) in Net Assets

72,778	Adjustments to reconcile increase (decrease) in net assets
(460,178)	Net cash provided (consumed) by operating activities
(34,698)	Investing Activities
237,054	Financing Activities
\$ (257,822)	Inc./ (Dec) in Cash

Approval of April Financials.

Arnold Nazur motioned to approve the April 2019 financials as presented. Lazaro Gutierrez provided the second and the motion passed.

United Way Disaster Case Management (DCM)

The HUF staff provided an updated debrief on this contract and its many challenges in billing for reimbursements from United Way/Volunteer Florida/FEMA.

TJMF

Virginia Cielo shared how the funding of \$91k has been used. Report attached.

Technology Update shared by Ninah Saavedra.

On Friday May 24th was hit with a ransomware attack. IT was able to reinstate connectivity for the HUF team within three days but subsequently HUF was hit with two more attacks. Eventually all team member’s regained connectivity and became operational. Several HUF staffers lost all their outlook (calendar, contacts, and saved email) information. In addition, HUF assembled a cross-divisional team to create a comprehensive three year technology plan for the agency.

Contract with Cyber Insurer

Last year HUF purchased cyber security, they are now assisting with an attorney, reimbursement and a forensic IT team. We expect a report in 10 days and they will share with us the report. A second attack was attempted this past weekend and scanning is now 24 hours at all four sites. We signed an agreement with law firm that will be guiding both the IT investigations as well as our communications. Chuck Tatelbaum and Catalina Avalos reviewed the agreement prior to HUF’s signature.

Financial Dashboard by Chuck McGuire.

Chuck reviewed a draft of the new financial dashboard with the committee. He will incorporate their input and present a second draft at the August meeting.

Working Document for Investment Policy

Chuck McGuire also worked on a draft of the investment policy which he will present to HUF’s new investment committee. They plan to meet in September. Chuck believes that conservatively we might anticipate earning 3% overall. Our current market fund offers us a 2% return. We will also involve in the new committee Willy Gomez, Dan Herz, John Guerrero, Chuck Tatelbaum and two potential new board members who also are in the finance industry.

Lazaro Gutierrez suggested parking our money in the Community Foundation. Chuck McGuire will reach out to the Community Foundation to explore.

Meeting concluded at 9:19am

United Way - DCM

Projected Collection of Invoices by Close of Grant

Prepared by: V Cielo

Recent History:

Invoice Date	Amount	Payment History
9/30/18	26,137.50	due 11-15 paid 2-12 : 90 days late
10/31/18	27,396.52	due 12-15 paid 3-19 : 90 days late
11/30/18	29,643.07	due 1-15 paid 3-20: 75 days late
12/31/18	27,884.69	due 2-15 paid 6-3: 78 days late
01/31/19	35,011.80	due 3-15 paid 6-6: 81 days late
02/28/19	35,913.15	due 4-15 paid 6-7: 52 days late

Projected based on above History:

March Invoice	37,762.83	Due 5-15: payment expected 8-15: 75 days late
April Invoice	32,035.02	Due 6-15: payment expected 9-15: 75 days late
May Invoice	39,168.20	Due 7-15: payment expected 10-15: 75 days late
June estimate	32,000.00	Due 8-15: payment expected 11-15: 75 days late
July estimate	32,000.00	Due 9-15: payment expected 12-15: 75 days late
August estimate	15,000.00	Due 10-15: payment expected 01-15: 75 days late
Total HUF	\$ 187,966.05	Expected Cash Expended by Closure Date
All except 2 employees terminated		

June 13, 2019

Anjali C Das
312.821.6164 (direct)
Anjali.Das@wilsonelser.com

VIA EMAIL ONLY

Privileged and Confidential/Attorney-Client Communication

Josie Bacallao, CEO
Hispanic Unity of Florida
5840 Johnson St.
Hollywood, FL 33021

Re: Potential Data Security Incident

Dear Ms. Bacallao:

Thank you for selecting Wilson Elser to represent Hispanic Unity of Florida (“HUF”) in connection with the potential data privacy and cybersecurity incident (“Security Incident”). Our firm’s policy at the outset of an engagement with new clients is to outline not only the nature of the engagement, but also the basis on which the firm will provide and bill for legal services.

1. Nature of Engagement. As we discussed, the firm’s client will be HUF. The firm will observe and follow the Rules of Professional Conduct with respect to the client-lawyer relationship and operate in the best interests of the HUF. The scope of our engagement will include advice to and representation of HUF regarding the Security Incident. In this capacity, we will assist the HUF in gaining a better understanding of the situation. We will also assist HUF in investigating the situation and endeavoring to determine what occurred and how it happened. In addition, we will evaluate reports and notices, advise and assist HUF with compliance with applicable laws, including any data security incident notification obligations, and advise and assist in mitigating any further damages, if required. We will represent HUF in any regulatory investigations and/or any negotiation of fines/penalties. Once the initial work is completed, if so requested in writing by HUF, we will provide further recommendations for the consideration by HUF.

2. Fees. For this work, our hourly rates are \$325-350 per hour for Partners; \$245-285 for Associates; and \$145 per hour for Paralegals. Our billing rates are subject to adjustment from time to time, usually in January of each year.

3. Costs. In addition to our fees, our bills will include allocable charges for prudent and reasonable costs and charges incurred in performing our services, such as printing and reproduction services, mail,

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messenger and delivery services that may be necessary for speed and reliability, travel (including reasonable and prudent mileage, parking, air or rail fare, lodgings (noting specifically that first-class air, luxury hotel accommodations, high-end rental cars, and lavish meals are not considered prudent and reasonable), meals, taxi or rental car), telephone, court costs and filing fees [and other litigation support services, such as document scanning, coding and printing]. We will secure HUF's and its insurer's authorization before selecting and retaining the services of a third-party, including forensics, expert witnesses and crisis communications. Unless other arrangements are made, certain expenses (such as forensics, expert witness' fees and crisis communication charges) will be billed directly to HUF. Our Firm shall not be liable for any such third party or vendor charges.

4. Billing Arrangements. We render on-account bills monthly. Our statements generally will be prepared and mailed to HUF during the month following the month in which services are rendered. The bills will also contemporaneously be submitted to the Insurer for approval and payment once HUF's insurance policy deductible has been met for this incident. In the event HUF's insurance carrier determines that a portion of our fees are not covered by insurance, HUF will be responsible for payment of our fees, and notified immediately for approval prior to any further work being performed. Services not covered by the insurance carrier will require prior approval from HUF before services begin and are billed. The firm expects that its Client will pay statements within 30 days. We reserve the right to defer providing services or to discontinue our representation if billed amounts are not paid when due.

5. Client Documents. We will maintain any necessary documents (including any electronic copies) relating to this matter in our Client files. We will provide HUF with copies of documents as soon as reasonably practicable. At the conclusion of the matter (or earlier, if appropriate), it is HUF's obligation to advise us as to which, if any, of the documents in our files HUF desires us to make available to it. These documents will be delivered to HUF within a reasonable time after receipt of payment for outstanding fees and costs, subject to applicable rules of attorney conduct. We will retain any remaining documents in our files for a certain period of time, after which we will destroy them in accordance with our record retention program.

6. Affiliate Waiver. For all matters which you may, from time to time, request our assistance, Wilson Elser's client will be HUF and not any parent, subsidiaries or affiliates of HUF. This letter confirms that HUF acknowledges and agrees that it is a separate entity from its parent, subsidiaries and affiliates for conflicts of interest purposes and that our representation of HUF does not give HUF to an attorney-client relationship for conflicts of interest purposes with any parent, subsidiary or affiliates of HUF. HUF further acknowledges that Wilson Elser may have in the past represented, currently represent, or in the future represent, other clients whose interests are adverse to the parent, subsidiaries or affiliates of HUF and that such representations by Wilson Elser will not give HUF to a conflict of interest with HUF. HUF also agrees that during the course of Wilson Elser's representation of HUF, HUF will not provide to Wilson Elser any confidential information regarding its parent, subsidiaries or affiliates.

7. Termination of Representation. HUF has the right at any time to terminate our services and representation upon written notice to the firm. Such termination shall not, however, relieve HUF of the obligation to pay for all services already rendered, including work in progress and remaining incomplete at the time of termination, and to pay for all expenses incurred on behalf of HUF through the date of termination.

If HUF consents and agrees to be represented by Wilson Elser regarding the Security Incident in accordance with the above terms and conditions, please sign the enclosed copy of this letter in the space provided below and return it to me. Should you have any questions, please call me.

We appreciate the chance to be of service and look forward to working with you.

Very truly yours,

WILSON, ELSER, MOSKOWITZ, EDELMAN & DICKER LLP


Anjali C. Das

ACCEPTED AND AGREED to by:

Hispanic Unity of Florida

Name

Position

Date: _____

INSURER AND INSURED COMMON INTEREST AND JOINT DEFENSE AGREEMENT

CFC Underwriting (“CFC”) and Hispanic Unity of Florida (“HUF”) (collectively, the “Parties”) agree as follows:

CFC issued Insurance Policy to HUF (the “Policy”).

HUF provided notice to CFC of a certain incident under the Policy (the “Reported Incident”). This Agreement is not intended to alter or amend the terms of the Policy or the Parties’ respective rights thereunder.

CFC and HUF agree that they have a common interest in the investigation and defense of the Reported Incident.

HUF may share information with CFC regarding the Reported Incident on a confidential basis (the “Protected Information”), and wishes to cooperate in common joint defense efforts, without waiving any applicable privileges or protections.

The Protected Information may include, but is not limited to, oral and written communications between the Parties (and their counsel or other authorized agents), status reports prepared by counsel, disclosure of documents, factual and legal analyses, summaries, memorandum, opinions, legal strategies, interview reports, reports of experts, consultants, or investigators, and meetings with witnesses, consulting experts, or litigation support services providers in any way involving the Reported Incident.

The Parties recognize that the Protected Information should be kept confidential and, therefore, wish to ensure that the Protected Information remains confidential; that the sharing of such Protected Information is limited and only to the extent necessary; and does not effect a waiver of any applicable privilege or immunity.

The Parties expressly acknowledge that the sharing and exchange of Protected Information is not intended to effect a waiver of the attorney-client privilege, attorney work product doctrine, or any other applicable privilege, immunity, or confidentiality protection that may apply.

Dated this _____ day of _____ 2019

Hispanic Unity of Florida

CFC Underwriting Ltd.

Name:

Title:

Name:

Title:

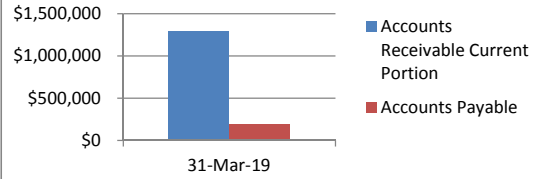
Sample Charts As Of March 31, 2019

Revenue YTD Compared to Previous YTD

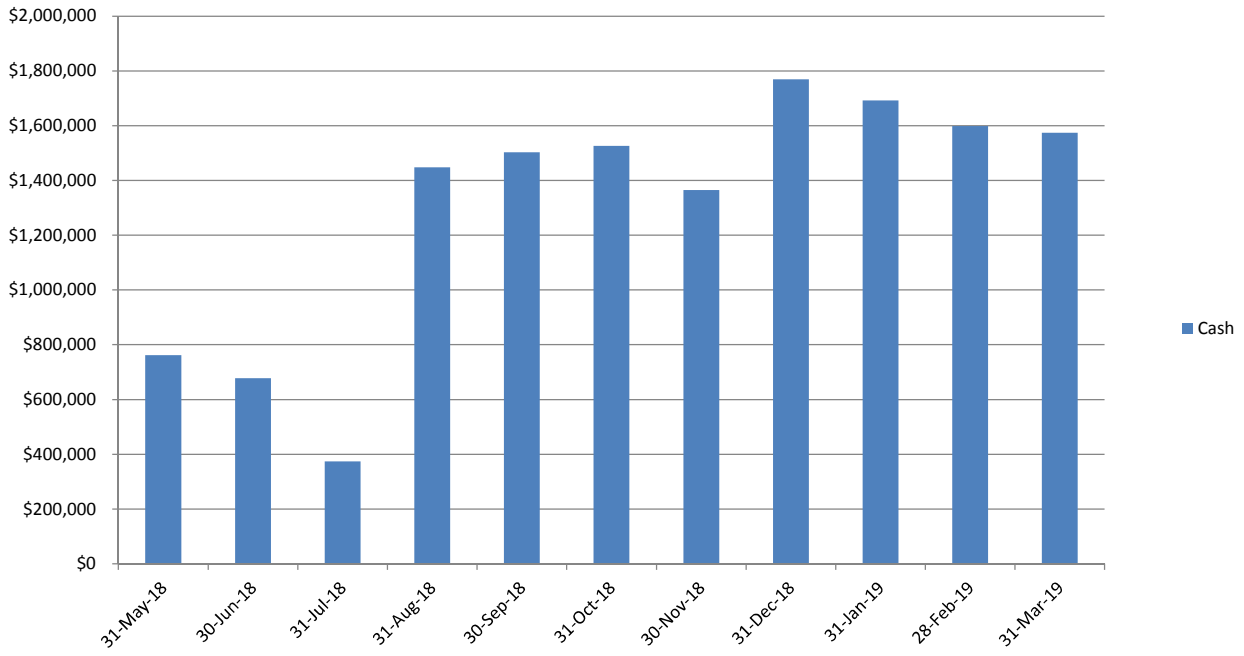
As of March 31, 2019

	Revenue YTD as of 3/31/2019	Revenue Budget 2019	Revenue YTD as of 3/31/2018
Unrestricted Revenue	\$1,543,701	\$1,379,896	\$1,547,701
Restricted Revenue	(\$531,528)	(\$500,000)	(\$559,314)
Total Revenue	\$1,012,173	\$879,896	\$988,387

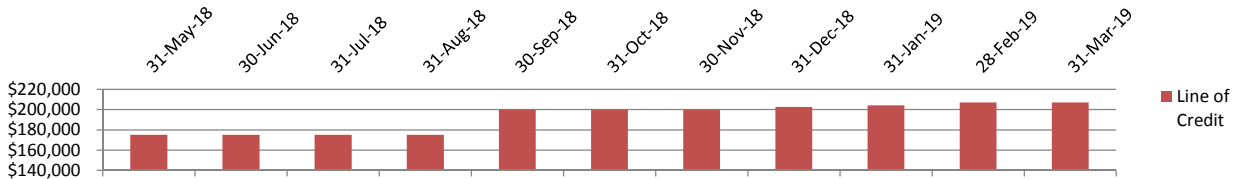
Accounts Receivable Vs Payables March 31, 2019



Cash Month Over Month



Line of Credit Usage



**Hispanic Unity of Florida
Finance Committee Meeting
July 18, 2019**

Meeting Called to Order

Meeting began at 8:30am, called to order by Emma Pfister.

May 2019 Financials Presented by Chuck McGuire

Chuck indicated HUF had a loss of (\$250k) as of May 2019. He noted this is \$40k better than the projection. We are even with last month, cash went up and so did our line of credit. We had a \$100k drop in donor assets. But next month the new grant from Kresge will make up for all the losses. Professional fees are high due to CPA consultant we have retained since early this year. Several grants were awarded for the Citizenship Program and CWF (Center for Working Families). Regarding Cash Flow, by the end of May, we had \$165k in receivables from the United Way/Volunteer Florida/FEMA grant and we have recouped \$100k of that. Monthly flow of disbursements we will improve this by looking for improved terms with Chase credit card bill to pay later in the month. There is also the option of changing banks.

Below are they highlights from the May 2019 financials:

UNR Net Assets

Reconciliation of UNR Net Assets:

	1 Gain From Program Operations	160,201	
	2 Gain from Support Services	<u>(313,744)</u>	
	Inc.(Dec) in UNR Net Assets	<u>\$ (153,543)</u>	Operating Gain(Loss)

The year to date loss of (\$154K) is more favorable by \$42K than the projected year to date loss of (\$196K)

- 1) Development exceeded the net projection by \$107K.
- 2) Programs fell behind the net projection by \$1K.
- 3) Admin fell behind the net projection by \$63K.

Programs:

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$448K

Development:

The Development area contributed \$182K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$75K) as a result of the following activities:

\$ (653,484)		Inc./(Dec) in Net Assets
<u>228,100</u>		Adjustments to reconcile increase (decrease) in net assets
(425,384)		Net cash provided (consumed) by operating activities
(35,074)		Investing Activities

385,691	Financing Activities
<u>\$ (74,766)</u>	Inc./ (Dec) in Cash

Arnold Nazur motioned to approve the May 2019 Financials and a second was provided by Tracey Saunders. Motion passed.

United Way DCM—Estimated Outstanding Expenditures

Continuing to work with United Way on resolving minor billing questions and expediting reimbursements.

Investment Committee—Update

Josie Bacallao has reached out to several board members, etc. to participate on the committee. We are currently working to schedule the first meeting in September once two new board members are on boarded.

TJMF—Funds Used Presented by Virginia Cielo

Technology Update Presented by Ninah Saavedra

We were able to restore our backup and not pay the ransom. HUF has had incremental expenditures as a result of the virus including the need to purchase new anti-viral software and additional computer equipment. Our tech insurance will eventually reimburse HUF for expenditures. There is a continual forensic tech investigation occurring at the moment. Ninah shared notes from the IT Consultant, MacAfee is always scanning all workstations to find Malware. They have modified the firewalls and removed remote access. Currently, access is reactivated through VPN access to have remote access for some staff. IT staff checked all computers with Malware and some computers had to be replaced. Our Gulfstream site was hit by lightning and the firewall was damaged. It has now been replaced and connectivity is back to normal. There is also new surge protection so firewalls do not go down again. At the July Agency meeting technology training was given to staff to be diligent and careful of opening virus emails. Facilities is working on a Disaster Plan, Hurricane supplies purchased, emergency contact list created, 2 portable generators prepped and roof repairs completed.

New procedures have been created around Workman Comp.

Julio Victores submitted his resignation for the end of July. Ninah and Virginia will determine how this area should be organized and staffed moving forward.

Development Update Presented by Shani Wilson

- This year, the unrestricted fund development goal is \$520,000 (in line with last year’s actual of \$495K. To date, HUF has exceeded its unrestricted fund raising goal by \$22,424.
- Our fundraising focus moving forward will be on corporate renewals and new sponsors, the Entrepreneur Summit, our Circle of Friends and annual campaign
 - The E-Summit will take place on Friday, September 20th at NSU. We have sponsorships available from \$1,000 to \$10,000.
 - We just completed the PEACE LOVE HUF campaign. The campaign raised \$62,325 PLUS the \$25,000 in matching funds from TJMF for a total of **\$87,325** for the citizenship

program. We also received \$250,000 in earned media from Comcast, Univision (TV and radio) and Telemundo.

- Lastly, we'll continue to focus on monthly stewardship activities, execute two direct mail campaigns (one for the summer and the other for the end of year), and will begin planning a robust CoF recruitment/renewal event for spring 2020

Source	Type	2017 ACTUAL	2018 Income Budget	2018 Income ACTUAL	Variance Actual vs Budget	2019 Income Budget	2019 Income ACTUAL	Variance Actual vs Budget
Individuals	Annual & End-of-Year Campaign (Under \$250)	\$ 26,694	\$ 10,000	\$ 18,769	\$ 8,769	\$ 20,000	\$ 12,421	\$ (7,579)
	Circle of Friends (\$250-\$10k) Biz & Individual	\$ 66,825	\$ 115,000	\$ 60,455	\$ (54,545)	\$ 75,000	\$ 76,700	\$ 1,700
	Major Gifts (Over \$10k)	\$ 20,252	\$ 10,000	\$ 1,035,000	\$ 1,025,000	\$ 20,000	\$ 100,000	\$ 80,000
	Major Gifts/Multi-Year	\$ 15,000						
	Unrestricted	\$ 241,562	\$ 250,000	\$ 306,000	\$ 56,000	\$ 325,000	\$ 279,643	\$ (45,357)
	Multi-Year	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Events		\$ 91,000	\$ 85,000	\$ 94,500	\$ 9,500	\$ 80,000	\$ 72,500	\$ (7,500)
Miscellaneous								
Subtotal-Individual- Small Biz		\$ 128,771	\$ 135,000	\$ 1,113,974	\$ 978,974	\$ 115,000	\$ 189,121	\$ 74,121
Sub-Total Corporation		\$ 357,562	\$ 360,000	\$ 425,500	\$ 65,500	\$ 405,000	\$ 353,302	\$ (51,698)
Total		\$ 486,333	\$ 495,000	\$ 1,539,474	\$ 1,044,474	\$ 520,000	\$ 542,424	\$ 22,424
Program Funding Grants		\$ 989,366	\$ 995,054	\$ 1,071,464	\$ 76,410	\$ 922,264	\$ 677,000	
Total Fundraising Team Effort		\$ 1,475,699	\$ 1,490,054	\$ 2,611,188	\$ 1,121,134	\$ 1,442,264	\$ 1,219,424	
Broward County Government/Advocacy								
Total		\$ 125,000	\$ 125,000	\$ 125,000		\$ 125,000	\$ 125,000	

**Hispanic Unity of Florida
Finance Committee Meeting
August 15, 2019**

Meeting Called to Order

Emma Pfister called the meeting to order at 8:30am and provided introductions to the newest members of the committee, Scott Karlen & Deborah Pena.

Program Update—Felipe Pinzon

Felipe shared that the Kresge Foundation is now funding HUF. HUF received \$250K. This is a two-year grant. We will be funded in 2020 as well. We were selected as a top 10 finalist out of 200 organizations that applied. They visited 14 organizations and travelled more than 20,000 miles. HUF is in rarified company.

The Citizenship Program has been funded over the last several years from the CITI Foundation and they will no longer be supporting that program. Their foundation dollars were reduced and the focus more restricted. We are working on a plan to replace these dollars or adjust the program.

The Children’s Services Council (CSC) doubled the Family Strengthening Program funding to \$480k per year. HUF will hire two new staffers in the fall when the contract begins.

June 2019 Financials Presented by Chuck McGuire

Operating loss of (\$100k) through June 2019 *but we are ahead of budget verse what we projected*. Our line of credit has also been drawn down. Lowered our loss of income from \$650k to \$159k due to the Kresge funding. The DCM (United Way of Broward/Volunteer Florida/Disaster Relief) grant continues to cause cash flow problems. All the funded agencies are in the same situation, as is United Way.

Below are the details that Chuck presented:

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain From Program Operations	279,232	
2	Gain from Support Services	<u>(379,325)</u>	
	Inc(Dec) in UNR Net Assets	<u><u>\$(100,093)</u></u>	Operating Gain(Loss)

The year to date loss of (\$100K) is more favorable by \$7K than the projected year to date loss of (\$107K)

- 1) Development exceeded the net projection by \$126K.
- 2) Programs fell behind the net projection by \$38K.
- 3) Admin fell behind the net projection by \$81K.

Programs:

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$588K

Development:

The Development area contributed \$215K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash decreased by (\$13K) as a result of the following activities:

\$ (259,108)	Inc/(Dec) in Net Assets
<u>(94,541)</u>	Adjustments to reconcile increase (decrease) in net assets
(353,649)	Net cash provided (consumed) by operating activities
(43,606)	Investing Activities
<u>384,318</u>	Financing Activities
\$ (12,937)	Inc/(Dec) in Cash

Chuck McGuire presented a DRAFT of the new Financial Dashboard. Among the suggestions made by the finance committee members was: illustrate the distinction between restricted cash balances and unrestricted cash for a clear snapshot of cash available to use. The change will be made on the next July Finance Dashboard.

By September we will have a similar Dashboard for the Program area.

Motion to accept the June financials was made by Arnold Nazur and Tracy Saunders provided the second. The motion passed.

United Way DCM—Estimated Outstanding Expenditures

Statement of Activities the largest budget overage was our consultants and other professional unexpected costs. These costs were covered by The Jim Moran Foundation (TJMF) grant which assists with capacity. The DCM receivables will all be paid back to us by January 2020 even though the grant ends on September 15, 2019.

TJMF—Funds Used Presented by Josie Bacallao

Jose explained the following chart as to what has been spent and what dollars are committed for the TJMF grant. See next page for the chart.

TJMF* Capacity Building & Program Development Reserve Fund (the “Reserve Fund”)

	Total To Date	
Citizenship Fundraising Match	\$ 25,000.00	
The Non-Profit Assistance Center	\$ 56,520.00	CPA - Finance Area
Incremental Salaries	\$ 7,975.34	Incremental Salary Increases Recruiter - Director Marketing, Assoc Director - Finance, CFO -
National Executive	\$10,083.52	Finance
Missing Link	<u>\$12,825.00</u>	Consultant - Human Resources

	<u>\$ 112,403.86</u>
2019 Salaries - Committed	\$ 29,635
2020 Salaries - Committed	\$ 53,412
2021 Salaries - Committed	\$ 55,014
Finance Committee Salaries 2019-2021	<u>\$ 138,061</u>
Total Spent & Committed as of July 31, 2019	\$ 250,465

Investment Committee---Scheduled for September 26th

Meeting next month to create an investment policy for board restricted funds.

Technology Update---Presented by Ninah Saavedra

Security audit completed and we now have a 90-day plan of all the activities that need to take place.

Updated Information: Since the committee meeting, HUF was informed that the Forensic analysis had been completed. The good news is that no data was taken. However, Florida law requires communication to all who used HUF computers during a specific period of time. HUF will be working with the law firm assigned by our insurance company to handle communications. We have added increased system securities including MacAfee at the enterprise level as well as, AT&T's Enterprise Traffic Protector to provide an additional security for the internet. We are working with the insurance company to be reimbursed for all of our incremental out of pocket expensed as a result of the ransomware attack. We are working on a variety of IT projects including a three-year IT strategic plan to identify gaps.

Development Update—Presented by Shani Wilson

Development's 2019 goal was \$520k of unrestricted funds for the year. As of end of July, HUF had exceeded the goal by \$37k. There have sponsorship opportunities available for the E-summit on September 20th at NSU ranging for \$1k- \$10k. There will be an end of the year campaign and begin planning for 2020 Circle of Friends recruitment.

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

**FOR THE SIX MONTHS ENDED JUNE 30, 2019
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2018)**

Prepared by: C McGuire

Reviewed by: V Cielo

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR THE SIX MONTHS ENDED JUNE 30, 2019
(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2018)

<u>ASSETS</u>	<u>2019</u>	<u>2018</u>	
Current Assets			
Cash	1,756,416	1,769,353	Cash Detail; CashFlow
Grants receivable	945,604	430,047	Schedule 1
Unconditional promises to give, net	712,368	715,438	Schedule 1 & 3
Prepaid expenses	<u>64,883</u>	<u>55,278</u>	
Total Current Assets	<u>3,479,271</u>	<u>2,970,116</u>	
Non-Current Assets			
Long term unconditional promises to give	601,734	967,772	Schedule 3
Property and equipment, net	1,481,975	1,497,921	
Deposits and Other Assets	<u>35,627</u>	<u>18,154</u>	
Total Non-Current Assets	<u>2,119,336</u>	<u>2,483,847</u>	
Total Assets	<u>5,598,607</u>	<u>5,453,963</u>	
<u>LIABILITIES AND NET ASSETS</u>			
Current Liabilities			
Accounts payable and accrued expenses	369,748	350,311	Schedule 2
Mortgages payable, current portion	14,999	42,976	
Lines of credit	<u>483,630</u>	<u>202,550</u>	
Total Current Liabilities	<u>868,377</u>	<u>595,837</u>	
Noncurrent Liabilities			
Mortgages payable, net of current portion	<u>802,843</u>	<u>671,629</u>	
Total Non-Current Liabilities	<u>802,843</u>	<u>671,629</u>	
Total Liabilities	<u>1,671,220</u>	<u>1,267,466</u>	
Net Assets			
Without Donor Restrictions	1,257,560	1,357,653	
With Donor Restrictions	<u>2,669,827</u>	<u>2,828,844</u>	
Total Net Assets	<u>3,927,387</u>	<u>4,186,497</u>	
Total Liabilities and Net Assets	<u>5,598,607</u>	<u>5,453,963</u>	
Gain from Program Operations	279,232		
Gain from Support Services	(379,325)		
Increase (Decrease)	(100,093)		

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
FOR THE SIX MONTHS ENDED JUNE 30, 2019
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2018)

	2019			2018
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Revenues and Other Support:				
Contributions	221,196	962,704	1,183,900	4,408,267
Special events	27,500	-	27,500	93,000
Grants from governmental agencies	1,586,597	-	1,586,597	2,505,598
Other grants and fees	-	-	-	507,117
Miscellaneous	-	147,305	147,305	274,967
Donations, in-kind	-	-	-	32,034
Net assets released from restrictions:				
Satisfaction of time restrictions	1,061,516	(1,061,516)	-	-
Satisfaction of program and purpose restrictions	207,509	(207,509)	-	-
Total Revenues and Other Support	3,104,318	(159,016)	2,945,302	7,820,983
Expenses (Functional)	Estimated 2019 Functional Exp Alloc			
Program services	3,056,048	-	3,056,048	5,496,890
Management and general	108,950	-	108,950	195,942
Fundraising	39,413	-	39,413	71,172
Total Expenses	3,204,411	-	3,204,411	5,764,004
Change in Net Assets	(100,093)	(159,016)	(259,109)	2,056,979
Net Assets - Beginning of Year	1,357,653	2,828,843	4,186,496	2,129,517
Net Assets - End of Year	1,257,560	2,669,827	3,927,387	4,186,496

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR THE SIX MONTHS ENDED JUNE 30, 2019
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2018)

	<u>2019</u>	<u>2018</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ (259,108)	\$ 2,056,980
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	59,789	127,812
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(515,557)	(153,292)
(Increase) decrease in unconditional promises to give	369,107	(1,342,821)
(Increase) decrease in prepaid expenses	(9,604)	(1,083)
(Increase) decrease in security deposits and other assets	(17,711)	
Increase (decrease) in accounts payable and accrued expenses	19,435	94,226
	<u>(94,541)</u>	<u>(1,275,158)</u>
Total adjustments		
Net Cash Provided by Operating Activities	<u>(353,649)</u>	<u>781,822</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(43,606)</u>	<u>(161,189)</u>
Net Cash (Used In) Investing Activities	<u>(43,606)</u>	<u>(161,189)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of line of credit	281,080	102,550
Increase (Decrease) in mortgage payable	<u>103,238</u>	<u>(40,753)</u>
Net Cash Provided by Financing Activities	<u>384,318</u>	<u>61,797</u>
Increase (decrease) in Cash	(12,937)	682,430
Cash - Beginning of Year	<u>1,769,353</u>	<u>1,086,923</u>
Cash - End of Year	<u>\$ 1,756,416</u>	<u>\$ 1,769,353</u>

Cash Detail
As of June 30, 2019

Without Donor Restrictions and With Donor Restrictions Cash:

Bank of America	Operating	161,876		
BB&T	Payroll	209,790		
BB&T	Operating	190,154		
Bank of America	Payroll	8,413		
Petty Cash	Imprest	800		
Bank of America	Capital/Building	-		
Bank of America	Business Savings	626		
BB&T	Reserve Fund	411,441		
BB&T	Asset Reserve Fund	<u>53,995</u>	1,037,096	Without Donor Restrictions
Bank of America	TR Funds	252	252	With Donor Restrictions
BB&T - Money Market Opportunity Fund		502,305		
BB&T Bus-Investor	Money Market	500		
BB&T - Money Market Grantor Funding		216,263	719,068	
			<u>\$ 1,756,416</u>	Total Without Donor Restrictions and With Donor Restrictions Cash

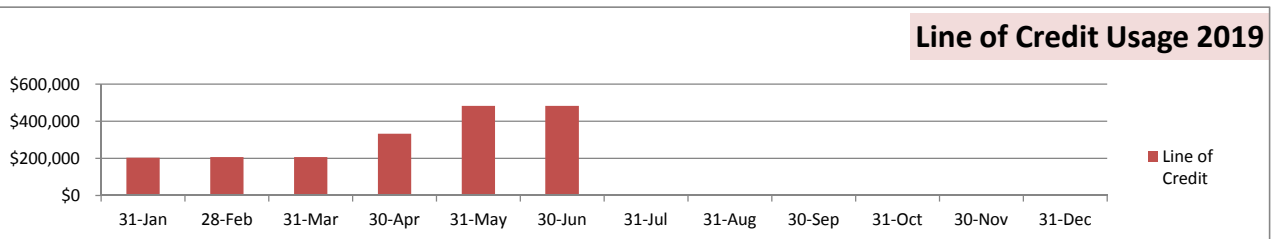
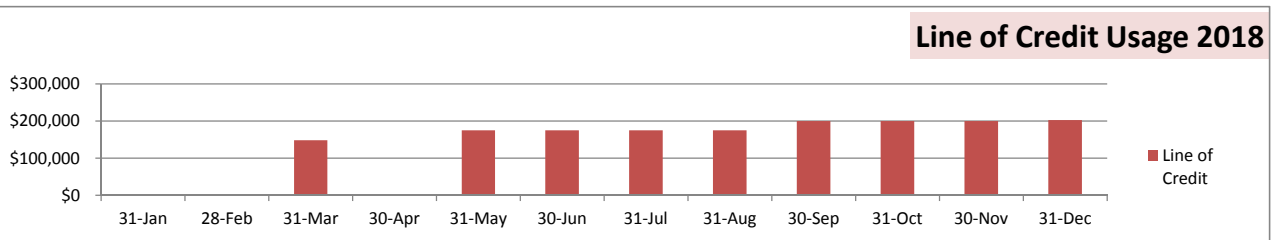
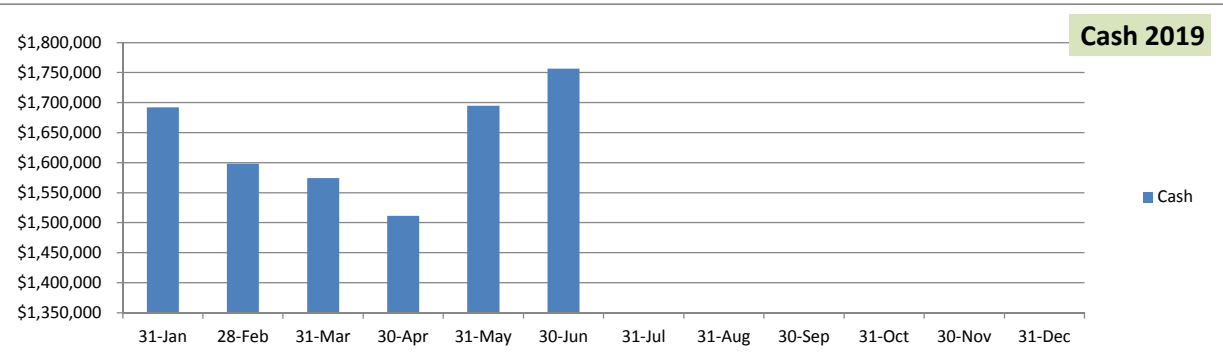
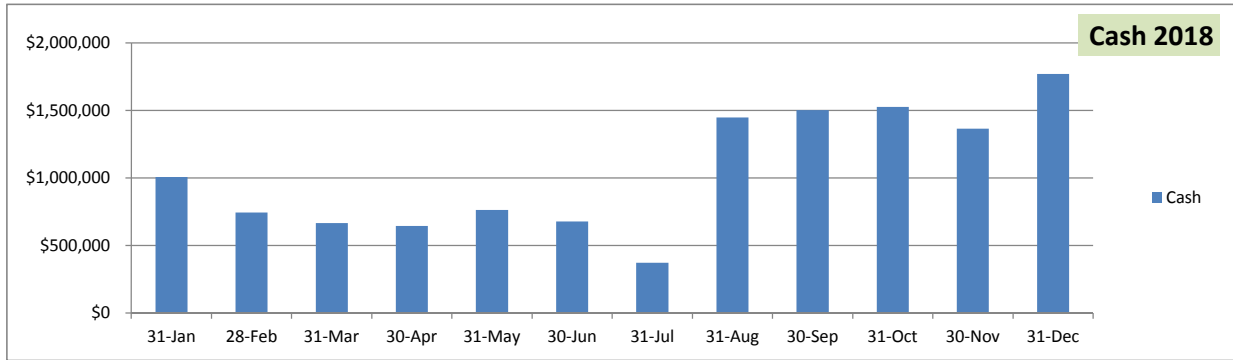
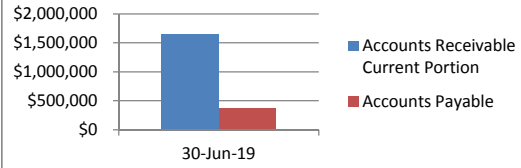
HISPANIC UNITY OF FLORIDA, INC.							
STATEMENT OF ACTIVITIES - TOTAL							
FOR THE SIX MONTHS ENDED JUNE 30, 2019							
	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 49,770	\$ 36,800	12,970	\$ 221,196	\$ 220,800	396	Immigrant Legal Resource Ctr for \$20K and Sun Trust for \$25K
Donations - TR	535,915	115,000	420,915	962,704	775,000	187,704	Kresge \$500K; Capital One Grant \$25K; Bank of America \$20K, Less Change in Accruals
Satisfaction of Restrictions	(340,925)	168,515	(509,440)	159,017	320,753	(161,736)	Less Kresge \$500K; less \$159K Release from Restriction
Fundraising Events	7,500	0	7,500	27,500	0	27,500	
Grant Income	298,204	266,171	32,033	1,586,597	1,597,026	(10,429)	
Interest Income	1,439	1,100	339	8,729	6,600	2,129	
Rental Income	4,182	4,001	181	24,483	24,006	477	
Voluntary Pre-K	18,484	2,428	16,056	18,484	14,568	3,916	
Fees & Miscell Income	2,205	25,046	(22,841)	95,609	125,276	(29,667)	
Total Revenues	576,774	619,061	(42,287)	3,104,319	3,084,029	20,290	
Expenses							
Salaries and benefits	375,716	402,732	(27,016)	2,321,459	2,424,628	(103,169)	Partially attributable to awards in budget not in actual
Advertising	929	833	96	8,690	4,998	3,692	
Bank service charges	2,071	500	1,571	9,512	3,000	6,512	Chase Credit Charges - BBT card request in process
Building repairs/maint	17,478	17,855	(377)	115,040	107,130	7,910	
Depreciation	9,967	10,787	(820)	59,789	64,722	(4,933)	
Dues Subscriptions	3,420	950	2,470	9,789	5,700	4,089	
Information Technology	10,492	4,100	6,392	35,119	24,599	10,520	
Insurance	5,180	4,603	577	28,666	27,618	1,048	
Interest expense	4,410	4,408	2	28,775	26,448	2,327	
Licenses and permits	0	42	(42)	0	252	(252)	
Mileage reimbursement	3,884	2,949	935	26,589	17,694	8,895	
Miscellaneous	(7)	0	(7)	(26)	0	(26)	
Office expense	4,133	7,410	(3,277)	30,729	44,460	(13,731)	
Postage and shipping	206	435	(229)	4,324	2,710	1,614	
Printing	4,431	5,127	(696)	30,814	31,646	(832)	
Professional fees	23,090	15,086	8,004	154,501	92,016	62,485	Primarily HR Consultant and the CPA in Finance - covered under the TJMF grant
Program expenses	35,710	29,851	5,859	194,644	179,106	15,538	
Public relations	1,262	1,250	12	3,620	7,500	(3,880)	
Rent	3,264	2,330	934	22,387	15,884	6,503	
Software	0	500	(500)	1,617	3,000	(1,383)	
Special fundraising events	389	2,000	(1,611)	4,806	12,000	(7,194)	
Staff events/meetings	562	442	120	2,601	2,652	(51)	
Staff training and development	4,390	5,350	(960)	43,475	32,100	11,375	
Telephone	9,969	8,528	1,441	56,308	51,710	4,598	
Utilities	2,380	1,551	829	11,184	9,306	1,878	
Total Expenses	523,326	529,619	(6,293)	3,204,412	3,190,879	13,533	
Increase (Decrease) in UNR Assets	\$ 53,448	\$ 89,442	(35,994)	\$ 100,093	\$ 106,850	6,757	
			Programs	\$ 279,232			
			Support	\$ (379,325)			
			Total	\$ (100,093)			

June 30, 2019 Dashboard

Revenue YTD Compared to Previous YTD

As of June 30, 2019			
	Revenue YTD as of 6/30/2019	Revenue YTD as of 6/30/2018	Year Over Year Chng
Unrestricted Revenue	\$3,104,318	\$2,930,968	\$173,350
Restricted Revenue	(\$159,016)	(\$392,173)	\$233,157
Total Revenue	\$2,945,302	\$2,538,795	\$406,507

Accounts Receivable Vs Payables June 30, 2019



TJMF Funding Used Thru August 9, 2019

Prepared by: V Cielo

Citizenship Fundraising Match	\$ 25,000.00	
The Non-Profit Assistance Center	\$ 43,720.00	CPA - Finance Area
National Executive	\$10,083.52	Recruitor - Director Marketing, Assoc Director - Finance, CFO - Finance
Missing Link	\$12,825.00	Consultant - Human Resources
	<u>\$ 91,628.52</u>	

Hispanic Unity of Florida, Inc. Report



THE
JIM MORAN FOUNDATION
"THE FUTURE BELONGS TO THOSE WHO PREPARE FOR IT."

August 2019

Report for 2018 Grant: One Million Special Grant from The Jim Moran Foundation Honoring Mr. Moran's 100th Birthday

Activities & Impact Period: July 2018-July 2019

Report

After discussions with The Jim Moran Foundation on this special one-time gift, HUF worked with its board of directors to create a policy on how this gift would be used and tracked by the organization. HUF created a reserve policy that would direct the use of these dollars and two funds which are tracked monthly by the finance committee and the board of directors. *(See attached policy.)*

- **The Jim Moran Foundation Opportunity Fund (the "Opportunity Fund")** – These dollars will be used to strengthen the agency's financial resiliency and provide emergency funding. These dollars will fund significant opportunities and/or emergencies. The HUF board will reach out to the Foundation prior to using these funds. All funds must be approved by the finance committee and the board of directors.

Fund: \$500,000

(Fund has grown by \$2,305 as of July 2019 and HUF plans to add an additional \$50,000 to this fund in 2019.)

- **TJMF Capacity Building & Program Development Reserve Fund (the "Reserve Fund")**
These funds must be used by 2023 for special mission opportunities and for capacity building such as staff development or investment in building long-term capacity.

Fund: \$500,000

As of July 2019, HUF has only utilized funds from the "**Reserve Fund**" and has invested these dollars in a number of capacity building and mission-related activities.

Mission Expansion & Awareness

- **Peace Love HUF Campaign** – \$25,000 matching dollars from the Reserve Fund resulted in \$250,000 in earned media to promote HUF's expanded citizenship program in Miami-Dade

and Broward County. And, the match **raised \$87,325** for its citizenship program from private donors and one foundation. Per the Foundation's request, we did not credit the Foundation for the match as this is not an area of focus for the Foundation. The original goals of the campaign were \$100,000 in media and \$50,000 in funding. We far exceeded the goals. *(See attached report to the other foundation that funded this effort.)*

Investment: \$25,000

Return: \$87,325 in new program funding; \$250,000 in earned media

Capacity Building

- In 2018, HUF created a reorganization and succession plan for the finance area. Due to HUF's significant growth over the past four years, the agency needed to increase its capacity in the finance and operations area as well as, increase skill sets. The Reserve Fund was used to:
 - Hire an HR Recruitment Firm (specializing in nonprofits) to assist in the recruitment of a CFO and an Associate Director for Operations/Risk Management
 - Fund over three years, increased salaries for the above two positions as well as, the COO position. (These expenses will appear in the next report and reports over the next two years.)

Investment: \$10,084

Return: Hired a top-notch CFO from Boston, Mass. and Promoted internal candidate to become Associate Director/Operations & Risk Management

- In late 2018 and 2019, prior to hiring a new CFO, our COO/CFO, Virginia Cielo was out for three months due to health issues. She worked from home limited hours during two months but was out full time in January. The Reserve Fund allowed us to hire National Executive, a CFO-for-hire firm which specializes in the nonprofit space. The temporary CFO worked with our COO/CFO to close 2018 and prepare the financials for auditing. We subsequently hired (and still have on the team) a senior CPA who has been assisting our team to make up for lost staff time as well as, allow the new CFO time to onboard. Her skills are now being used to support the new CFO who is working to create new efficiencies, eliminate the backlog and address the new higher workloads resulting from HUF's growth.

Investment: \$43,720

Return: Ability to continue to have a functioning finance/operations area while our COO was out of the office for three months. Added temporary CFO and then a CPA to allow HUF to catch up and now to allow new CFO the ability to onboard and create more streamlined processes to manage HUF's increased growth.

- HR investigation. HUF does not have an HR department. We have an external consultant (Labor & Employment Law Attorney) and an internal person who assists with benefits. HR investigations are handled by the COO and our Associate Director of Operations/Risk Management. An incident in the finance area that required an investigation which neither of our two HR investigators could handle as the individuals ultimately reported to the COO. We hired an external HR expert, Missing Link, to assist in the investigation. She conducted multiple interviews, wrote a final report, assisted in drafting performance plans and in presenting them to the impacted employees. HUF was able to address the employee’s concerns and avoid a potentially costly lawsuit or loss of valuable team members.

Investment: \$12,825

Return: Conduct an independent HR investigation. Retrained staffers and avoided a potential lawsuit

Reserve Fund Usage: July 2018-July 2019

Reserve Fund	\$500,000
Mission Investment	(\$25,000)
Talent Search	(\$10,084)
CFO/CPA Support	(\$43,720)
HR Investigation	<u>(\$12,825)</u>

Fund Dollars used: \$ 91,629

Reserve Fund Balance: \$408,371

Next

HUF’s new CFO has created an investment committee which will meet for the first time in September. The committee will create an investment policy for HUF which will determine how the “Opportunity” and “Reserve Fund” dollars will be invested both long and short term. The committee also will set up a policy on HUF’s investment philosophy and how often the committee will meet to review investment reserves.

Thank you to The Jim Moran Foundation for your investment in Hispanic Unity of Florida, Inc. This gift allowed HUF to attract new mission dollars and help the organization with several difficult situations which could have severely limited our ability to effectively function. These dollars have been critical to our continued success.

Report prepared by Josie Bacallao, President/CEO

**HISPANIC UNITY OF FLORIDA
BOARD OF DIRECTORS
Policy B325**

P O L I C Y S T A T E M E N T

POLICY: Reserves Policy

ISSUING DEPARTMENT: Board of Directors

POLICY

The purpose of this Reserves Policy for Hispanic Unity of Florida, Inc., a not for profit corporation, (the “Organization”) is to document and describe the creation of three Reserve "Funds" and to set policy as to how they are to be managed and administered. The Organization will create three reserve funds: 1) The Jim Moran Foundation Opportunity Fund, 2) The Jim Moran Foundation (TJMF) Capacity Building & Program Development Reserve Fund, and 3) The Building and Capital Asset Reserve Fund.

The proper management and administration of these funds will help to ensure the stability of the mission, programs, employment, and ongoing operations of the Organization and provide a source of internal funds for organizational necessities and priorities.

The Reserves Policy will be implemented in concert with the other governance and financial policies of the Organization and is intended to support the goals and strategies contained in these related policies and in strategic and operational plans.

DEFINITIONS AND GOALS

The Jim Moran Foundation Opportunity Fund (the “Opportunity Fund”)

The Jim Moran Foundation Opportunity Fund (initial seed funding of \$500,000) is to provide HUF with reserves that will strengthen its financial resiliency, provide emergency funding for an unexpected crisis as well as, bandwidth to take advantage of maximizing matching grant opportunities. This Opportunity Fund is a key component of the Organization’s strategic goal of providing long-term support for its mission and strengthening its financial position.

The assets of this Fund will remain in an unrestricted and liquid reserve account in either an insured savings account or a prudently safe investment which can be liquidated within a reasonable time frame. The Opportunity Fund is not intended to replace a permanent loss of funds or to be used in order to eliminate either a current or an ongoing budget gap.

The assets of this Fund will be used for two specific purposes:

1. To match funding opportunities when a match is required, or
2. To fund an unexpected crisis.

The Organization’s staff and volunteer leadership will grow the Opportunity Fund over a period of time with the long-term goal to equal three months of the Organization’s average recurring operating costs. The calculation of average recurring operating costs:

- 1) Includes all recurring, predictable expenses such as salaries and benefits, occupancy, office, travel, program, and ongoing professional services; and
- 2) Excludes depreciation, in-kind, other non-cash expenses, and/or one-time or unusual capital purchases.

In addition to calculating the actual Opportunity Fund at the fiscal year-end, the Opportunity Fund's targeted minimum will be calculated each year after approval of the annual budget or every January. The assets of the Opportunity Fund will be reported to the Finance Committee and Board of Directors, and included in the monthly financial reports.

The Opportunity Fund will be funded with surplus unrestricted funds and available in cash or cash equivalents, and maintained in a segregated bank account or investment fund, in accordance with investment policies.

The Organization may use this reserve as a 1) campaign match or 2) the ability to pursue grants in which a financial match is required to support the Organization's goals and strategies contained in the strategic and operational plans.

When the use of the assets in the Opportunity Fund is required, the President/CEO will submit a request to use the Opportunity Fund to the Finance Committee of the Organization. The request will include the analysis and determination of the use of funds and plans for replenishment. The Organization's goal is to replenish the assets of the Opportunity Fund used within 36 months to restore the Opportunity Fund to the targeted minimum amount. The Finance Committee can modify the request to transfer from this Opportunity Fund, if applicable, and will then recommend the request to the Board of Directors. An approval of the use of the assets of the Opportunity Fund must be authorized by a resolution of the Organization's Board of Directors.

Once approved by the Organization's Board of Directors, and as courtesy to one of HUF's longest and most supportive funding partners, HUF's President/CEO will notify The Jim Moran Foundation and share with them the actions the Organization plans to take. (The foundation provided the seed funding to HUF's Opportunity Fund.)

There is no timeframe associated with this reserve.

TJMF* Capacity Building & Program Development Reserve Fund (the "Reserve Fund")

The Organization's Reserve Fund will be funded with \$500,000. \$375,000 is intended to provide funds to meet special targets of opportunity or need that further the mission of the Organization. The latter may not have increased the organization's revenue. \$125,000 of the Reserve Fund will be used for organizational capacity building such as staff development, research and development, or investment in infrastructure that will build long-term capacity. This policy is intended to support the Organization's goals and strategies contained in the strategic and operational plans.

Funds will remain in a restricted and prudently safe liquid reserve account either an insured savings account or a safe investment which can be liquidated within a reasonable time frame. The Reserve Fund may be funded by the Organization with additional surplus unrestricted funds and available in cash or cash equivalents, maintained in a segregated bank account or investment fund, in accordance with investment policies.

The target amount of the Reserve Fund will be determined by the President/CEO with the approval of the Finance Committee as well as the Board of Directors. When the use of funds is required, the President/CEO will submit a request to use the Reserve Fund to the Finance Committee of the Organization for approval. The Finance Committee can modify the request to transfer from the Reserve Fund, if applicable, and will then recommend the request to the Board of Directors. An approval of the use of funds must be authorized by a resolution of the Board of Directors. The Reserve Fund will be reported to the Finance Committee and Board of Directors and included in the monthly financial reports. These funds will be utilized by 2023.

The assets of the Reserve Fund will be reported to the Finance Committee and Board of Directors, and included in the monthly financial reports.

**The Jim Moran Foundation*

The Building and Capital Asset Reserve (the “Asset Reserve”)

The Asset Reserve is intended to provide a ready source of funds for repair or acquisition of buildings, leaseholds, furniture, fixtures, and equipment necessary for the effective operation of the Organization and programs.

The target amount of the Asset Reserve will be determined by the President/CEO with the approval of the Finance Committee as well as the Board of Directors. The Asset Reserve will be reported to the Finance Committee and the Board of Directors and included in the monthly financial reports.

DATE Created: October 9, 2018



September 20, 2018

Josie Bacallao
President/CEO
Hispanic Unity of Florida
5840 Johnson St.
Hollywood, FL 33021

Dear Josie,

Congratulations! The New Americans Campaign EFFORTS Fund has approved a \$20,000 grant to the Hispanic Unity of Florida to launch a *Sponsor a Citizenship* initiative to help raise match funds from individual donors and foundations.

The components of this project are:

1. Engage a media consultant and develop a PSA to support the *Sponsor a Citizenship* initiative;
2. T-shirt production and fulfillment to be used a fundraising and promotion tool; and
3. Share your learnings from new fundraising strategies with the NAC network.

Your project may take place between October 2018 and June 2019. Once your project is completed, please submit your final narrative report and budget report using the reporting forms referenced on Page 3 and Page 4 (also sent by email along with this grant agreement).

Payment will be made by check according to the below schedule:


Milestone Event	Activity
Within 30 days after receipt of signed Grant Agreement	First Payment - 70% of funds (\$14,000)
By July 30, 2019: If your final narrative and budget report is received and approved by June 30, 2019	Final Payment - 30% of funds (\$6,000)

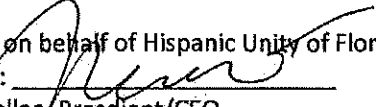
During the grant period, the Immigrant Legal Resource Center may request updates from you on the status of your project. This may include requesting that you record a short video or that you present about your project at a New Americans Campaign conference, webinar, or other event. Your video or presentations may be used to promote the EFFORTS Fund to funders, partners, and other stakeholders. By signing this grant agreement, you agree to meet these requests. We appreciate your willingness to share what you have learned with your peers.

If you accept this grant, please sign this grant agreement, scan it, and return it to Rebeca Rangel, New Americans Campaign Program Manager, at rrangel@ilrc.org.

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On behalf of the New Americans Campaign EFFORTS Fund, we extend every good wish for the success of this project!

By: 
Eric Cohen
Executive Director
Immigrant Legal Resource Center
Date: 10/31/18

Accepted on behalf of Hispanic Unity of Florida:
Signature: 
Josie Bacallao, President/CEO
Date: 10/30/18
Organization's EIN: 59-2230272

Date this report was completed:
8/5/2019

Budget Approved		\$20,000
Expenses	Budgeted Amount	Spending for Grant Period
T-Shirt Printing and Fulfillment	\$10,000	\$3,530
Media Consultant and PSA Production Costs	\$5,000	\$4,350
Staff Time Stipend	\$5,000	\$12,120
Other (please explain)		
Total		\$20,000

Are you requesting an extension for any unspent funds? If so, why?

No



**EFFORTS Fund
Report-Back Form**

Today's Date: August 5, 2019
Application Wave: 3
NAC Site: Hispanic Unity of Florida, Inc.

Organization: Hispanic Unity of Florida

Name of Staff Completing this Form: Shani Wilson

1. Describe the fund development project you implemented with the EFFORTS grant.

Hispanic Unity of Florida (HUF) set out to raise \$50,000 dollars in support of its Citizenship program along with \$150,000 in media value. The initial concept was that the media would be leveraged for a broad-based fundraising campaign.

For this project, HUF was able to secure support from the CEO of a major national branding company to design a logo that added the agency's name to their existing brand. "Peace Love World" was marketed as "Peace Love *HUF*." The company also produced the promotional materials at a discounted price.

HUF secured and leveraged a \$25,000 matching gift and collaboration with the popular "Peace Love World" brand to increase awareness of - and financial support for - its citizenship program.

Donors making a gift of \$50 or more were able to receive a special gift (a tee shirt or hat customized with the logos for "Peace Love HUF"). Moreover, their gift was matched, dollar for dollar, up to \$25,000.

Fundraising campaign activities included: campaign launch at Circle of Friends (individual giving program) reception; promoted to HUF staff; promoted through HUF's digital marketing assets (email & social media), through a direct mail campaign and a peer-to-peer giving among board directors.

HUF also partnered with Comcast/NBC Universal's Telemundo division, as well as Univision Media (radio & TV). Both media companies created their own PSA for this promotion. The value of the media far exceeded our original \$150,000 goal; combined, our partner media entities reported a campaign value over \$250,000. HUF also purchased media for this campaign, a first for the agency.

Through this campaign, HUF reached its goals of raising awareness of the challenges faced by the immigrant community as individuals aspire towards citizenship and the organization's naturalization/citizenship program, as well as growing HUF's visibility among its target audience on three networks and two languages. And most importantly, HUF raised new dollars for its citizenship program.

2. **Has this project diversified your current naturalization funding streams? If so, how?**
Yes, absolutely! For the first time, HUF incorporated media strategies as part of a fundraising project. 30-second PSAs were produced by Comcast/NBC Universal and ran on its Telemundo division, as well as Univision Media (radio & TV). More than 325 spots ran between mid-April and the end of May 2019 on Telemundo alone. HUF also worked with a local multicultural marketing & communications firm to produce radio spots and digital assets for Facebook (custom "donate now" post). In November 2018, 28 radio spots were purchased from and ran on the local NPR station, WLRN, a station renowned for its affluent, charitable and influential listeners.

3. **How much money were you able to raise thanks to the EFFORTS grant? What was your Return on Investment?**
HUF raised a total of \$87,325! In addition to the \$25,000 matching grant HUF received for the Peace Love HUF campaign, donors contributed \$62,325 new dollars to this initiative (\$53,293 raised in 2018; \$9,032 raised in 2019). Compared to our expenses (limited to the NAC grant award of \$20,000), our **return on investment was 211%**. Moreover, there were close to 95,000 household impressions through Comcast/NBC Universal's Telemundo 51 WSCV with an estimated value of \$69,400; the estimated value of the campaign from Univision was \$200,000+ (as reported from the respective media entities).

4. **What is your organization's plan to build on this EFFORTS grant? E.g. How do you plan to further cultivate and grow partnerships with grant-making organizations and/or donors?**
We plan to continue this "adopt a citizen" model for fundraising. In doing so, we will highlight the challenges facing individuals seeking U.S. citizenship. We will ask our media partners to conduct at least two more campaigns growing the community's awareness of HUF' citizenship services. Campaign activities we will discontinue include selling items (and related [in-house] fulfillment activities). New donors from this campaign will be incorporated into our stewardship plan and will receive citizenship program updates, as well as information about the agency's other programs & initiatives.

5. **If another site were to implement this project, what advice would you give them? Please attach or provide a link to any helpful materials or tools associated with your project.** As best as possible, determine in advance if a premium (ex. a shirt or hat) will motivate new donors to give and to remain engaged with organization. If working with media to produce a public service announcement, understand that asking viewers/listeners to donate is not an option. Also, overestimate the amount of staff time to plan and execute the project; our marketing, development, and citizenship program staff spent at least twice as much time than anticipated on this project. **Please see <http://bit.ly/2YW0t81> for an overview of project materials.**



Marketing Committee Meeting Minutes

May 1, 2019

Present: (On the phone) Felina Rosales-Furer, Mindy Figueroa (In person) Maguana Jean, Lucia Rodriguez, Mari Naranjo, Shani Wilson and, Alex Llerena

Excused: Josie Bacallao, Lesli Cartaya Franco, Jeney Gonzalez

Action Items:

1. Alex Llerena and Maguana Jean would like to be part of the branding subcommittee.
 2. Lesli Cartaya Franco and Nicole Krauss were assigned to be on the PR subcommittee.
 3. Mindy Figueroa will ask her client if HUF can tap into their students for graphic design, etc. Alex will reach out to Mindy to start the ball rolling with their faculty contacts at colleges and their students to begin a project.
 4. Mari Naranjo in the next three weeks will be working on brand guidelines adding more content editing.
-
- Lucia Rodriguez shared the last meeting was gathering feedback for the strategic plan for the committee and overall plan for HUF. We have accomplished what we set as our goals. Next is our PR plan, to be more tactical, branding component and lastly the digital component. These four priority items will be completed by end of 2020.
 - Mari Naranjo prepared and shared the marketing and communications plan with the committee. We identified areas needing to be ramped up. The four mentioned above as well as an advocacy piece. She walked the committee through the Digital Asset piece as well as the Collateral which can be accessed on a Google drive link. HUF sends out about 400 emails a year with news, updates, etc. (social media, newsletter, constant contact, etc.) to internal and external channels to about 12k people. Mari reviewed further the samples, blog, signage, flyers and further inventory.
 - Mindy Figueroa shared we have a lot of content that can be recycled and reworked. All communication has to be integrated into all channels. She suggested the information needs to be uniform and align. Mari shared we have a content calendar which is how we now what needs to be created and published on a timeline. Mindy shared, if we are able to identify what needs to be pitched then we are hitting them all tactically and it would be the brand guide for alignment purposes.
 - Mindy believes Mari's replacement may need to redefine the gaps and our marketing package. Lucia shared we will need to continue forward as the committee as the new Director will need time to transition and immerse themselves.
 - Subcommittees one for branding guidelines and PR. Especially if we cannot find a pro-bono agency the committee member will fill in the gaps.
 - Mindy asked if we have asked the board members if there companies have a retainer with their PR firms? Especially as it is very time consuming and we can leverage our relationships. Lucia shared it would be best if we put together a plan then have a 2 hour workshop to invite PR individuals to provide their feedback and possibly offer assistance. We could also ask them to share with their media contacts. Alex shared she would like to assist with the branding



subcommittee guidelines as she not working in the PR field. Maguana would also assist there too.

- Lesli Cartaya Franco and Nicole Krauss will be working on the PR subcommittee.
- Mindy cannot be the chair of their committee but happy to be on either committee and provide assistance.
- Mari shared a designing agency would add value where they can navigate copyrighting law, etc.
- Alex shared if we produce content then she can share with her students (FIU) and they would assist and provide feedback pro-bono. Mindy will also ask her client if HUF can tap into their students for graphic design, etc. Alex will reach out to Mindy to start the ball rolling with their faculty contacts at colleges and their students to begin a project. Perhaps “interns”.
- Lucia shared further on the digital marketing plan is the entire infrastructure. We will have a digital workshop in the future with an expert to help guide the discussion and find out where we really are and what we need to take it to another level. Mindy shared, Vicente Pinenta he is google certified and is a local who would be great to provide a workshop. Jaime Flores she is a Miami influencer. Vicente would be a great presenter for the ESummit too.
- Maguana shared it is time to put together an action plan to get done the unchecked boxes and so we do not get lost
- Lucia for the next meeting the subcommittee’s can bring an update. Mari in the next three weeks will be working on brand guidelines adding more content editing. Alex will be reaching out to her contacts.

Next Meeting:

Wednesday, June 5, 2019 @ 8:30am



Marketing Committee Meeting Minutes

June 5, 2019

Present: Josie Bacallao, Lesli Cartaya Franco, Felina Rosales-Furer, Kathy Gallego, (on the phone) Maguana Jean, Lucia Rodriguez, Shani Wilson

Excused: Jeney Gonzalez

ACTION ITEMS:

1. **Lesli Cartaya Franco will lead and develop the PR plan and subcommittee.** Nicole Krauss will also be on the subcommittee.
2. Lesli will get us in contact with the PR Exec Director of Miami-Dade College, Juan Carlos Mineta, and make introduction. Looking to collaborate and bring in students to assist from MDC.
3. Additionally, Lesli will contact, Dr. Rolando Garcia, make the introduction to the Professor of the BC newspaper "The Observer". She will also check into previous FIU adviser's contacts.
4. Maguana Jean will reach out to Tina of the CCI group along with Alex.
5. Kathy Gallego will check with her contacts for graphic designers, social media influencers, and website developers for brand strategy implementation and website overhaul.

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- Lesli Cartaya Franco will share her contact for photographer recommendation with Shani and Kathy
 - Nicole Krauss from Publix will bring the Public Policy & Advocacy strategy to the committee
 - Mari Naranjo shared PR campaign PSA is currently running on Telemundo. Campaign ends in June. Kathy will reach out to Telemundo contact to get campaign KPIs
 - Lesli suggested to have a social media expert who knows how to use platforms to the maximize efforts and interconnection
 - Collectively, we will need to develop media relations strategy. We must be mindful that resources are limited. We will develop several sub-messages then the overall message as an organization. Lesli sees three different categories: **donor and funder messaging, Event/s, Branding.** Messaging of the stories is the most important item.
 - Schedule time with LinkedIn expert, Debbie Whims, to have a workshop for the committee.
 - As a committee still working on an Edelman contact.
 - Freedom and opportunity: Values to link everyone. Need a plan for board and staff as they are the best HUF ambassadors.
 - At beginning of 2020 we will be working on an updated/refresh strategic plan. There will be a workshop set up for early next year.

Next Meeting August 7th @8:30am



Marketing Committee Meeting Minutes

August 7, 2019

Present: Felina Rosales-Furer, Kathy Gallego, Lucia Rodriguez, Shani Wilson, Alex Llerena

Excused: Jeney Gonzalez, Josie Bacallao, Lesli Cartaya Franco, Felina Rosales-Furer, Lucia Rodriguez, Shani Wilson, Nicole Krauss, Ana Arguello, Mindy Figueroa

Update

We had a discussion focused on next steps and specifically 2 plans of action that will continue to be top priority for the committee, the development of the PR plan and the Branding Guidelines Manual.

Below you will find the notes of the meeting:

PR Plan: Lesli Franco will lead this initiative with the support of Nicole Krauss/Ana Arguello (new Committee Members). For the September meeting, we are aiming to have a general outline of the plan and timeframe.

Brand Guidelines Manual: We will be moving forward with this initiative, with the support of Alex Llerena and Kathy Gallego from HUF. Kathy will review Mari Naranjo's previous brand suggestions and bring them for a discussion as well as seek new ideas/recommendations. There will be a high level structure for the discovery phase of the project. Additionally, Kathy Gallego is working with a graphic designer that has many years of experience in brand development who will be an asset to the team. Alex and Kathy have a tentative meeting schedule for this upcoming week to plan when and how we can leverage her students' knowledge.

Census 2020 Plan: Josie is part of the Broward County's Complete Count Committee and is chairing the county's Cultural & Ethnic Subcommittee. Kathy Gallego will be helping her develop the marketing plan for HUF and for the Broward Hispanic Community. Looking for support and guidance from the committee.

Our next meeting will take place on Wednesday, September 11 at 8:30 am. As previously mentioned, this is a very important meeting since it takes place right after the summer break and one month before the Board Retreat. We understand it's early in the morning so Lucia has graciously volunteered to provide breakfast. (Thank you, Lucia)

Next Meeting September 11, @8:30am