



AGENDA

Meeting #8

Tuesday, Oct. 13, 2020

Join Zoom Meeting

<https://zoom.us/j/92181462794?pwd=bnViWURrN0lzUXMyaXdxZnZmWGgyUT09>

Meeting ID: 921 8146 2794

Password: 786584

Tuesday, Oct 13, 2020 -- 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, October 13, 2020

Join Zoom Meeting

<https://zoom.us/j/92621884341?pwd=MGNsd0h6Z0gxeXFidTFxdDA0OCttzd09>

Meeting ID: 926 2188 4341

Password: 086767

We will start the meeting promptly at 4pm

1. 4:00pm **Call to Order/ Roll Call** **Lucia Rodriguez & Felina Furer**
2. 4:05 **Presentations** **Lucia Rodriguez** **Information**
 - Chair Welcome
3. 4:10 **Governance Committee** **Anthony Abbate**
 - 2021 (DRAFT) Board Officer Slate (BOD vote in Nov or Dec) **Discussion pg. 1**
 - Conflict of Interest/ Signature, Felina Furer **Information pg. 2**
4. 4:25 **HUF Updates** **Josie Bacallao & Felipe Pinzon**
 - 2021 Funding Outlook, Felipe Pinzon *Presented at Meeting*
 - 1-Page Strategic Plan (OSPS), Josie Bacallao *Presented at Meeting*
5. 5:25 **Consent Agenda** **Action** **Lucia Rodriguez**

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

 - i.* Board Minutes September 2020 *pg. 3-6*
 - ii.* Finance Committee Minutes September 2020 *pg. 7-9*
 - iii.* July 2020 Financials & TJMF Monthly Report *pg. 10-18*
 - iv.* Marketing Committee, September 2020 Minutes *pg. 19-20*
 - v.* Governance Committee, October 2020 Minutes *pg. 21-22*
 - vi.* June 2020 Executive Session during Board Meeting *pg. 23-24*
6. 5:30 pm **Executive Session**
7. 5:45 pm **Adjourn**

20 Active Board members / 11 required for quorum and vote

Hispanic Unity of Florida
BOARD OF DIRECTORS ATTENDANCE MATRIX

BOARD MEMBER	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	June 2020	Jul 2020	Aug 2020	Sept 2020		
ABBATE, Anthony (Tony)	P	P	P	P	P	P	P	E	E	No Meeting / Summer Break	No Meeting / Summer Break	P		
ALVAREZ, Maritza								P	P			P		
BELLO, Eduardo	P	P	P	P	P	P	P	P	P			P		
CARDOZO, Carolina	P	P(T)	P	P	P	P	P	P	P			P		
CUSHING, Giselle	P	E	P	P	E	P	P	P	A			P		
FRANCO, Lesli	P	P	P	E	P	P	E	P	P			P		
GOMEZ, Willy	P	P	P	P	P	E	P	P	E			P		
GUERRERO, John	P	P	P	P	P	P	P	P	P			P		
HERZ, Dan	P	P	P	P	P	P	P	P	P			P		
KARLEN, Scott	E	P	P	E	P	P	P	P	P			P		
PARADOWSKI, Christina	P	P	P	P	P	P	P	P	P			P		
PENA, Deborah	P	P	P	E	A	P	P	P	P			P		
PFISTER, Emma	P	P	P	P	P	P	P	P	P			E		
RODRIGUEZ, Lucia	P	E	P	P	P	P	P	P	P			P		
SAMPIER, Steve	P	P	P	P	P	P	P	P	P			P		
SCHEVIS, Daniel	P	P	E	P	P	P	P	P	E			P		
STONE, Angie	P	E	E	P	P	P	P	P	P			P		
TATELBAUM, Chuck	P	P	P	P	E	P	P	P	E			P		
Total Board Members	19	19	19	18	18	18	18	18	18					19
Present: P / T= Telephone	17	16	17	14	14	16	17	18	13					18
Excused: E	2	3	2	4	3	2	1	1	4			1		
Absent: A	0	0	0	0	1	0	0	0	1			0		
Board Members Participating	90%	84%	90%	78%	78%	89%	89%	88%	72%			95%		
Board Members Present at the Meeting	90%	79%	90%	78%	78%	89% Phone	94% Zoom	88% Zoom	72% Zoom			95% Zoom		

SLATE OF OFFICERS

HISPANIC UNITY
2021

October 2020 Meeting: Review Slate Below & Open for Other Nominations

November 2020 Meeting: Vote for final 2021 Slate

CHAIRMAN.....	John Guerrero
CHAIR-ELECT.....	Christina Paradowski
SECRETARY.....	Angie Stone
TREASURER.....	Scott Karlen
PAST CHAIR.....	Lucia Rodriguez

**Hispanic Unity of Florida
CONFLICT OF INTEREST POLICY**

The standard of behavior at Hispanic Unity of Florida (HUF) is that all staff, volunteers, and board members scrupulously avoid conflicts of interest between the interests of HUF on one hand, and personal, professional, and business interests on the other. This includes avoiding potential and actual conflicts of interest, **indirect conflicts of interest**, as well as perceptions of conflicts of interest.

I understand that the purposes of this policy are to protect the integrity HUF's decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputations of volunteers, staff and board members. Upon or before election, hiring or appointment, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a **direct or indirect** conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business or other nonprofit affiliations), my family and/or my significant other, employer, or close associates will receive a **direct or indirect** benefit or gain. After disclosure, I understand that I will be asked to leave the room for the discussion and will not be permitted to vote on the question.

I understand that this policy is meant to supplement good judgment, and I will respect its spirit as well as its wording.

Signature

Date

Please indicate if you, your organization and/or family has benefited financially in the past year from your relationship with Hispanic Unity of Florida.

Board Member **HUF Employee** **Volunteer**

Name _____

Please Print Name

Hispanic Unity of Florida
Board of Directors Meeting
Zoom Meeting Minutes
September 17, 2020

Call to Order/ Roll Call

At 4:00pm

Presentations

- Chair Welcome. Lucia Rodriguez shared Shani Wilson gave birth to her second son, **Caden Wilson** on Monday. **Congratulations to Shani and Chris Wilson!** Also, Felina Furer and her husband are expecting a baby girl next year.
- **Introduced Juliana Esguerra**, the Donor Relations and Database Management Associate. Juliana was a key member of the E-Summit team and will be shadowing Felina Furer for a few months and will then provide board support while Felina is on leave starting in late January.
- **Welcome to New Board Member:** Lucia inducted Jorge DeApodaca as a new HUF Board of Director member. Jorge is currently a Board Member Emeritus and past chair. He has been volunteering in the governance committee but wanted to return for his second tour of duty at HUF! We look forward to having Jorge on the board once again.

2020 Virtual E-Summit Update – Presented by Josie Bacallao on behalf of Shani Wilson

Shani Wilson was the mastermind behind the pivoting of the E-Summit to a virtual event this year. She had the excellent assistance of Juliana Esguerra with support by Kathy Gallego. We had 325 registrations and unduplicated attendance of 162. 25 exhibitors, 15 workshop speakers, 5 American Dreamers and several Coffee Talks. Income was \$56,450, expense \$4,700 and HUF labor \$17,200. Total: \$34,550 (67% net revenue). The highest net profit than we have ever had, and the revenue was among the lowest, which we anticipated. The attendee's results were very positive responses.

By February 2021, we will make a recommendation to the board regarding having a 2021 event or postpone it to 2022. The next even will be our 10th and we could hold it during our 40th anniversary. We also are considering selling several workshops throughout the year and branding them with the E-Summit logo and selling sponsorships. NSU is an unknown but will most likely NOT open their space for 2021.

Jorge DeApodaca said it is hard to make a comeback if we take a year off, even if we scale back that keeps HUF name alive. Eduardo Bello asked if we have numbers regarding yearly participation. Josie shared we have grown steadily at 300-400. This year was half than our usual attendance.

Josie noted that we have skipped a year before for the E-Summit and it allowed us to come back with a strong event the following year.

Angie Stone shared this year the American Dreamers section was more personal although it was not in person. She applauded the quality of the American Dreamer awardees.

Lesli Franco was impressed with the numbers this year as we reach 300+ registration and the 162 individuals that attended and returned for multiple workshops. Perhaps, in 2021 we can charge a small fee or if they attend, we can give them an incentive. Also, condensing to one-week verse over a month.

Willy Gomez asked if we can use UnidosUS partnership and invite other affiliates to promote and/or participate.

Governance Committee—Presented by Steve Sampier

- **New Committee Chairs.** Tony Abbate has accepted to be the new Governance Chair. Lucia thanked Steve for all of his time and energy on the committee as well as, being a vital board member.
- **Carolina Cardozo** will now be a Co-Chair to the Public Policy and Advocacy Committee with Dan Schevis.
- **Prospective Board Member, Francisco Rivera.** The Governance committee recommends Francisco Rivera for board membership. He was recommended Lucia Rodriguez. Francisco has an extensive technology background. Angie shared Francisco is very aligned with HUF's mission and he has been involved in immigrant issues for most of his professional life. Christina Paradowski says he comes across as passionate and as a doer.

Motion

Steve Sampier motioned to accept Francisco Rivera as a new HUF Board Member. Dan Schevis provided the second and the motion passed unanimously.

- **Board Engagement/Commitments.** In 2021, we will lose Willy Gomez, Emma Pfister and Chuck Tatelbaum. But currently we have 20 out of 21 spots filled. Steve shared the updated board engagement commitment sheet and why these requirements are fundamental.

Motion

Steve Sampier motioned to accept the updated board engagement/commitments during social distancing. Jorge DeApodaca provided the second. The motion passed.

- **New Board Engagement SAMPLE form.** Angie Stone shared the new and improved format will be done completely online via Google docs. This self-reporting will enable the collection of individual board member information from each board member. Angie shared she created an easy to use form that also will provide multiple year data. Each board member will have their own link for their form to communicate their ongoing updates. Board Members will be reminded by the Governance Committee to update the form no less than quarterly. HUF Development Director and CEO along with the Board Chair and Governance Chair will have access to the individual and cumulative information.

Audit Committee—Presented by John Guerrero

- **Renewal of HUF Audit Firm for 2020-2024.** Our Accounting audit firm (CFLG) has been used by HUF for several years. The audit committee has reviewed their five-year engagement letter as well as their proposed fees (both attached) and recommend retaining them for the next five years.

Motion

John Guerrero motioned to continue our engagement with CFLG as HUF's audit firm and to engage them for the next five years. Chuck Tatelbaum provided the second. The motion passed.

HUF Updates

- **HUF Reopening and Employee Survey.** Josie Bacallao reviewed HUF's Reopening plan and indicated that the next phase will include an expansion of client visits by appointment for income support related services (food stamps, health sign up and employment.) Employees will continue to complete a symptom survey before they clock in for work and take their own temperature. Important to make our team feel comfortable and ready. Extensive protocols have been put into place along with new Covid-19 policies. Staff has been extensively trained.

Josie then shared the results of our 3rd Employee Survey. This time there was a decline and only 17% say it's difficult to work from home. Anxiety and scheduling time to work has gone down. The major issue now is internet connectivity as well as, supporting their children at home with schooling. More than 60% of staff say they can work indefinitely from home (a significant increase from the last survey which indicates individuals are getting more comfortable with WFH.) We are pleased that staff feel confident in resources being offered to them and in HUF's leadership/decisions.

- **HUF 2.0 Plans & Scenario Plan for Unity4 Kids & VITA.** Felipe Pinzon updated the board on current plans for the early learning center and our tax preparation program. We are in constant communication with our funders. Our staff's safety continues to be our top priority, that is why we have detailed the whole client experience when they arrive to when they leave HUF. Felipe further shared our Phase 1 reopening plan for September 28, 2020. On November 9th we are planning on opening Unity4Kids, with only 8 children and two teachers. We are in conversations with ESOL administrator in two weeks to further figure out the details at 5811 (Update: At this time, it appears that ESOL classes will not resume until Q1/2021). Family Strengthening Program will most likely continue as a virtual program through the end of 2020. And the Unity 4Teens program will most likely continue providing primarily case management services and very limited "after school" programming/assistance. We anticipate that we may be able to provide some in-person after school services in 2021 and essentially run as a hybrid model. All of this is contingent on what occurs with the virus and the decisions of Broward County Schools. Full reopening or Phase 3 will occur, we hope by the summer of 2021. We have begun our new program Learning Café, online with collaboration Broward College. Broward SCORE small business workshops have decided to stay online indefinitely in 2021.

Unity4Kids

Scenarios planning with current Covid-19 cases, we assume some families will not be able to pay tuition on time. We will be in the red by \$64k for 2020. But this is better than what we presented five months ago, a \$120k loss. (The difference between both estimates is that we moved our U4Kids staff to work in another program and reduced our payroll costs significantly. We also had two new funders for the program.) We believe this is the best and most likely case scenario. The worst case is Broward County Schools decides not to open at all. Financially, not opening would result in an annual loss of \$43k and we would have to lay off two staffers. The difference in reopening and not is due to salaries.

Willy Gomez asked how will we be able to pick the 8 children to attend Unity4Kids when we open? Felipe indicated would determine our enrollment criterion and select from those on our waiting list.

John Guerrero asked about Unity4Teens not being able to be on campus. Felipe indicated we may have more information next week as Broward County has a reopening workshop scheduled next week. However, we are anticipating that the "after school" portion of our program will need to be changed and that we will be providing primarily case management services vs. after school programming until, most likely well into 2021.

VITA

We believe we will only have 7-10 sites verse the 16 we have had in the past. Many government buildings still have not opened. The most likely scenario is that we will have to provide services in multiple ways: 1. in person; 2. drop off documents and return to complete and 3. virtual completion. We would have lower volunteer numbers and hire fewer part time staffers. \$490k budget is \$50k less in past years. We would be serving less than 50% of clients than usual, about 3k individuals. Worse case online taxes and only a few sites, financial impact \$90k less in revenue. Client impact is our main concern.

Scenarios are being created for every HUF program.

- **Financial Outlook & PPP**
Virginia Cielo shared that our 2021 projections will come be close to \$15k net profit. The budget worksheets have been started using the scenarios being provided by the program division. This budget will be reviewed by board in December.

She continues to work on the PPP and is nearly finished.

- **Board Q&A**
Steve Sampier asked the board how they feel about their current status? Tony shared he is impressed with the thoroughness of our plan. What are the penalties for non-compliance of clients/staffers?

Josie said this has been addressed with the staff's reopening plan, with progressive disciplinary action in place. For clients we have posters and have the security guard to enforce all the Covid-19 protocols we have put in place. Gisselle Cushing asked about funding in the next year and what are the plans to reimagine our programs? And it is an election year and we have to think about the unknown. These potential impacts will need to be addressed in our strategic plan.

HUF's strategic plan and staff capacity, what and when can the board update strategic plan? Tony says this goes beyond politics, Covid and finances; this is about sustainability. Climate change is another crisis that is on the table. Succession planning for leadership of staff and the board. Jorge shared we are strategically aligned but the disrupters come up and we just need to address the disrupters. Talent, program and strategic wise we are all set and in place. Carolina Cardozo shared our big funders are committed to HUF, however those on the local level how do funding cuts effect HUF?

John Guerrero asked how can the board help Josie and Felipe? What concerns in the horizon do they have? Josie indicated HUF has continued to outreach and have discussion with funders. In the past six months, we brought in an additional million dollars due to Covid-19. HUF realizes that funders may have new priorities including those related to equity and immigrant or Latino-serving organizations may take a back seat. But the unknowns are too many to engage in multi-year strategic planning. Suggests we work with the board to develop a one-year vision and outlook but nothing further with quarterly goals and updates. Regarding reimagining HUF programs – we have been doing that since the pandemic began. Some examples include VITA: HUF was only 1 in 9 organizations in the nation that piloted virtual tax preparation with Code for America. We have had some small but no less important innovations. Moving forward we will need to continue to create a stronger board of advocates, funders and ambassadors. John asked should we have a virtual strategic discussion by end of the year to talk about worst case scenarios, etc.? Yes, Josie responded. We will present scenarios when we present the budget. Prior to that meeting, we will share an update on 2021 funding. She noted that 50% of our funding – which comes from CSC – is secured over the next four years. Felipe also indicated that HUF has been projecting funding for 2021 and at this time, we have \$4.4 million projected for next year (from CSC) which is more than 2020.

Consent Agenda

Motion

Steve Sampier motioned to accept the consent agenda. Dan Schevis provided the second. Motion passed.

CDBG Contract

City of Hollywood had provided HUF an amended the contract due to a small funding decrease. The City requires HUF's Board Secretary to sign it along with CEO, Josie Bacallao.

Motion

Chuck Tatelbaum motioned to accept the City of Hollywood program amendment and to instruct HUF's Board Secretary to sign. Dan Schevis provided the second. The motion passed.

Adjourn

6:10pm

Hispanic Unity of Florida
 Finance Committee Meeting Minutes
 September 17, 2020

Attendance:

4 members present – Ms. Pfister, Ms. Pena, Mr. Karlen, and Ms. Lissette Rodriguez

4 members excused – Mr. Bacher, Mr. Tatelbaum, Mr. Nazur, and Mr. Guerrero

7 non-voting members present –Mr. McGuire, Ms. Cielo, Ms. Furer, Mr. Pinzon, Ms. Lucia Rodriguez, Ms. Bacallao, and Ms. Derrick

1 non-voting members excused – Ms. Wilson

Ms. Pfister called the meeting to order at 8:30am.

June 2020 Financial Statements

Mr. McGuire began by presenting the July 31, 2020 statements pointing out that HUF had a favorable budget to actual variance of \$120K due to COVID-related expense reductions in salary and other expenses. HUF had a loss of (\$67K) vs a projected budget loss of (\$187K).

Hispanic Unity of Florida, Inc.

Notes to Financials

July 31, 2020

UNR Net Assets

Reconciliation of UNR Net Assets:

	Gain From Program				
1	Operations	220,584			
	Loss from Support				
2	Services	(287,273)			
	Inc(Dec) in UNR Net Assets		\$ (66,689)		Operating Gain(Loss)
					-

The year to date (budgeted) and projected loss was (\$187K). Our year-to-date actual is (\$67K) which is a favorable variance of \$120K.

1) Development exceeded the net projection by \$114K.

2) Programs exceeded budget by \$28K

3) Admin fell behind yearly projections by (\$21K)

Programs:

Program's total contribution to date toward administrative and shared fixed costs to the agency totals \$645K

Development:

The Development area contributed \$285K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash increased by \$723K as a result of the following activities:

	\$ (471,806)	Inc/(Dec) in Net Assets			
	316,898	Adjustments to reconcile increase (decrease) in net assets			
	(154,908)	Net cash provided (consumed) by operating activities			
	(39,234)	Investing Activities			
	917,508	Financing Activities			
	\$ 723,366	Inc/(Dec) in Cash			

Notable Donations/Awards for July 2020

NALEO	\$46K
PNC	\$10K
NAC	\$10K
Prosperity for Now	\$10K
Broward College	\$8K
TD Charitable	\$8K
Unidos	\$7K
Levan Family/Book Proceeds	\$5K
Enterprise Holding	\$4K
Individual Donors	\$4K
Accruals	(\$16K)
Total	\$96K

Cashflow for the month of August was in line with expectations and also, several of the past due receivables were cleared up from the time the financials were published to the time of the meeting.

MOTION:

Scott Karlen moved to accept the July 2020 financials. Mr. Pena provided the second. The motion passed.

Budget and PPP Update:

Ms. Cielo said that 2021 budget will be based on contracts and will not be updated unless there is a budget amendment. The 2021 budget will be sent to the finance committee prior to the November 19th meeting. With reference to PPP as of committee date September 17th, 2020, HUF would be reimbursed \$370K for the time period July 2020 to September of 2020 according to Ms. Cielo's estimates. For the full 24 weeks of the PPP timeframe, she estimates that HUF will be reimbursed by \$630K for salaries alone. Ms. Cielo reported that she would be sending a package to the loan officer.

Program Update Unity for Kids and VITA 2021 Scenarios:

Mr. Pinzon said that the most likely case scenario would be that U4K would be re-opening November 9th with only 8 children and 2 teachers/aids at any given time (maximum feasible people for the space). In this scenario U4K would lose approximately (\$64K) for 2020. The worst case scenario would be that Broward Schools not open at all, but the loss would be lower (\$43K) due to layoffs. The most like 2021 VITA scenario will be a hybrid model of clients dropping off documents and then returning to complete in-person or virtually. HUF would only utilize 5-7 sites (vs 16) and have a lower number of volunteers. Further there would be fewer hired part-time staffers. The budget of \$490K is (\$50K) less than previous tax years. HUF would be serving 50% fewer clients. Worst case scenario would be online taxes only and only a few sites. There would be \$90K less in revenue and a big drop in client impact.

Development Update:

Revenue for 2020 was projected to \$575K and HUF is already at 97% of that goal and a strong belief that HUF will exceed that goal.

Esummit 9th Annual Recap:

Ms. Bacallao was impressed with results considering event had to go 100% virtual. Revenues and attendance were down from previous year, but expenses were dramatically lower also. Income was about \$56K expenses including labor were \$22K which mean that our net gain was 67% of revenues—the highest net gain on a summit ever. Next steps are to determine what next year's event—if any—will look like.

Update on Sewer:

Due to the permitting being converted to an online process, permitting by the City of Hollywood and Broward Health Department has backed up the original timeline to the project.

Finance Committee Adjourned at 9:25am.

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

FOR THE SEVEN MONTHS ENDED JULY 31, 2020
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2019)

Prepared by: CMcGuire: 9-6-2020
Reviewed by: V Cielo: 9-10-2020

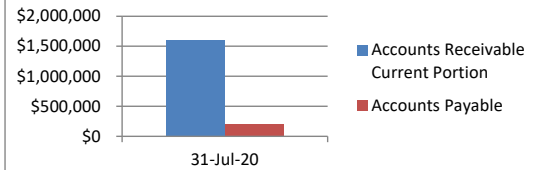
July 31, 2020 Dashboard

Revenue YTD Compared to Previous YTD

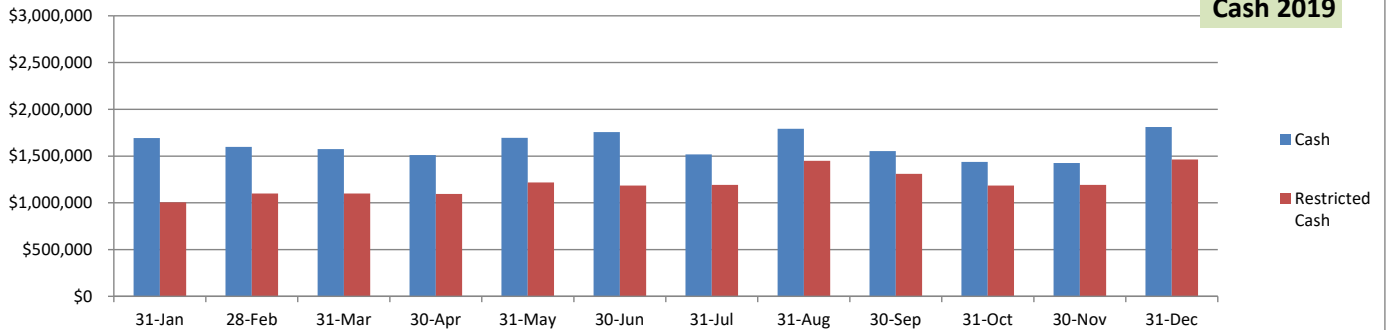
As of JULY 31, 2020

	Revenue YTD as of 7/31/2020	Revenue YTD as of 7/31/2019	Year Over Year Chng
Unrestricted Revenue	\$3,209,030	\$3,745,045	(\$536,015)
Restricted Revenue	(\$405,117)	(\$296,021)	(\$109,096)
Total Revenue	\$2,803,913	\$3,449,024	(\$645,111)

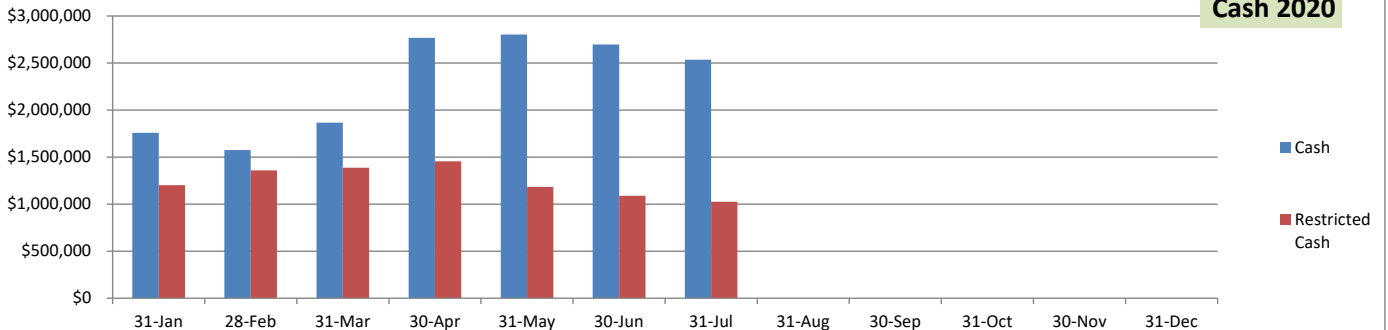
Accounts Receivable Vs Payables July 31, 2020



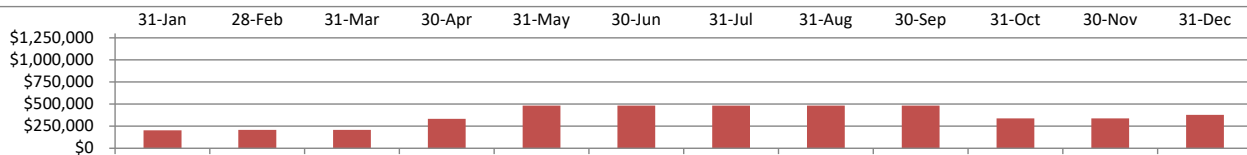
Cash 2019



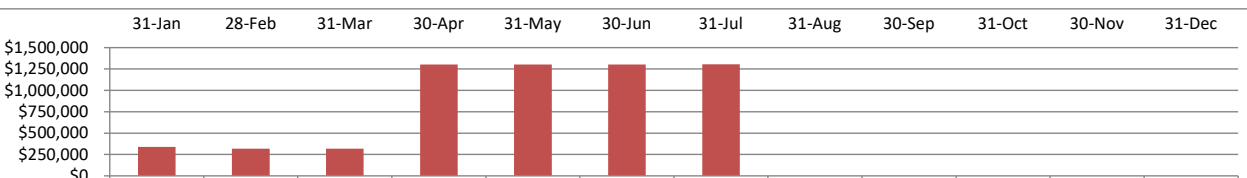
Cash 2020



Line of Credit Usage 2019



PPP Loan and Line of Credit Usage 2020



HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR THE SEVEN MONTHS ENDED JULY 31, 2020
(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2019)

	<u>2020</u>	<u>2019</u>	
<u>ASSETS</u>			
Current Assets			
Cash	2,534,473	1,811,107	Cash Detail; CashFlow
Grants receivable	385,732	366,583	Schedule 1
Unconditional promises to give, net	1,114,648	920,638	Schedule 1 & 3
Prepaid expenses	<u>69,205</u>	<u>66,538</u>	
Total Current Assets	<u>4,104,058</u>	<u>3,164,866</u>	
Non-Current Assets			
Long term unconditional promises to give	77,992	605,492	Schedule 3
Property and equipment, net	1,344,662	1,397,604	
Deposits and Other Assets	<u>34,401</u>	<u>34,679</u>	
Total Non-Current Assets	<u>1,457,055</u>	<u>2,037,775</u>	
Total Assets	<u>5,561,112</u>	<u>5,202,641</u>	
<u>LIABILITIES AND NET ASSETS</u>			
Current Liabilities			
Accounts payable and accrued expenses	210,139	297,366	Schedule 2
Mortgages payable, current portion	16,608	16,608	
Lines of credit	470,065	377,720	
PPP Loan	<u>834,800</u>	<u>-</u>	
Total Current Liabilities	<u>1,531,612</u>	<u>691,694</u>	
Noncurrent Liabilities			
Mortgages payable, net of current portion	<u>783,756</u>	<u>793,397</u>	
Total Non-Current Liabilities	<u>783,756</u>	<u>793,397</u>	
Total Liabilities	<u>2,315,368</u>	<u>1,485,091</u>	
Net Assets			
Without Donor Restrictions	1,303,213	1,369,902	(66,689)
With Donor Restrictions	<u>1,942,531</u>	<u>2,347,648</u>	(405,117)
			(471,806)
Total Net Assets	<u>3,245,744</u>	<u>3,717,550</u>	
Total Liabilities and Net Assets	<u>5,561,112</u>	<u>5,202,641</u>	
Gain from Program Operations	<u>220,584</u>		
Gain from Support Services	<u>(287,273)</u>		
Increase (Decrease)	<u>(66,689)</u>		

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
FOR THE SEVEN MONTHS ENDED JULY 31, 2020
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2019)

	2020			2019
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Revenues and Other Support:				
Contributions	313,334	694,678	1,008,012	2,276,708
Special events	49,300	-	49,300	75,800
Grants from governmental agencies	1,406,873	-	1,406,873	2,718,683
Other grants and fees	185,709	-	185,709	385,979
Miscellaneous	-	154,019	154,019	359,637
Donations, in-kind	-	-	-	29,850
Net assets released from restrictions:				
Satisfaction of time restrictions	405,116	(405,116)	-	-
Satisfaction of program and purpose restrictions	848,698	(848,698)	-	-
Total Revenues and Other Support	3,209,030	(405,117)	2,803,913	5,846,657
Expenses (Functional)	Estimated 2019 Functional Exp Alloc			
Program services	3,124,053	-	3,124,053	6,007,466
Management and general	111,374	-	111,374	253,565
Fundraising	40,292	-	40,292	54,573
Total Expenses	3,275,719	-	3,275,719	6,315,604
Change in Net Assets	(66,689)	(405,117)	(471,806)	(468,947)
Net Assets - Beginning of Year	1,369,902	2,347,648	3,717,550	4,186,497
Net Assets - End of Year	1,303,213	1,942,531	3,245,744	3,717,550

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR THE SEVEN MONTHS ENDED JULY 31, 2020
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2019)

	<u>2020</u>	<u>2019</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ (471,806)	\$ (468,946)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	92,454	157,527
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(19,149)	63,464
(Increase) decrease in unconditional promises to give	333,491	157,080
(Increase) decrease in prepaid expenses	(2,669)	(11,258)
(Increase) decrease in security deposits and other assets	-	(17,711)
Increase (decrease) in accounts payable and accrued expenses	<u>(87,229)</u>	<u>(52,945)</u>
Total adjustments	<u>316,898</u>	<u>296,157</u>
Net Cash Provided by Operating Activities	<u>(154,908)</u>	<u>(172,789)</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(39,234)</u>	<u>(56,024)</u>
Net Cash (Used In) Investing Activities	<u>(39,234)</u>	<u>(56,024)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of PPP	834,800	
Net Advance (Repayment) of LOC	92,345	175,170
Borrowing (Repayment) of mortgage	<u>(9,637)</u>	<u>95,396</u>
Net Cash Provided by Financing Activities	<u>917,508</u>	<u>270,566</u>
Increase (decrease) in Cash	723,366	41,753
Cash - Beginning of Year	<u>1,811,107</u>	<u>1,769,353</u>
Cash - End of Year	<u>\$ 2,534,473</u>	<u>\$ 1,811,107</u>

Cash Detail
As of JULY 31, 2020

Without Donor Restrictions and With Donor Restrictions Cash:

Bank of America	Operating	85,262	
BB&T	Payroll	10,939	
BB&T	Operating	317,373	
Petty Cash	Imprest	800	
Woodforest	PPP	834,680	
BB&T	Asset Reserve Fund	12,079	
BB&T	Reserve Fund	<u>310,034</u>	1,571,167 Without Donor Restrictions
BB&T - Money Market	Opportunity Fund	510,033	
BB&T - Money Market	Grantor Funding	453,274	963,306 With Donor Restrictions
			<hr/>
			\$ 2,534,473 TOTAL CASH
			<hr/> <hr/>

Temporarily Restricted Funds Schedule
As of JULY 31, 2020

Awards Brought Forward to 2019	AREA	CC	December 31, 2019	Increase/ (Decrease)	Additions	Increase/ (Decrease)	July 31, 2019
Annie Casey Children of Immigrants Coalition 1-1-2020 - 5-31-2020	HUF	515	30,000	(30,000)			-
Annie Casey Census 1-1-2020 - 5-31-2020	HUF	174	20,000	(20,000)			-
BBT 1-1-20 - 12-31-20	Dev	010	25,000	(25,000)			-
BBT 1-1-21 - 12-31-21	Dev	010	25,000	-			25,000
Chan Zuckerberg 1/1/20 - 5/1/21	Dev	010	125,000	(26,155)			98,845
Citi Foundation VITA 1/1/20 to 12/31/20	VITA	316	35,000	(18,586)			16,414
Community Foundation / Tate Family Found 6-30 2016-2021	U4K	173	15,000	(15,000)			-
Development	Dev 2020	010	73,296	(73,296)			-
Florida Blue Foundation 10/2019 - 10/2020	PB	543	85,080	(46,327)			38,753
Florida Blue Foundation 10/2020 - 10/2021	PB	543	100,000	-			100,000
Florida Counts 1/1/2020 to 12/31/2020	Admin	003	24,896	(24,896)			-
Frederick A. Deluca Foundation 01/01/19 - 3/31/20	CWF	513	42,923	(42,923)			0
JM Family 2020	Dev	010	10,000	(10,000)			-
JM Family 2021	Dev	010	35,000	-			35,000
JM Family 2022	Dev	010	35,000	-			35,000
JPMC Foundation 5-1-19 - 4-30-20	Comp	507	53,440	(53,440)			-
Kresge Awarded in Jun 2019 and begins Aug 2020 through Nov 30, 2021	STE	460	250,000	-			250,000
Moran Foundation 01/01/20-12/31/20	CWF	503	350,000	(204,938)			145,062
Moran Foundation 01/01/21-12/31/21	CWF	503	350,000	-			350,000
NALCAB 5-15-19 - 7-15-20	CWF	574	15,067	(15,067)			-
NALEO 7-1-19 - 6-30-20	Edu	606	21,044	(21,044)			-
Orange Cnty/TK Foundation 8/01/19 -7/31/20	U4T	430	57,910	(57,910)			0
Salah 1/1/20 to 12/31/20	CWF	516	100,000	(54,772)			45,228
Susie & Alan Levan Family Foundation 5-1-20 - 4-30-21	Dev	010	25,000	(25,000)			-
Susie & Alan Levan Family Foundation 5-1-21 - 4-30-22	Dev	010	25,000	-			25,000
Susie & Alan Levan Family Foundation 5-1-22 - 4-30-23	Dev	010	25,000	-			25,000
TJMF - 9-01-18 - 8-31-21	Admin	000	334,255	(30,323)			303,932
Unidos - RICO 9-1-19 - 8-31-2020	PB	537	59,738	(51,295)			8,443
			2,347,649	(845,972)			1,501,676

New 2020

TR Grants

Added in 2020	AREA	CC					
Amerant 6-2-2020 Until Funds are expended	EF	334			6,000	-	6,000
Broward College 2021 Time Restriction	EP	415			8,000		8,000
Citi Entrepreneurship 3-1-2020 - 2-28-2021	EE	326			80,000	(13,932)	66,068
Development 2021 Time Restriction	Dev	010			134,300	(98,300)	36,000
Frederick Delucca May 2020 Until funds are expended	EF	336			100,000	-	100,000
Health Foundation Client assistance 3/2020 to 12-31-2020	EF	335			15,000	(900)	14,100
Health Foundation Technology 3-2020 to 12-31-2020	EF	335			30,000	(17,150)	12,850
Jim Moran Foundation 3-20-2020 until funds are expended	EF	330			100,000	(37,450)	62,550
NALCAB 6-22-20 to 4-30-20	CWF	574			30,000	(2,600)	27,400
NALEO 7-1-2020 to 6-30-2021	EZ	606			46,465	(5,017)	41,448
Orange County COVID TK Spirit Client Assist Exp 7-31-20	EF	338			1,000	(1,000)	-
Orange County COVID TK Spirit Technology Exp 7-31-20	EF	338			5,000	(5,000)	-
PNC COVID Assistance Awarded in July 8-24-2020 to 7-30-2021	EF	339			10,000	-	10,000
Unidos 3-31-20 to 8-31-2020	EF	332			8,000	(8,000)	-
Unidos Casa Coda Awarded 6-1-20 Begins 9-1-20 to 7-31-2020	LD	185			25,000	(500)	24,500
Unidos Hope Direct Client Assistance 5-18-20 to 8-15-20	EF	337			10,000	(9,498)	502
Unidos Hope Technology 5-18-20 to 8-15-20	EF	337			5,000	(4,788)	212
UW Last Resort 3-18-2020 - 6-30-2020	EF	331			30,000	(29,873)	127
Voices for Healthy Children awarded in June Grant Period 7-1 to 12-31-20	AA	012			36,521	(5,421)	31,100
					680,286	(239,430)	440,856

206,340.14

TOTAL

\$ 2,347,649 \$ (845,972) \$ 680,286 \$ (239,430) \$ 1,942,531

Satisfaction of Time Restrictions \$ (405,116)

HISPANIC UNITY OF FLORIDA, INC.							
STATEMENT OF ACTIVITIES - TOTAL							
FOR THE SEVEN MONTHS ENDED JULY 31, 2020							
	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 8,861	\$ 25,142	\$ (16,281)	\$ 313,334	\$ 175,996	\$ 137,338	Donations include \$5K from the Levan Foundation; and \$4K from individual donors.
Donations - TR	87,055	28,833	58,222	694,678	401,837	292,841	Restricted Donations include: \$46K from NALEO; \$10K from PNC; \$10K from NAC; \$10K from Prosperity Now; \$8K from Broward College; \$8K from TD Charitable; \$7K from Unidos; \$4K from Enterprise Holding; Accruals were (\$16K)
Satisfaction of Restrictions	159,509	86,183	73,326	405,116	665,974	(260,858)	Released more than awarded in TR
Fundraising Events	4,800	0	4,800	49,300	0	49,300	
Grant Income	219,718	323,959	(104,241)	1,592,583	1,896,962	(304,379)	
Interest Income	37	1,100	(1,063)	2,381	7,700	(5,319)	
Rental Income	4,308	4,196	112	29,525	29,372	153	
Voluntary Pre-K	3,934	3,551	383	18,149	24,857	(6,708)	
Fees & Miscell Income	12,246	19,252	(7,006)	103,964	134,764	(30,800)	Primarily U4K
InKind - Services/Goods	0	0	0	0	0	0	
Total Revenues	500,468	492,216	8,252	3,209,030	3,337,462	(128,432)	
Expenses							
Salaries and benefits	362,944	385,541	(22,597)	2,420,154	2,489,138	(68,984)	Due to less payroll in programs than predicted because of COVID 19
Advertising	627	1,910	(1,283)	9,895	13,371	(3,476)	
Bank service charges	995	717	278	9,276	5,019	4,257	
Building repairs/maint	18,285	17,778	507	116,878	124,446	(7,568)	
Depreciation	13,210	13,496	(286)	92,454	94,476	(2,022)	
Dues Subscriptions	2,084	1,538	546	14,376	12,266	2,110	
Information Technology	11,468	13,174	(1,706)	68,330	97,210	(28,880)	Though this area states a decrease in spending, we are close to budget as \$33K in computer-related purchases was capitalized.
InKind - Goods/Services	0	0	0	0	0	0	
Insurance	4,128	4,583	(455)	29,820	32,075	(2,255)	
Interest expense	4,882	5,751	(869)	34,529	40,257	(5,728)	
Licenses and permits	0	96	(96)	61	672	(611)	
Mileage reimbursement	131	4,236	(4,105)	9,105	30,230	(21,125)	Main programs underspending are U4T, IRS, Citi, USCIS, and Family Strengthening - due to COVID
Miscellaneous	(9)	(8)	(1)	(8)	(5)	(3)	
Office expense	3,642	5,187	(1,545)	29,266	36,309	(7,043)	
Postage and shipping	753	483	270	3,295	3,384	(89)	
Printing	3,785	4,496	(711)	33,456	34,471	(1,015)	
Professional fees	13,025	19,457	(6,432)	85,723	136,196	(50,473)	Delayed start to Entrepreneurship program and Zuckerberg. Underspent Support, and timing differences in Kresge.
Program expenses	33,291	40,112	(6,821)	203,513	223,275	(19,762)	
Public relations	28	1,250	(1,222)	1,188	8,750	(7,562)	
Rent	1,409	2,309	(900)	12,987	16,160	(3,173)	
Software	0	292	(292)	0	2,044	(2,044)	
Special fundraising events	1,620	2,104	(484)	1,620	14,728	(13,108)	
Staff events/meetings	101	750	(649)	885	5,250	(4,365)	
Staff training and development	209	5,028	(4,819)	4,422	35,193	(30,771)	Deferred Staff Training in many programs, and support
Telephone	12,354	7,980	4,374	80,063	55,861	24,202	In process of renegotiating the ATT contract.
Utilities	2,092	2,000	92	14,431	14,000	431	
Total Expenses	491,054	540,260	(49,206)	3,275,719	3,524,776	(249,057)	
Increase (Decrease) in UNR Assets	\$ 9,414	(\$ 48,044)	\$ 57,458	(\$ 66,689)	(\$ 187,314)	\$ 120,625	
			Programs	\$ 220,584			
			Support	\$ (287,273)			
			Total	\$ (66,689)			

TJMF Actual through Jul 31, 2020

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

	Total To Date	
Citizenship Fundraising Match	\$ 25,000	
The Non-Profit Assistance Center	\$ 90,240	CPA - Finance Area
Incremental Salaries	\$ 57,919	Incremental Salary Increases through April 2020
		Recruitor - Director Marketing, Assoc
National Executive	\$ 10,084	Director - Finance, CFO -
Missing Link	\$ 12,825	Consultant - Human Resources
	\$ 196,068	Actual Through Jul 31, 2020
	\$	303,932 Grant Balance as of Curr. Month End
2020 Salaries - Committed	\$ 23,089	Remaining Commitment 2020
2021 Salaries - Committed	\$ 55,014	Remaining Commitment 2021
Finance Salaries 2020-2021	\$ 78,103	
Total Spent & Committed as of Jul 31, 2020	\$ 274,171	
Original Budget (Must be spent by 2023)	500,000	
Remaining Dollars	\$ 225,829	

Funds must be used by 2023

\$250,000 Mission / Opportunities	\$ 250,000.00	
Citizenship Fundraising Match	\$ 25,000.00	\$ 87,000.00 Raised from Peace Love HUF Campaign
	\$ 25,000.00	

\$250,000 capacity building	\$ 250,000	
		CPA - Finance
The Non-Profit Assistance Center	\$ 90,240	Area
Incremental Salaries	\$ 57,919	Incremental Salary Increases
		Recruitor - Director Marketing, Assoc Director - Finance, CFO - Finance
National Executive	\$ 10,084	
Missing Link	\$ 12,825	Consultant - Human Resources
Finance Salaries 2020-2021	\$ 78,103	Committed Salaries not yet spent
	\$ 249,171	
		Uncommitted Balance
Balance	\$ 500,000	\$ 274,171 \$ 225,829

Marketing Committee Meeting Minutes

September 09, 2020

On Zoom: Lesli Cartaya-Franco, Juliana Esguerra, Katherin Gallego, Carla Brown-Lucas (special guest)

Excused: Ana Arguello, Josie Bacallao, Maguana Jean, Lucia Rodriguez, Felina Rosales-Furer, Shani Wilson

Action Items:

1. Kathy Gallego will reach out to Lucia regarding Chris Dongo and his availability to join the Marketing Committee.
 2. Lucia, Lesli and Kathy to have a meet and greet with Chris Dongo.
-

1. Lesli Cartaya-Franco moved June minute approval to October meeting.
2. Kathy Gallego mentioned meeting was being recorded via zoom and all those in attendance approved.

3. E-Summit Update & Discussion

Kathy shared very general results of E-summit as Shani Wilson went on maternity leave. There was a total of 325 unique registrations and 165 unique viewers. Attendance results were very similar to the on-site attendance expectations of 50% attendance. We had over 25 exhibitors, 15 workshop speakers and five American Dreamer Awardees including keynote speaker.

Survey response was positive between 85%-91% very satisfied/satisfied with the registration process, duration of event, social media reminders.

Lesli asked how many registered attendees vs. actual attendees from previous E-Summit years to compare on-site and virtual numbers. Based on the approximate 800 registrations from 2019 to the actual attendees of 350 to 400, she noted that attendance was very good. Kathy also mentioned that the event was rescheduled six weeks ahead of the time which could have resulted in more registrations and actual attendees. The E-Summit was a month-long event and concluded with approximately 50-75 people per day, per week of attendance.

Kathy discussed that the most popular workshop with the highest number of attendees was the Women led businesses and discussed the decline of attendees in the subsequent weeks.

Lesli suggested to decrease the E-Summit's length of time from of a whole month to a two-week event. Kathy agreed.

Kathy introduced PR Consultant, Carla Brown-Lucas, who previously helped HUF with the virtual VITA launch.

Carla reviewed her media plan, starting with a press release in July at the request of HUF, which she noted was a little early in her opinion. The press release was distributed to tv, radio, and print outlets. The focus was communicating the change of strategy to fully virtual and for the entire month of August. This was both in English and Spanish.

Kathy interviewed on Wednesday, August 5, in Spanish and English for NBC6 and Telemundo 51, worked with a booking producer who was very interest in the event and wanted to get information on the air. On Tuesday, August 18, Lesli was interviewed in Spanish and English for the same outlets with the same booking producer. Carla also submitted the event information to the Sun-Sentinel and Miami Herald event calendar. There was a follow up mid-month with reporters to discuss the revise speaker schedule and pitch them again for coverage. Guest column was distributed in English as a wrap up of the event and lead into Hispanic Heritage Month.

Lesli commended Carla for all her efforts and mentioned how the TV segments were effective and how people she knew responded to seeing her on NBC6.

For next year, Lesli suggested that the PR strategy be well defined and have clear goals. Also mentioned how we can look into new opportunities to incentivize people to register and attend, very similar to the Seth Godin approach for this year.

Kathy also brought up the results of the "Coffee Talk" and the minimal engagement it had. Carla suggested to make it an on-going program that could lead into next year's E-Summit, either on a monthly basis or quarterly. Final thoughts included praises from Lesli to the HUF team for the amazing and seamless event.

Lesli, Carla and Kathy to touch base in the near future for VITA kick off.

Next Meeting: Wednesday, October 14, 2020

**Governance Committee Meeting Minutes
October 2, 2020**

Present on Zoom:

Tony Abbate (Chair), Steve Sampier, Angie Stone, Christina Paradowski, Lucia Rodriguez, Melida Akiti, Jorge DeApodaca, John Guerrero, Josie Bacallao, Felipe Pinzon and Felina Rosales-Furer

Excused:

Maria Elena Ferrer and Barbara Grevior

Next Steps/Action Items:

1. Angie Stone will email Governance Committee members links to review updated board engagement self-reporting forms. They will respond with their feedback.
2. Angie Stone will follow up with Maritza Alvarez after new board member orientations.
3. Jorge DeApodaca will self-report after new board member orientations.
4. Christina Paradowski will follow up with Francisco Rivera after he completes his orientations.

Discussions:

1. Approval of September 4, 2020 Minutes

Motion to approve September minutes by Steve Sampier. Angie Stone provided the second. Motion passed.

2. Slate of Officers 2021

Tony Abbate indicated the committee will need to provide a slate of officers. The slate will be submitted for October for a vote by the whole board in either November or December. Tony stated he has been receiving nominations for the 2021 slate: Scott Karlen was nominated for Treasurer; for Secretary: Angie Stone and Christina Paradowski; Chair Elect nominations included Dan Herz (he has stated he is not ready at this time, perhaps next year), Carolina Cardozo and Christina Paradowski.

Tony noted per HUF bylaws, one candidate may require a vote by the board to extend her term. Christina Paradowski and Angie Stone both left the meeting as they were both nominated for officer positions and could not participate in the discussion.

John Guerrero indicated he is willing to serve as Chair for one year, Lucia Rodriguez will be Past-Chair

A discussion ensued on the candidates for the remaining officer positions. The following motions/votes were made:

Motion/Treasurer: John Guerrero motioned to nominate Scott Karlen for Treasurer in 2021. Steve Sampier provided the second. Motion passed.

Motion Secretary: Jorge Deapodaca nominated Angie Stone for Secretary for 2021. Melida Akiti provided the second. Motion passed.

Motion: Melida Akiti nominated Christina Paradowski for Chair-Elect in 202. Steve Sampier provided the second. Motion passed.

3. **Board Member Engagement Self-Reporting Form—Update**
Angie will email Governance committee members links to review.

4. **Update on Welcome & Orientation of New Board Members**

Lucia shared orientations have started and per our new process, she has spoken with Maritza Alvarez, Jorge DeApodaca and Francisco Rivera. Lucia was concerned about the timing on when the engagement document and committee selections are made. She felt they were too occurring too early in the proces Josie recommends reviewing board members expectations (the engagement document) as part of the Chair’s first call with the new members – this will give them a high-level understanding of their “job duties”. And during that first call, the Chair can outline the committee options. If the new board member is ready to select, then he/she can begin quickly to server on a committee. If he/she is not ready, they have the option of participating in a variety of committees and selecting at a later date. Josie shared the orientation agenda has been updated based on the feedback from Lucia, Jorge and Maritza. The changes were immediately implemented for Francisco Rivera’s Onboarding. Tony and Steve believe this is an ongoing process and will continue to be updated as we fine-tune.

Next Meeting:
Friday, November 6, 2020 @9am



June 25, 2020

June 2020 Executive Session/Board Meeting

Attendance: See page 2

Discussion: 2019 CEO Performance Evaluation – Final Discussion re: Salary Increase

Decision: The members of the Board approved the CEO Performance Evaluation and final rating. There was unanimous consensus among the Board that a salary increase based upon merit was warranted, however in light of COVID-19 and the financial impact of the global pandemic, the Board determined it was prudent to postpone discussion and approval of a salary increase based until 2021, or when the impact of COVID-19 has either passed or its economic impact diminished.

BOARD MEMBER	Sept 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	June 2020	July 2020	August 2020
ABBATE, Anthony (Tony)	E	P	P	P	P	P	P	P	E	E	No Meeting / Summer Break	No Meeting / Summer Break
ALVAREZ, Maritza									P	P		
BELLO, Eduardo	P	P	P	P	P	P	P	P	P	P		
CARDOZO, Carolina	P	P	P(T)	P	P	P	P	P	P	P		
CUSHING, Giselle	P	P	E	P	P	E	P	P	P	A		
FRANCO, Lesli	P	P	P	P	E	P	P	E	P	P		
GOMEZ, Willy	P	P	P	P	P	P	E	P	P	E		
GUERRERO, John	P	P	P	P	P	P	P	P	P	P		
HERZ, Dan	P	P	P	P	P	P	P	P	P	P		
KARLEN, Scott	P	E	P	P	E	P	P	P	P	P		
PARADOWSKI, Christina	P	P	P	P	P	P	P	P	P	P		
PENA, Deborah	P	P	P	P	E	A	P	P	P	P		
PFISTER, Emma	P	P	P	P	P	P	P	P	P	P		
RODRIGUEZ, Lucia	P	P	E	P	P	P	P	P	P	P		
SAMPIER, Steve	P	P	P	P	P	P	P	P	P	P		
SCHEVIS, Daniel	P	P	P	E	P	P	P	P	P	E		
STONE, Angie	P	P	E	E	P	P	P	P	P	P		
TATELBAUM, Chuck	P	P	P	P	P	E	P	P	P	E		
Total Board Members	20	19	19	19	18	18	18	18	18	18		
Present: P / T= Telephone	19	17	16	17	14	14	16	17	18	13		
Excused: E	1	2	3	2	4	3	2	1	1	4		
Absent: A	0	0	0	0	0	1	0	0	0	1		
Board Members Participating	95%	90%	84%	90%	78%	78%	89%	89%	88%	72%		
Board Members Present at the Meeting	90%	90%	79%	90%	78%	78%	89% Phone	94% Zoom	88% Zoom	72% Zoom		