



AGENDA

Meeting #10

Tuesday, December 8, 2020

Join Zoom Meeting

<https://zoom.us/j/93642297516?pwd=ZmZ4NHhJOVdza3NWekFDV0ZSWi8yQT09>

Meeting ID: 936 4229 7516

Password: 028883

Tuesday, December 8, 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, December 8, 2020

Join Zoom Meeting

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We will start the meeting promptly at 4pm

- | | | | | |
|----|--------|--|---|--|
| 1. | 4:00pm | Call to Order/ Roll Call | Lucia Rodriguez & Felina Furer | |
| 2. | 4:05 | Chair Welcome
Thank You & Farewell to Chuck Tatelbaum, Willy Gomez & Emma Pfister! | Lucia Rodriguez | Presentation |
| 3. | 4:15 | Governance Committee <ul style="list-style-type: none">• Extend Emma Pfister's Term through May 31, 2021• 2021 Board Officer Slate (Updated)• FINAL Board Meeting 2021 Meeting Schedule | Anthony Abbate

(See Governance Minutes for Motion/Vote) | Action

Action pg. 1
Information pg. 2 |
| 4. | 4:30 | Consent Agenda | Lucia Rodriguez | Action |

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>i.</i> | Board Minutes November 2020 | <i>pg. 3-4</i> |
| <i>ii.</i> | Finance Committee Minutes November 2020 | <i>pg. 5-6</i> |
| <i>iii.</i> | September 2020 Financials & TJMF Monthly Report | <i>pg. 7-16</i> |
| <i>iv.</i> | Program Committee, November 2020 Minutes | <i>pg. 17</i> |
| <i>v.</i> | Governance Committee, November 2020 Minutes | <i>pg. 18-19</i> |
| <i>vi.</i> | Public Policy & Advocacy, November 2020 Minutes | <i>pg. 20-21</i> |
| <i>vii.</i> | Marketing Committee, November 2020 Minutes | <i>pg. 22-23</i> |

5. 4:40 pm **Executive Session**

6. 5:30 pm **Adjourn**

20 Active Board members / 11 required for quorum and vote

Hispanic Unity of Florida
BOARD OF DIRECTORS ATTENDANCE MATRIX

Board Member	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	June 2020	Jul 2020	Aug 2020	Sept 2020	Oct. 2020	Nov 2020	
ABBATE, Anthony (Tony)	P	P	P	P	P	E	E	No Meeting / Summer Break	No Meeting / Summer Break	P	P	P	
ALVAREZ, Maritza						P	P			P	P	P	
BELLO, Eduardo	P	P	P	P	P	P	P			P	P	P	
CARDOZO, Carolina	P	P	P	P	P	P	P			P	P	P	
CUSHING, Giselle	P	P	E	P	P	P	A			P	P	P	
DEAPODACA, Jorge										P	E	P	
FRANCO, Lesli	P	E	P	P	E	P	P			P	P	E	
GOMEZ, Willy	P	P	P	E	P	P	E			P	P	P	
GUERRERO, John	P	P	P	P	P	P	P			P	E	P	
HERZ, Dan	P	P	P	P	P	P	P			P	P	P	
KARLEN, Scott	P	E	P	P	P	P	P			P	E	A	
PARADOWSKI, Christina	P	P	P	P	P	P	P			P	P	P	
PENA, Deborah	P	E	A	P	P	P	P			P	P	P	
PFISTER, Emma	P	P	P	P	P	P	P			P	E	E	P
RIVERA, Francisco												P	P
RODRIGUEZ, Lucia	P	P	P	P	P	P	P			P	P	P	P
SAMPIER, Steve	P	P	P	P	P	P	P			P	P	P	P
SCHEVIS, Daniel	E	P	P	P	P	P	E			P	P	P	P
STONE, Angie	E	P	P	P	P	P	P			P	P	P	P
TATELBAUM, Chuck	P	P	E	P	P	P	E			P	P	P	P
Total Board Members	19	18	18	18	18	18	18			20	20	20	
Present: P / T= Telephone	17	14	14	16	17	18	13			19	16	18	
Excused: E	2	4	3	2	1	1	4			1	4	1	
Absent: A	0	0	1	0	0	0	1			0	0	1	
Board Members Participating	90%	78%	78%	89%	89%	88%	72%			95%	80%	90%	
Board Members Present at the Meeting	90%	78%	78%	89% Phone	94% Zoom	88% Zoom	72% Zoom			95% Zoom	80% Zoom	90% Zoom	

SLATE OF OFFICERS

HISPANIC UNITY
2021

CHAIRMAN.....	John Guerrero
CHAIR-ELECT.....	Christina Paradowski
SECRETARY.....	Angie Stone
TREASURER.....	Emma Pfister (Jan 1-May 31, 2021) Deborah Peña (June 1 – Dec 31, 2021)
PAST CHAIR.....	Lucia Rodriguez

Hispanic Unity of Florida
2021 Board Meeting Dates

The Hispanic Unity of Florida Board of Directors meets 10 times per year: 9 months during the year *mostly* on the 2nd or 3rd Tuesday of the month and one on a Saturday for planning. Meetings are from 4:00pm – 6:00pm. For the foreseeable future, all meetings will take place via Zoom.

There are no meetings in July and August. Board Meeting plus social in December.

Following are the 2021 meeting dates:

January 12	2 nd Tuesday *2020 HUF Budget ZOOM MEETING
February 9	2 nd Tuesday ZOOM MEETING
March 9	2 nd Tuesday ZOOM MEETING
April 27	4 th Tuesday *2020 Financial Audit ZOOM MEETING
May 15 – 9.30am-12:30pm (Saturday)	ZOOM MEETING
June 8	2 nd Tuesday ZOOM MEETING
<i>July NO BOARD MEETING</i>	
<i>August NO BOARD MEETING</i>	
September 21	3 rd Tuesday ZOOM MEETING <i>Yom Kippur begins sunset on Sept 14</i>
October 12	2 nd Tuesday ZOOM MEETING
November 9	2 nd Tuesday ZOOM MEETING
December 7	4:00-5:30 pm Meeting and 5:30-7:30pm Social 1 st Tuesday – Board Meeting & Social ZOOM MEETING <i>Scheduled after end of Hanukkah</i>

Hispanic Unity of Florida
Board of Directors Meeting
Zoom Meeting Minutes
November 10, 2020

Call to Order/ Roll Call

At 4:00pm

Chair Welcome

There will be a virtual board social in December, it will be on a different day from the scheduled board meeting. It may be in January instead of December, this will be an opportunity for everyone to further get to know one another.

Josie Bacallao shared that early HUF board member; Diana Wasserman Ruben had passed away. She was the first Broward County Mayor and the first Hispanic County Commissioner. She along with a City of Hollywood police officer, used their homes as collateral for a loan to HUF which was used to make payroll. She was sick for many years.

Mission Moment—By Felipe Pinzon and Magaly Alvarado

Tribute and Gratitude for Raisa Garcia, Master Citizenship and ESL Teacher. Citizenship has been fortunate to have had Raisa as part of the team since 2012. HUF wanted to thank her for her commitment, sacrifice and excellent work. Raisa's dedication and drive have been inspiring: More than 3,000 clients have become US Citizens because of her. Josie shared, Raisa and Magaly have made the USC grant possible for HUF. Raisa thanked everyone making HUF her home and praised Magaly Alvarado for her leadership.

Finance Committee – Presented by Emma Pfister and Virginia Cielo

2019 IRS 990: Emma Pfister reviewed HUF's IRS 990 Tax Return and referenced the recap of the Finance Committee vote which had been emailed as a separate document to the board members. She indicated the 990 form has been reviewed by our audit firm and the Finance Committee had voted to accept it. The document mirrors our audited 20109 Financial Statement.

Motion: Chuck Tatelbaum motioned to accept the HUF 990 tax return as presented. Dan Schevis provided the second. Motion passed.

Paycheck Protection Program (PPP): Update, Next Steps and Decisions: In April, HUF applied for the PPP loan with Woodforest Bank. An \$834,000 forgivable loan was approved for HUF for payroll and other allowable expenses. We have applied for loan forgiveness for the 24week loan. We can only apply for salaries not paid for by another source. Virginia Cielo continues to work through each payroll and to reconcile it to the grants. We estimate that we can have \$620k forgiven; the remainder HUF can return or keep as a loan at 1% interest rate. We will submit by December 11th to Woodforest who submits to SBA. The balance then will become a loan after forgiveness is approved, the money would be at 1% interest and with the first payment due 4Q/2021. We will need to discuss and agree if we will return the funds or use money as a loan. We will present and vote on the options in the Finance Committee which will then make a recommendation to the board of directors. Willy Gomez shared that Maguana Jean did the heavy lifting for this PPP application.

Governance Committee—Presented by Anthony Abbate

2021 Board Officer Slate (DRAFT). The Governance committee has a recommendation for slate of officers.

Chair: John Guerrero
Chair- Elect: Christina Paradowski
Secretary: Angie Stone
Treasurer: Deborah Pena
Past Chair: Lucia Rodriguez

Emma Pfister's term will have to be extended on board to 2021. Second, re-elect Emma Pfister to Treasurer until May 31, 2021. And lastly, recommend Deborah Pena to begin as Treasurer on June 1, 2021. This will be voted upon at December board meeting.

Board Engagement Tracking-Presentation by Angie Stone. We would like to encourage using the Board Portal for information. Angie created a new board scorecard/engagement form with Google docs to collect information, communicate with staff and Governance committee. Each board member will have their own individual link and would update each board engagement item. Angie will be emailing all board members their links tomorrow. Please add your information but do not move any formula's please.

Proposed Board Meeting 2021 Meeting Schedule: Lucia asked board members to review and share conflicts with Josie. Lucia can then decide how to update calendar should any conflicts arise.

Development —Presented by Kathy Gallego and Josie Bacallao.

End of Year Campaign: Board Member Toolkit.

We normally have a campaign which runs the whole year and then finishes with end of year campaign. We are looking for assistance from board members to help with end of year campaign and to help raise \$10k. Each board member will have a personal giving page, scripts (brief, in-depth and just right) for email and a how to for Facebook, Kathy Gallego will be emailing to all board member's this Thursday. 2020's theme is "running into the storm".

Consent Agenda

Emma Pfister reviewed the Policy F122. The change being requested is the addition of Leessa Derrick, Resiliency Director, as a signer of checks.

Motion

Steve Sampier motioned to accept the consent agenda. Jorge DeApodaca provided the second. Motion passed.

Executive Session with CEO

All HUF staff to leave meeting.

Adjourn

6:12pm

Hispanic Unity of Florida
 Finance Committee Meeting Minutes
 November 19, 2020

Attendance:

5 members present – Mr. Tatelbaum, Ms. Pfister, Ms. Pena, Mr. Guerrero, and Ms. Lissette Rodriguez

3 members excused – Mr. Karlen, Mr. Bacher, and Mr. Nazur

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.

September 2020 Financial Statements

Mr. McGuire began by presenting the September 30, 2020 statements. The year to date projected loss was (\$49K). The actual gain was \$327K which created a favorable variance of \$376K. These numbers reflected an accrual for a reduction of \$500K in the loan payable for PPP and an increase in unrestricted revenue by \$500K.

Hispanic Unity of Florida, Inc.

Notes to Financials

September 30, 2020

UNR Net Assets

Reconciliation of UNR Net Assets:

	1 Gain from Program Operations	395,583	
	2 Loss from Support Services	(68,545)	
	Increase in UNR Net Assets	\$ 327,038	Operating Gain

The year to date projected loss was (\$49K) with an actual gain of \$327K which is a favorable variance of \$376K.

1) Development fell behind budget by (\$94K) – Funds either moved to programs for 2021 or to 2021/unrestricted.

2) Programs was even with the budget

3) Admin exceeded budget by \$471K

Programs:

Program's total contribution to date toward administrative and shared fixed costs to the agency totaled \$932K

Development:

The Development area contributed \$170K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash increased by \$768K as a result of the following activities:

	\$	
	120,261	Increase in Net Assets
	343,049	Adjustments to reconcile decrease in net assets
	463,310	Net cash generated by operating activities
	(110,044)	Investing Activities
	414,835	Financing Activities
	\$ 768,101	Increase in Cash

Notable Donations/Awards/PPP for September 2020:

UNR Contribution: PPP Income Accrual	\$500K
JP Morgan Chase	\$280K
Unidos Advocacy/SNAP (food access)	\$30K
Herb Block	\$10K
Cigna	\$5K
Setnor Byer	\$2.5K
Individual Donors	\$2.5K
Senator Geller	\$1K
Payroll Accrual	\$7K
Total	\$838K

Cash Flow remained strong with no material past due balances. HUF continued to restrict development and program income into 2021 in the month of September as senior management is preparing for an uncertain 2021.

The original financial statements presented showed a loss of (\$173K). Ms. Cielo had obtained a prior approval from both the audit partner as to recording the final PPP loan document and from the Treasurer to book an accrual entry for \$500K reducing the PPP loan during the month of September and increasing unrestricted revenue by the same amount which resulted in a gain of \$327K.

MOTION:

Chuck Tatelbaum moved to accept the August 2020 financials with the expectation that the \$500K PPP income accrual would be booked to the financials presented to the board. Mr. Guerrero seconded the motion. The motion passed.

Strategic Goals Timeline:

Ms. Bacallao presented the strategic priorities looking at these goals through the lens of COVID-19. When goals had not been completed, decisions were made to prioritize, pause, or not do. The committee reviewed the financial goals in detail to determine if the goals should be updated in any way or a new goal added.

A goal was added - Quarterly Budget Scenario Planning and Tracking. It was determined that Finance would utilize the original award invoicing document and restate the comments made by CFO on that document that required action by the agency.

Program Update:

Due to COVID-19 Mr. Pinzon announced that the preschool was not going to re-open. Two employees were laid off from HUF who worked exclusively in the Pre-K area. When the Pre-K program re-opens will be decided next year. Mr. Pinzon then stated that the only clients in the rest of the programs that will be permitted to come to HUF's buildings are Citizenship clients. Further that this program must remain open to fulfill the contractual USCIS grant obligations in that area. Strict safety precautions had been implemented to protect employees and clients.

Next Finance Committee Meeting is Scheduled for Thursday December 17, 2020

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

**FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2020
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2019)**

Prepared by: CMcGuire: 11-10-2020; Revised 11-19-2020
Reviewed by: V Cielo: 11-12-2020; Revised 11-19-2020

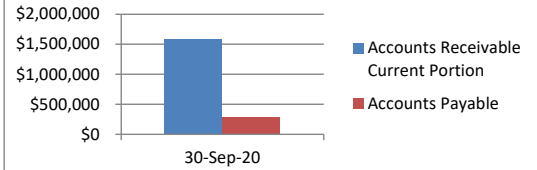
September 30, 2020 Dashboard

Revenue YTD Compared to Previous YTD

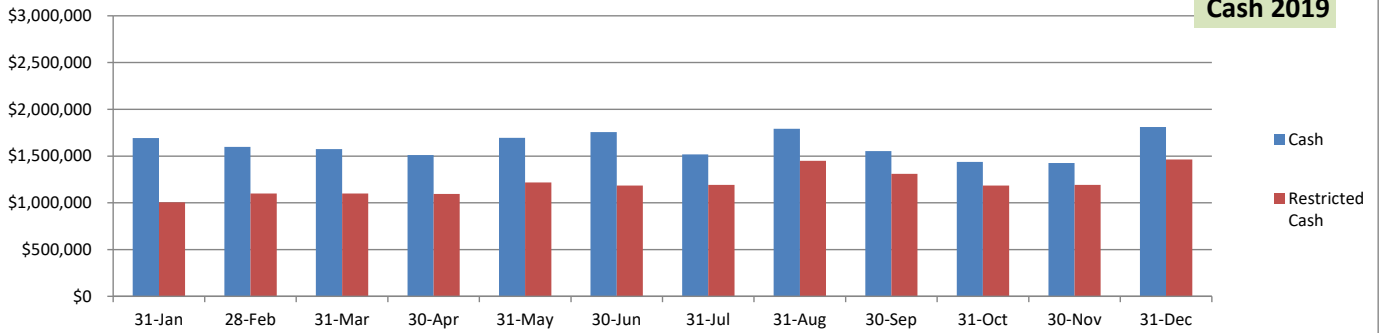
As of SEPTEMBER 30, 2020

	Revenue YTD as of 9/30/2020	Revenue YTD as of 9/30/2019	Year Over Year Chng
Unrestricted Revenue	\$4,568,374	\$4,722,209	(\$153,835)
Restricted Revenue	(\$206,778)	(\$486,661)	\$279,883
Total Revenue	\$4,361,596	\$4,235,548	\$126,048

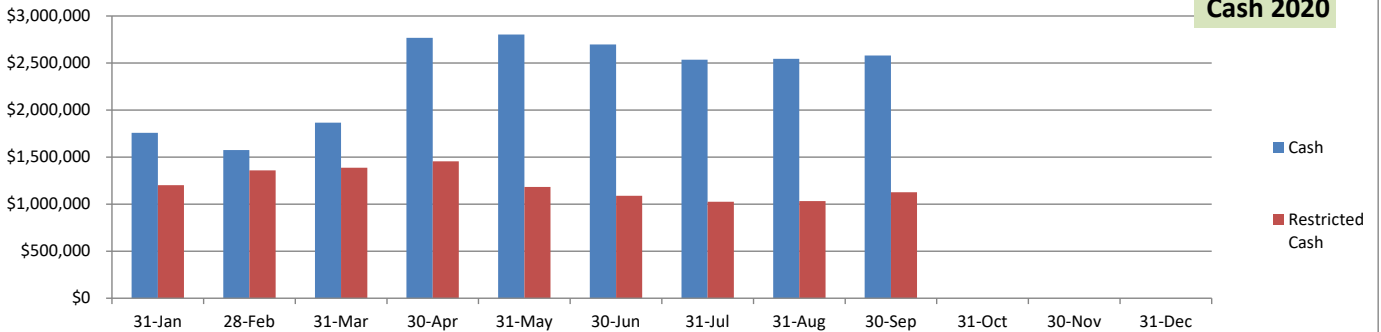
Accounts Receivable Vs Payables September 30, 2020



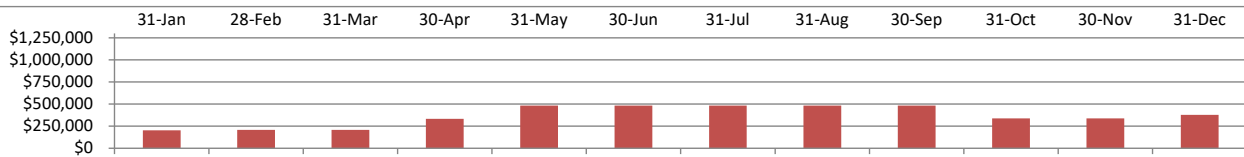
Cash 2019



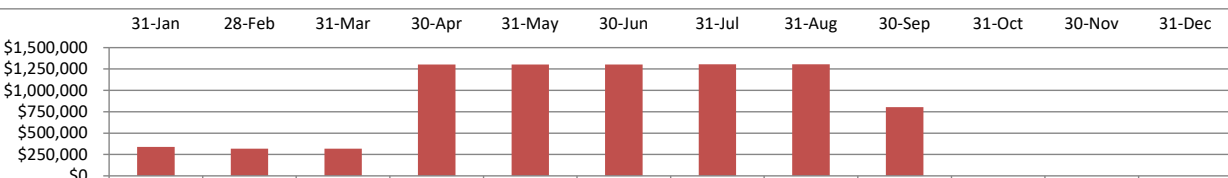
Cash 2020



Line of Credit Usage 2019



PPP Loan and Line of Credit Usage 2020



HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2020
(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2019)

	<u>2020</u>	<u>2019</u>	
<u>ASSETS</u>			
Current Assets			
Cash	2,579,208	1,811,107	Cash Detail pg7; CashFlow pg6
Grants receivable	554,988	366,583	Schedule 1
Unconditional promises to give, net	1,026,075	920,638	Schedule 1 & 3
Prepaid expenses	<u>58,666</u>	<u>66,538</u>	
Total Current Assets	<u>4,218,937</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	1,389,134	1,397,604	
Deposits and Other Assets	<u>34,322</u>	<u>34,679</u>	
Total Non-Current Assets	<u>1,501,448</u>	<u>2,037,775</u>	
Total Assets	<u>5,720,385</u>	<u>5,202,641</u>	
<u>LIABILITIES AND NET ASSETS</u>			
Current Liabilities			
Accounts payable and accrued expenses	280,019	297,366	Schedule 2
Mortgages payable, current portion	16,608	16,608	
Lines of credit	470,065	377,720	
PPP Loan	<u>334,800</u>	<u>-</u>	
Total Current Liabilities	<u>1,101,492</u>	<u>691,694</u>	
Noncurrent Liabilities			
Mortgages payable, net of current portion	<u>781,082</u>	<u>793,397</u>	
Total Non-Current Liabilities	<u>781,082</u>	<u>793,397</u>	
Total Liabilities	<u>1,882,574</u>	<u>1,485,091</u>	
Net Assets			
Without Donor Restrictions	1,696,940	1,369,902	327,038
With Donor Restrictions	<u>2,140,870</u>	<u>2,347,648</u>	<u>(206,778)</u>
			120,261
Total Net Assets	<u>3,837,811</u>	<u>3,717,550</u>	
Total Liabilities and Net Assets	<u>5,720,385</u>	<u>5,202,641</u>	
Gain from Program Operations	<u>395,583</u>		
Gain from Support Services	<u>(68,545)</u>		
Increase (Decrease)	<u>327,038</u>		

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 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	825,028	1,196,795	2,021,823	2,276,708
Special events	51,449	-	51,449	75,800
Grants from governmental agencies	1,859,560	-	1,859,560	2,718,683
Other grants and fees	245,111	-	245,111	385,979
Miscellaneous	-	183,653	183,653	359,637
Donations, in-kind	-	-	-	29,850
Net assets released from restrictions:				
Satisfaction of time restrictions	206,778	(206,778)	-	-
Satisfaction of program and purpose restrictions	1,380,448	(1,380,448)	-	-
Total Revenues and Other Support	<u>4,568,374</u>	<u>(206,778)</u>	<u>4,361,596</u>	<u>5,846,657</u>
Expenses (Functional)	Estimated 2019 Functional Exp Alloc			
Program services	4,044,962	-	4,044,962	6,007,466
Management and general	144,205.00	-	144,205	253,565
Fundraising	52,168	-	52,168	54,573
Total Expenses	<u>4,241,335</u>	<u>-</u>	<u>4,241,335</u>	<u>6,315,604</u>
Change in Net Assets	<u>327,038</u>	<u>(206,778)</u>	<u>120,261</u>	<u>(468,947)</u>
Net Assets - Beginning of Year	<u>1,369,902</u>	<u>2,347,648</u>	<u>3,717,550</u>	<u>4,186,497</u>
Net Assets - End of Year	<u>1,696,940</u>	<u>2,140,870</u>	<u>3,837,811</u>	<u>3,717,550</u>

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR THE NINE MONTHS ENDED SEPTEMBER 30, 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	\$ 120,261	\$ (468,946)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	118,872	157,527
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(188,405)	63,464
(Increase) decrease in unconditional promises to give	422,059	157,080
(Increase) decrease in prepaid expenses	7,872	(11,258)
(Increase) decrease in security deposits and other assets	-	(17,711)
Increase (decrease) in accounts payable and accrued expenses	<u>(17,349)</u>	<u>(52,945)</u>
Total adjustments	<u>343,049</u>	<u>296,157</u>
Net Cash Provided by Operating Activities	<u>463,310</u>	<u>(172,789)</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(110,044)</u>	<u>(56,024)</u>
Net Cash (Used In) Investing Activities	<u>(110,044)</u>	<u>(56,024)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of PPP	334,800	
Net Advance (Repayment) of LOC	92,346	175,170
Borrowing (Repayment) of mortgage	<u>(12,311)</u>	<u>95,396</u>
Net Cash Provided by Financing Activities	<u>414,835</u>	<u>270,566</u>
Increase (decrease) in Cash	768,101	41,753
Cash - Beginning of Year	<u>1,811,107</u>	<u>1,769,353</u>
Cash - End of Year	<u>\$ 2,579,208</u>	<u>\$ 1,811,107</u>

Temporarily Restricted Funds Schedule
As of SEPTEMBER 30, 2020

Awards Brought Forward to 2019	AREA	CC	December 31, 2019	Increase/ (Decrease)	Additions	Increase/ (Decrease)	September 30, 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	(41,957)			83,043
Citi Foundation VITA 1/1/20 to 12/31/20	VITA	316	35,000	(22,546)			12,454
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	(70,966)			14,114
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	CFW	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	(82,000)			168,000
Moran Foundation 01/01/20-12/31/20	CFW	503	350,000	(257,578)			92,422
Moran Foundation 01/01/21-12/31/21	CFW	503	350,000	-			350,000
NALCAB 5-15-19 - 7-15-20	CFW	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	CFW	516	100,000	(79,649)			20,351
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 - 8-31-23	Admin	000	334,255	(38,987)			295,268
Unidos - RICO 9-1-19 - 8-31-2020 extended to 11-30-2020	PB	537	59,738	(49,888)			9,850
			2,347,649	(1,057,145)			1,290,503

Added in 2020	AREA	CC	December 31, 2020	Increase/ (Decrease)	Additions	Increase/ (Decrease)	September 30, 2020
2021 Time Restricted Broward College	AT	415			8,000		8,000
2021 Time Restricted Development	Dev	010			36,000	-	36,000
2021 Time Restricted High Schools	AT	415			95,000	-	95,000
2021 Time Restricted Middle Schools	OD	167			3,300	-	3,300
Amerant 6-2-2020 Until Funds are expended	EF	334			6,000	-	6,000
Citi Entrepreneurship 3-1-2020 - 2-28-2021	EE	326			80,000	(31,967)	48,033
Frederick Delucca May 2020 Until funds are expended	EF	336			100,000	(38,519)	61,481
F. Delucca LEAP & CWF 9-1-2020 to 8-31-2020; Will likely start 1-1-2021	ST	411			158,416		158,416
Health Foundation Client assistance 3/2020 to 12-31-2020	EF	335			15,000	(14,969)	31
Health Foundation Technology 3-2020 to 12-31-2020	EF	335			30,000	(20,433)	9,567
Jim Moran Foundation 3-20-2020 until funds are expended	EF	330			100,000	(79,555)	20,445
JP Morgan Chase October 2020 to April 2022	CFW	507			280,000		280,000
NALCAB 6-22-20 to 4-30-20	CFW	574			30,000	(6,392)	23,608
NALEO 7-1-2020 to 6-30-2021	EZ	606			46,465	(12,157)	34,308
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 Fighting Hunger 9-1-2020 to 3-31-2021	Advocacy	013			15,000		15,000
Unidos Casa Coda Awarded 6-1-20 Begins 9-1-20 to 7-31-2020	LD	185			25,000	(7,743)	17,257
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	(13,440)	23,081
					1,133,702	(283,334)	850,368

TOTAL \$ 2,347,649 \$ (1,057,145) \$ 1,133,702 \$ (283,334) \$ 2,140,870

Satisfaction of Time Restrictions \$ (206,778)

Forward to 2021 from Above	AREA	CC	December 31, 2020	Increase/ (Decrease)	Additions	Increase/ (Decrease)	September 30, 2020
Colin Brown Fdn c/o Ayco Found - Donation	Dev	010			10,000		10,000
Florida Atlantic University - Donation Corp	Dev	010			2,500		2,500
Oportun Inc. - Donation	Dev	010			1,000		1,000
Orange County Community Founda - Dev, CM ok	Dev	010			5,000		5,000
TIAA Bank - Grant - TBD	Dev	010			7,500		7,500
Unidos US Esperanza - HOPE - Grant Unrestricted Portion	Dev	010			10,000		10,000
Development Total	Dev	010			36,000		36,000
Bank of America - GRANT - COVID-19	AT	415			20,000		20,000
Citrix Systems, Inc. - Grant: COVID-19	AT	415			15,000		15,000
Comcast Foundation - Grant: Support COVID-19	AT	415			25,000		25,000
Winston Salem / Truist Charita - Grant: COVID-19, Start 4/24/20 - TBD	AT	415			35,000		35,000
High School Total					95,000		95,000
Burdette Beckman, Inc. - Monthly Pledge	OD	167			550		550
Burdette Beckman, Inc. - Monthly Pledge	OD	167			550		550
Burdette Beckman, Inc. - Monthly Pledge	OD	167			550		550
Burdette Beckman, Inc. - Monthly Pledge	OD	167			550		550
Burdette Beckman, Inc. - Monthly Pledge	OD	167			550		550
Burdette Beckman, Inc. - Monthly Pledge	OD	167			550		550
Middle School Total					3,300		3,300
Totals					134,300		134,300

Emergency Funds 388,364.34

HISPANIC UNITY OF FLORIDA, INC.

STATEMENT OF ACTIVITIES - TOTAL

FOR THE NINE MONTHS ENDED SEPTEMBER 30, 2020

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 505,834	\$ 25,142	\$ 480,692	\$ 825,028	\$ 226,281	\$ 598,747	UNR Contribution: PPP income accrual of \$500K, Setnor Byer \$2.5K, Senator Geller \$1K; and \$2.5K individual donors.
Donations - TR	332,310	58,833	273,477	1,196,795	654,504	542,291	JP Morgan \$280K, Unidos Advocacy \$30K, Herb Block \$10K, The Cigna \$5K, and \$7K in salary accruals
Satisfaction of Restrictions	(126,861)	140,949	(267,810)	206,778	857,871	(651,093)	Difference is due to strategically restricting funds into 2021.
Fundraising Events	0	85,000	(85,000)	51,449	85,000	(33,551)	Virtual Event revenues less and related expenses were less: see below. See special fund raising events below.
Grant Income	273,294	253,636	19,658	2,104,667	2,248,757	(144,090)	Offset by reduced expenses- due to COVID in CSC YF (furloughed employees, for example, resulted in salary savings), CSC LEAP, and CSC FSP.
Interest Income	11	1,100	(1,089)	2,421	9,900	(7,479)	
Rental Income	4,308	4,196	112	38,140	37,764	376	
Voluntary Pre-K	634	3,551	(2,917)	18,782	31,959	(13,177)	VPK down due to closure of Pre-K
Fees & Miscell Income	13,743	19,252	(5,509)	124,314	173,268	(48,954)	PreK Tuition and other fees down (\$67K) YTD. Unbudgeted \$20K in Misc. Income which accounts for the difference.
InKind - Services/Goods	0	0	0	0	0	0	
Total Revenues	1,003,273	591,659	411,614	4,568,374	4,325,304	243,070	
Expenses							
Salaries and benefits	352,095	349,998	2,097	3,080,468	3,081,419	(951)	
Advertising	1,050	1,910	(860)	13,298	17,192	(3,894)	
Bank service charges	1,051	717	334	11,541	6,453	5,088	
Building repairs/maint	11,634	17,778	(6,144)	140,944	160,002	(19,058)	
Depreciation	13,210	13,496	(286)	118,872	121,470	(2,598)	
Dues Subscriptions	2,898	1,538	1,360	17,986	15,342	2,644	
Information Technology	9,685	18,274	(8,589)	88,258	128,756	(40,498)	(\$23K) was capitalized in this area so the underspending is not as pronounced as (\$40K)
InKind - Goods/Services	0	0	0	0	0	0	
Insurance	4,128	4,583	(455)	38,081	41,239	(3,158)	
Interest expense	5,032	5,751	(719)	44,599	51,759	(7,160)	
Licenses and permits	566	96	470	1,126	864	262	
Mileage reimbursement	40	4,328	(4,288)	9,863	38,791	(28,928)	Main programs underspending are U4T, IRS, Citi, USCIS, and Family Strengthening - due to COVID
Miscellaneous	5	(8)	13	(13)	(6)	(7)	
Office expense	9,458	5,116	4,342	42,127	46,891	(4,764)	
Postage and shipping	1,242	527	715	5,427	4,439	988	
Printing	2,933	4,439	(1,506)	39,410	47,773	(8,363)	
Professional fees	10,880	19,457	(8,577)	111,716	175,578	(63,862)	(\$15K) Zuckerberg delayed start, (\$11K) Development Fees, (\$5K) Other Admin Fees, (\$3K) U4K Fees, (\$19K) Citi, (\$11K) Security Fees
Program expenses	61,894	27,796	34,098	319,854	238,660	81,194	Unbudgeted Emergency Funds all reimburseable.
Public relations	0	1,250	(1,250)	1,188	11,250	(10,062)	
Rent	1,410	3,024	(1,614)	15,807	21,836	(6,029)	
Software	0	292	(292)	3,586	2,628	958	
Special fundraising events	250	2,104	(1,854)	3,011	18,936	(15,925)	Expenses were lower see Fund Raising Events above
Staff events/meetings	60	750	(690)	1,211	6,750	(5,539)	
Staff training and development	1,000	5,324	(4,324)	7,972	45,840	(37,868)	Deferred Staff Training in many programs, and support
Telephone	19,118	8,190	10,928	105,487	72,909	32,578	In process of consulting with IT Vendor Wheelhouse and once we have a plan, we will reduce our rates.
Utilities	2,372	2,000	372	19,517	18,000	1,517	
Total Expenses	512,011	498,730	13,281	4,241,336	4,374,771	(133,435)	
Increase (Decrease) in UNR Assets	\$ 491,262	\$ 92,929	\$ 398,333	\$ 327,038	(\$ 49,467)	\$ 376,505	
			Programs	\$ 395,583			
			Support	\$ (68,545)			
			Total	\$ 327,038			

Hispanic Unity of Florida, Inc.
Pledge Receivable
As of SEPTEMBER 30, 2020

Donors	Balance at 12/31/19	2020			Balance at 09/30/20	2020	2021	2022	
		Payment	Additions	Payment					
Comm Found Of Broward - Tate	15,000		-	(15,000)	-	-	-		
Florida Blue Foundation	173,750		-	(112,500)	61,250	56,250	5,000		
Jim Moran Foundation	350,000		-	-	350,000	350,000			
BB&T	75,000		-	(25,000)	50,000	25,000	25,000		
Susie & Alan Levan Family Fnd	75,000		-	(25,000)	50,000	-	25,000	25,000	
Subtotal	688,750	-	-	(177,500)	511,250	431,250	55,000	25,000	511,250
Less: Discount	(2,008)	-	-		(2,008)	-	(1,253)	(755)	(2,008)
Less: Reserve	-	-	-		-				
Total	686,742	-	-	(177,500)	509,242	431,250	53,747	24,245	509,242

Current 431,250
LT 77,992
\$ 509,242

Reconciliation:			
Long Term	77,992	\$ 77,992	LongTerm
Pledge Schedule	431,250		
Uncond Promises to Give	556,993		
Board Dues	5,000		
Annual Campaign	1,660		
Events	17,650		
Accrued Donations	17,061		
Allow for Doubtful Accts	(3,539)	\$ 1,026,075	Short Term
		\$ 1,104,067	See Aged Receivables Schedule 1

TJMF Actual through Sept 30, 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	\$	66,583 Incremental Salary Increases through Sept 30, 2020
		Recruitor - Director Marketing, Assoc
National Executive	\$	10,084 Director - Finance, CFO -
Missing Link	\$	12,825 Consultant - Human Resources
	\$	204,732 Actual Through Sept 30, 2020
		\$ 295,268 Grant Balance as of Curr. Month End
2020 Salaries - Committed	\$	14,425 Remaining Commitment 2020
2021 Salaries - Committed	\$	43,992 Remaining Commitment 2021
Finance Salaries 2020-2021	\$	58,418
Total Spent & Committed as of Sept 30, 2020	\$	263,149
Original Budget (Must be spent by 2023)		500,000
Remaining Dollars	\$	236,851

Funds must be used by 2023

\$375,000 Mission / Opportunities	\$	375,000	
			CPA - Finance
The Non-Profit Assistance Center	\$	90,240	Area
			\$ 87,000.00 Raised from Peace Love HUF Campaign
Citizenship Fundraising Match	\$	25,000	Recruitor - Director Marketing, Assoc
National Executive	\$	10,084	Director - Finance, CFO - Finance
Missing Link	\$	12,825	Consultant - Human Resources
		\$ 138,148.52	
\$125,000 capacity building	\$	125,000	
Finance Salaries 2020-2021	\$	58,418	Committed Salaries not yet spent
Incremental Salaries	\$	66,583	Incremental Salary Increases
		\$ 125,001	
			Uncommitted Balance
Balance	\$	500,000	\$ 263,149 \$ 236,851



Program Task Force Committee Minutes November 18, 2020 (Via Zoom)

Task Force Purpose: Provide guidance associated with the development and implementation of HUF's programmatic components of the strategic plan.

In Attendance: Steve Sampier, John Guerrero, Dan Schevis, Lucia Rodriguez, Felipe Pinzon, Felina Furer, Elizabeth Dorante, Ingrid Ekblad and Juliana Esguerra

Excused: Carolina Cardozo

1. Update 2016-2020 Strategic Plan Refresh – Presented by Felipe Pinzon, Elizabeth Dorante, Ingrid Ekblad and Juliana Esguerra

Felipe went over the 2016 strategic goals and main program objectives to provide a framework for the meeting. He also shared the 2019 Strategic Plan Refresh/Program Goals.

Elizabeth Dorante and Ingrid Ekblad, Directors provided updates on the 2Gen Approach, Financial Stability services and other strategic goals. They also shared 2019 and 2020 accomplishments and challenges as well as recommendations for 2021 to address COVID-19 challenges and opportunities.

Juliana Esguerra made a presentation on the Data Management and provided the committee an update on the database system. She went over the next phases and projected to complete a plan for a database by March 2021. Felipe stated – based on preliminary conversations with a few vendors – that the annual cost will be between \$140K and \$200K.

Finally, Felipe provided an update on funding for citizenship services, voter registration efforts in 2019 and geographic expansion.

2. Due to lack of time 2021 recommendations were presented but not discussed. Committee will meet again on Dec 7, 2020 to discuss all recommendations and agree on priorities for 2021.

Presentation is available for review



**Governance Committee Meeting Minutes
November 6, 2020**

Present on Zoom:

Steve Sampier, Angie Stone, Tony Abbate, Lucia Rodriguez, John Guerrero, Jorge DeApodaca, Josie Bacallao, Felipe Pinzon and Felina Rosales-Furer

Excused:

Maria Elena Ferrer, Christina Paradowski, Melida Akiti and Barbara Grevior

Next Steps/Action Items:

- Angie Stone will create a self reporting page for Emma Pfister, since she will be staying on board till June 2021. Angie will also send an email to all board members with intro and link to their personal page and tell them what we would like for them to complete. Angie will share the link to dashboard and page for individual board members data with Josie Bacallao (as well as Shani Wilson & Juliana Esguerra who will be updating the donation sections.)

Discussions:

1. Updates and Comments. None.
2. **Approval of October 6, 2020 Minutes**
Motion to approve October minutes made by Steve Sampier. Angie Stone provided the second. Motion passed.
3. **Slate of Officers 2021**
Deborah Peña has agreed to serve as Treasurer, Emma Pfister indicated she would assist with the transition. John Guerrero shared his conversation with Deborah, and recommended she be nominated for Treasurer starting mid-year 2021. Steve Sampier indicated the board must extend Emma's term on board since she is scheduled to end her term in December 2020. A recommendation was made to have Emma serve as Chair and Deborah as Vice Chair of Finance Committee. John recommended HUF extend Emma's term on the board and have her remain Treasurer/Officer through May 31 and have Deborah step on June 1 as Treasurer.

Slate of Officers- 2021

Chair: John Guerrero

Past Chair: Lucia Rodriguez

Treasurer: Emma Pfister: Jan 1-May 31 & Deborah Pena, June 1-Dec 31.

Secretary: Angie Stone

Chair Elect: Christina Paradowski

Motion:

John Guerrero moved to recommend Emma Pfister's term on the HUF Board of Directors be extended through May 31, 2021 and to nominate her for Treasurer through May 31, 2021. Also, to nominate Deborah Pena for Treasurer effective June 1, 2021. Motion to approve made by Angie Stone. Jorge DeApodaca provided the second and the motion passed.

4. **Board Member Engagement Self-Reporting Form**—Update by Angie Stone
Sign-on credentials: Hispanicunityboard@gmail.com First Name: HUF Governance Last Name: Chair.

Angie will create a page for Emma since she will be staying on. She will also send an email to all board members with intro and link to their personal page and tell them what we would like for them to complete.



Angie will share link to dashboard and page for individual board members data. Angie shared the Governance committee will own this google platform. Angie will train someone else in the future. Josie Bacallao is requesting that she, Shani Wilson and the Juliana Esguerra be granted admin rights in order to update the donation numbers. She indicated that often donations are made in a board members name (through the annual campaign, Facebook, etc.) that the board members themselves may not be aware of. Steve said we have a huge gap in in-kind donations – that is the critical information that the board member must complete on this document.

5. **Strategic Plan Discussion: Board & Committee Succession Planning & Covid-19 Adaptation**
The committee reviewed each goal and updated the information if it was already completed or ongoing. They also updated the uncompleted and goals which have not been started and categorized them as: Priority. Pause. Do Not Do. Then they updated any goals new goals that had not been added to the document but completed as well as new items which should be addressed due to Covid-19.

Next Meeting:

Friday, December 4, 2020 @9am



Public Policy & Advocacy Committee Meeting Minutes November 13, 2020—Zoom Meeting

Present:

Dan Schevis, Carolina Cardozo, Dr. Maria Bernal, John Guerrero, Robby Holroyd, Josie Bacallao, Otto Valenzuela and Felina Rosales-Furer

Excused:

Megan Turetsky, Dick Blattner and Julie Fishman.

Next Steps/Action Items:

- 1) Josie Bacallao will share the United Way policy guide with committee. (**Update:** Sent)
- 2) Otto Valenzuela is working on setting up future virtual meetings with newly elected Broward and Miami-Dade officials.
- 3) Dan Schevis will discuss with Alejandro Gonzalez the new United Way Policy Director about possibly joining HUF's PP&A committee.

Discussions

1) Approve October 2020 Meeting Minutes

Motion: Dan Schevis motioned to approve minutes. Dr. Maria Bernal provided the second. Motion passed.

2) Review of HUF's Strategic Goals. Presented by Josie Bacallao

Considering Covid-19, which of HUF goals for which our committee is accountable for need to be Prioritized, Paused and Not Done? The board will be extending the current strategic plan for one year and update the existing action items. When the strategic plan was created in 2016 Advocacy was not even a committee yet, we are growing, editing and adding.

Item #2; Funding: Dan strongly advises committee and board to have a dedicated person to push forward HUF's agenda, we will be more successful. Robby Holroyd echoes Dan's sentiments. He suggested HUF look at the United Way of Broward County model for the policy director position. Primary job advocacy and program assistance secondary. Carolina Cardozo believes best to have a dedicated person on staff to assist the CEO. Keep as a priority.

Item # 4 is working with Marketing committee to promote advocacy issue. Josie believes in the future we will need to hire consultant to help with Children of Immigrant Families Coalition and this committee. Change to work with outside consultant, as we were awarded \$40k to research the Latino community in partnership with Urban League. Also, change to support PPA staff, board members, committee members and CIFC. Priority.

Item #5 build a formal advocacy network to peer organizations. Priority.

Item #6, recruit board members to this committee. Carolina suggest keep working on it, but it is not a priority. Pause.

Item #7: Pause and look at again in future.



Item #8 continue using United Way policy guide. Josie will share with committee and we will revisit this at December meeting. (Update: Document sent)

Item #13 visit with state and congressional elected (Tallahassee & DC with Unidos). Carolina believes we need to continue this and continue building relationships during Covid-19. Otto Valenzuela is creating a letter for all the newly and re-elected legislative representatives and HUF will congratulate them on social media. We will work on scheduling virtual meetings. Continue to cultivate new and grow existing relationships. Priority.

What new goals should we consider in 2021? No new goals unless something comes up HUF needs to address.

3) Post-Election Discussion. What's next for Florida?

HUF ran a social media campaign from UnidosUS that every vote should be counted after election. Otto shared we will now do a social media campaign for elected. Health will most likely be the top issue next year and basis of our outreach. There are two new Broward Republicans in legislature we want to begin a relationship with them. Governor is calling for a special session, to discuss his anti-riot legislation. Otto will work on setting up virtual meetings soon and work on completing our platform.

4) Discussion on Redistricting in 2021—What role can HUF play?

We do not know what surprises will come up about Census workers in the future, which may impact congressional seats. UnidosUS will be helping and information on redistricting. (Supreme Court is hearing arguments by the administration that is asking that all undocumented individuals not be counted in the census. The latter would dramatically change the number of elected officials in the Houses of Representatives and the Electoral College.)

5) Other Business

Dan Schevis will be meeting with Alejandro Gonzalez the new United Way Policy Director and will invite him to join HUF's PP & Advocacy committee.

Next Meeting: Friday, December 11, 2020 @ 9am



Marketing Committee Meeting Minutes Zoom Meeting November 12, 2020

On the Phone: Ana Arguello, Christopher Dongo, Lesli Cartaya-Franco, Katherin Gallego, Maguana Jean and Francisco Rivera

Excused: Josie Bacallao, Juliana Esguerra, Felina Rosales-Furer, John Guerrero, and Lucia Rodriguez

Action Items:

1. Lesli Franco will work with Francisco Rivera to build the brand attribute questions in a Google survey to redo Board and HUF staff exercise. We want to compare pre- and post-Covid results. The survey will be shared with the board.
 2. Kathy Gallego to update and share 2021 project calendar
-

1) **Roll call** by Lesli Cartaya-Franco.

2) **Approval of October 14, 2020 minutes**

Motion to approve October 14, 2020 minutes by Francisco Rivera. Ana Arguello provided the second. Motion passed.

3) **Discussed social media fundraising activities by Lesli Cartaya-Franco**

- a. How to videos
- b. Charitable Concert
- c. In lieu of gift, donate directly to HUF
- d. Create a raffle on social media platform and do a LIVE drawing
- e. Dye Challenge
- f. Use Marketplace to provide services such as translations
- g. Virtual Wine tasting

4) **Marketing Committee will be redoing Brand Attributes by Lesli Cartaya-Franco**

- a. Using the attributes from the first time, Lesli Cartaya-Franco will create a digital survey and copy five times to send out to all of our segments. Each committee member will oversee the execution of each segment of their choosing, i.e. Lesli will work with Josie and Felipe to reach out to funders and she will be responsible for the organization of the document, pull the attributes together and then work with Kathy to finalize results. Lesli Cartaya-Franco recommended the committee continue the conversation regarding attributes in an email. All in favor.



5) Discussed Marketing Strategic Plan Deliverables - what was accomplished and what changed due to COVID by Lesli-Cartaya Franco

- a. Focused on the “In-progress” actions and what adjustments need to be made to the marketing strategy. Completion of new member recruitment. HUF Brand communication plan refresh, elevator pitch updates and brand guidelines are in-progress. The big piece is how to talk and write about HUF and the branding exercise will be able to provide this guidance. All the separate components will be in the Brand guideline manual. With the committee in agreement, Lesli Cartaya-Franco suggested to continue to work with a PR consultant into 2021 for the larger projects to help with the development of storytelling. Francisco Rivera asked for a point of clarification on whether the guidelines are a refresh or a new manual to include new colors. Lesli Cartaya-Franco explained that we need provide templates and more brand image consistency for all programs across HUF. Kathy Gallego to complete brand inventory list in 2021. The PR communication plan will be revisited on a yearly basis. The committee understands that we will continue the efforts to support public policy and advocacy.
- b. Lesli Cartaya-Franco would like to add 3 major action plans for the Marketing Strategic Plan.
 - i. Solidify HUF social media presence and create a robust digital plan to include google ads, SEO, content creation for 2021. Francisco Rivera share a link for a Facebook specific certification. Continue to look for innovative ways to have a stronger presence. HUF to apply for the Facebook Ad grants for small non-profit
 - ii. Focus on gathering a larger library of content, both visual and audio. Kathy Gallego will share with the committee the project calendar for 2021 to include program calendars.
 - iii. Build a Succession plan for leadership transition and what that would look like. We will focus on identifying and developing incoming successor. The plan will include a communication strategy for the community. Currently only talking about the next steps to start thinking of the plan. Lesli Cartaya-Franco has been in many situations where companies are NOT prepared for the leadership change and it creates a lot of rumors among the community.

Next Meeting: Wednesday, December 9 @3:30pm, 2020