

Hispanic Unity of Florida, Inc

2021 Budget

December 14, 2020
Finance Committee

2021 HUF BUDGET - TABLE OF CONTENTS

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2021 HUF BUDGET ASSUMPTIONS:

1 On Pages 7, 8, & 9 - Projected Program 2021 Budget includes a new expense account called "Worse Case Scenario - Net effect". This is defined in more detail on the 2021 Program Funding Projection Schedule on Pages 3, 4, 5

2 On Page 7 includes a new expense account called "Turnover Savings and Workforce Reduction".

3 On Pages 3 & 5 - The total interest expense of \$58K is broken out as follows: a) Mortgage interest for 2021 per amortization schedule = \$43K and b) the Line of Credit interest = \$13K which assumes an average yearly balance of \$330K @ 3.75% and c) PPP interest \$2K

4 Capital Expenditures		
Required		
A \$	5,000	5811- 1 air conditioner
B \$	70,000	5811 - below foundation is the pipe that allows water including the bathrooms to drain out of the building. The pipe's angle is not correct. Therefore, not easily corrected and resulted in sewage backups in the bathrooms twice in the last 2 weeks. The plumber's pictures did not indicate a blockage. The line has been cleaned and over the next 2 months HUF can evaluate whether a decision has to be made for this area. Note repavement of the parking lot would need to be factored in the bid and replacement of inside flooring.
C \$	3,000	5840 & 5811 - installation of Knox Boxc3200 per COH now a mandatory requirement. Allows rapid access to properties by first responders. In return it reduces property damage, prevents forced entry into buildings, minimizes first responder injuries, and is compliant with the National Fire Code.
D \$	7,000	5840 - PRE-K - depending on re-opening, work most probably will be required to update/clean the playground area, inside area, sanitation, grass, etc.
\$ 85,000 Required Subtotal		
All Others Not Required		
E \$	40,000	5840 - no room for on-site storage (primarily for COVID) - would require re-designing the office removing work stations permanently. Replacing carpet in center area which is now over 15 years old.
F \$	10,000	5811 - replacement of front canvas awning estimated
G \$	20,000	5840 - installing front and back area canvas awnings estimated
\$ 70,000 Not Required Subtotal		
\$ 155,000 TOTAL		

Hispanic Unity of Florida, Inc.

Comparison of 2021 Budget vs 2020 Estimated Actual

	2021 Budget	2020 Estim Actual	Over (Under)		
Revenues					
Donations - UNR	225,700	936,878	(711,178)	Brought forward \$219,300 from 2020 to 2021 - in temporarily restricted = \$445,000 plus \$20,000 events = \$465,000 SEE TOTAL SUPPORT ON PAGE 7	
The amount recorded as donations are recorded upon receipt – whether individual donations or pledges.					
The pledges (future promises to give) are re-classed, as required, to the temporarily restricted schedule and released according to the pledge terms.					
Donations - TR	1,143,000	1,322,766	(179,766)	Program revenues lower than previous year due to COVID \$ 219,300 brought forward to 2021 to Development. \$1,056,416 brought forward to 2021 to Programs	
Satisfaction of restrictions	1,534,208	524,089	1,010,119	\$233,492 awarded in 2021 and used in 2021	
Fundraising events	20,000	51,450	(31,450)	Virtual Event	
Grant Income	3,831,064	2,660,779	1,170,285	Mostly due to an increase in CSC funding	
Rental income	52,595	51,064	1,531		
Voluntary Pre-K	22,000	18,782	3,218		
Interest Income	3,588	2,457	1,131		
Tuition, Fees, Books	144,000	139,282	4,718		
Total Revenues	6,976,155	5,707,547	1,268,608		
Expenses					
Salaries and benefits	5,135,019	4,147,465	987,554	In 2020, contracts were under-utilized due to COVID. Salaries assume full utilization of contracts in 2021 which includes CSC \$2.2M	
Advertising	11,709	13,913	(2,204)		
Bank service charges	9,900	14,816	(4,916)	Expect to close BOA account this year	
Building repairs/maint	230,229	181,084	49,145	Increase due to additional maintenance and supplies due to COVID	
Depreciation	142,100	114,446	27,654	Computer equipment due to COVID was purchased in 2020 and depreciated for half year.	
Dues and subscriptions	17,450	22,757	(5,307)		
Information Technology	165,202	115,462	49,740	1) A large portion of the 2020 budget was capitalized; 2) 2021 included \$108K in expenses, \$45K new purchases, and a reserve of \$15K.	
Insurance	55,983	50,455	5,528		
Interest	57,752	59,187	(1,435)		
Licenses & Permits	1,350	1,126	224		
Mileage	29,084	9,943	19,141	Incr of \$19K - 62% of the incr \$18K is CSC contracts where the # of schools and case managers increased. HUF is using the original approved (pre-COVID) contract and budget which cannot be revised. The overall budget also included other mileage projected for 12 contracts.	
Office expense	44,407	47,513	(3,106)		
Postage and shipping	7,306	7,822	(516)		
Printing	54,010	48,197	5,813		
Professional fees	226,867	146,881	79,986	\$88K in Admin budget - includes HR consultant, 401K Administrator, Grantwriter, Audit, Payroll Processing \$138K in Programs covered by grants (CSC - \$52K), security \$74K (all others \$12K)	
Program Expenses	580,288	375,111	205,177	All program expenses covered by grant income.	
Public Relations	3,500	1,188	2,312		
Rent	25,414	20,036	5,378		
Software	-	3,586	(3,586)		
Special fundraising events	-	3,011	(3,011)	No expenditures budgeted.	
Staff events/meetings	10,000	1,211	8,789		
Staff training and development	21,188	9,922	11,266	The \$21K budget includes: CSC \$8K; JPMorgan, USCIS, Moran, Citi, U4K \$7K - remaining \$6K are 6 other programs	
Telephone - Cell/Hotspot	57,043	92,100	(35,057)	Renegotating all telephone contracts	
Telephone	27,048	45,447	(18,399)		
Utilities	26,190	25,724	466		
Total Expenses	6,939,039	5,558,403	1,380,636	-	-
Incr (Decr) in UNR Assets	37,116	\$ 149,144	\$ (112,028)		

2021 - PROGRAM FUNDING PROJECTIONS

Program	Grantor	2021 Secured in Program	New Grants NOT secured in Program	Revenues in Programs
CWF	Annie Casey Learning Café	-	50,000	50,000
CWF	Broward County - FSS	125,000	-	125,000
CWF	Capital One	-	25,000	25,000
CWF	Citi Entrepreneurship 2 months	20,000		20,000
CWF	City of HW - Learning Café	16,889		16,889
CWF	Comcast Learning Café	-	25,000	25,000
CWF	DeLuca	158,416		158,416
CWF	Howard Greenfield		25,000	25,000
CWF	JPMorgan Chase	280,000	-	280,000
CWF	Moran - COMPASS/2 Gen	350,000	-	350,000
CWF	NALCAB	12,000	13,000	25,000
CWF	New Funding		50,000	50,000
CWF	PWC	-	25,000	25,000
CWF	Salah Foundation	-	75,000	75,000
CWF	TD	-	7,500	7,500
CWF	TIAA	-	10,000	10,000
CWF	UNIDOS - HUD - net	-	40,000	40,000
CWF	United Way	150,000	-	150,000
CWF	Wells Fargo	-	35,000	35,000
		1,112,305	380,500	1,492,805
PB	Florida Blue	-	20,000	20,000
PB	Florida Blue Foundation	100,000	-	100,000
PB	Health Foundation	-	30,000	30,000
PB	Memorial		10,000	10,000
PB	New Funding		25,000	25,000
PB	UnidosUS (CRYS)		102,500	102,500
		100,000	187,500	287,500
VITA	BOA	-	40,000	40,000
VITA	Citi VITA	-	15,000	15,000
VITA	City National Bank		2,500	2,500
VITA	CSC	320,723	-	320,723
VITA	IRS	118,579	-	118,579
VITA	Prosperity Now		10,000	10,000
VITA	United Way	80,000	-	80,000
		519,302	67,500	586,802
U4K	COH - CDBG Funds	8,070	4,000	12,070
U4K	Henderson	-	35,000	35,000
U4K	Tate Family Foundation	25,000	-	25,000
		33,070	39,000	72,070
FS	CSC	488,309	-	488,309
		488,309	-	488,309
U4T-MS	BSO	-	10,000	10,000
U4T-MS	COH - Police	-	10,000	10,000
U4T-MS	CSC	1,440,040	-	1,440,040
U4T-MS	New Funding		50,000	50,000
U4T-MS	Unidos Casa Code	14,080		14,080
		1,454,120	70,000	1,524,120

U4T-HS	Batchelor Foundation	-	25,000	25,000
U4T-HS	Broward College	8,000	-	8,000
U4T-HS	CSC - LEAP	954,450	-	954,450
U4T-HS	Kresge	168,000	-	168,000
U4T-HS	New Funding		50,000	50,000
U4T-HS	TK	-	100,000	100,000
		1,130,450	175,000	1,305,450
Citizenship	Herb Block	10,000		10,000
Citizenship	IRLC		5,000	5,000
Citizenship	NALEO	22,500	22,500	45,000
Citizenship	New Funding		25,000	25,000
Citizenship	ONA	-	10,000	10,000
Citizenship	Pamela Admire	-	5,000	5,000
Citizenship	UNIDOS US		10,000	10,000
Citizenship	UnidosUS - Digital Innovation		20,000	20,000
Citizenship	USCIS	125,000	-	125,000
Citizenship	UW/AMEX - December	-	50,000	50,000
		157,500	147,500	305,000

	2021 Secured in Programs	New Grants NOT secured in Programs	Revenues in Programs
Secured in 2021	\$ 4,995,056	\$ 1,067,000	\$ 6,062,056 82%
Decrease in revenues - CWF	18,750	-	18,750.00
Decrease in revenues - VITA	20,000	-	20,000.00
Decrease in revenues - FSP	48,831	-	48,830.90
Decrease in revenues - U4T/MS	360,000	-	360,000.00
Decrease in revenues - U4T/HS	238,500	-	238,500.00
Total Decrease in Revenues	\$ 686,081	\$ -	\$ 686,081
Budget 2021	\$ 4,308,975	\$ 1,067,000	\$ 5,375,975
Budget 2020	\$ 4,176,500	\$ 1,241,237	\$ 5,415,237
Over(under) - 21vs20	\$ 132,475	\$ (174,237)	\$ (39,262)

Hispanic Unity of Florida, Inc.													
Annual Budget - Total Operating Budget													
For the Twelve Months Ending December 31, 2021													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - UNR	\$ 18,809	\$ 18,809	18,809	\$ 18,809	\$ 18,809	18,809	18,809	18,809	18,809	18,809	18,809	18,809	225,700
Donations - TR	249,624	27,124	37,124	52,124	227,124	269,624	34,624	37,124	127,124	27,124	27,124	27,124	1,143,000
Satisfaction of restrictions	362,212	125,412	115,412	115,412	(9,588)	29,696	115,531	136,020	136,020	136,020	136,020	136,020	1,534,208
Fundraising events	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
Grants	320,062	320,061	320,061	320,061	320,061	320,061	320,061	320,061	320,057	316,843	316,843	316,843	3,831,064
Rental income	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	52,595
Family Central/VPK	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	22,000
Interest & dividend income	299	299	299	299	299	299	299	299	299	299	299	299	3,588
Tuition, Fees, Books	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000
Total Revenues	970,889	511,588	511,588	526,588	576,588	658,372	509,207	532,196	622,192	518,978	518,978	518,978	6,976,155
Expenses													
Salaries and benefits	426,950	428,132	428,132	428,132	428,132	428,132	428,132	428,132	428,616	427,538	427,538	427,538	5,135,019
Advertising	976	976	976	976	976	976	976	976	976	976	976	976	11,709
Bank service charges	825	825	825	825	825	825	825	825	825	825	825	825	9,900
Building repairs/maint	19,186	19,186	19,186	19,186	19,186	19,186	19,186	19,186	19,186	19,186	19,186	19,186	230,229
Depreciation	11,844	11,844	11,844	11,844	11,844	11,844	11,844	11,844	11,844	11,844	11,844	11,844	142,100
Dues and subscriptions	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	1,455	17,450
Information Technology	13,721	13,721	13,721	13,721	13,721	13,721	13,813	13,813	13,813	13,813	13,813	13,813	165,202
Insurance	4,665	4,665	4,665	4,665	4,665	4,665	4,665	4,665	4,665	4,665	4,665	4,665	55,983
Interest	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	4,813	57,752
Licenses & Permits	113	113	113	113	113	113	113	113	113	113	113	113	1,350
Mileage	2,709	2,709	2,376	2,376	2,376	2,376	2,376	2,357	2,357	2,357	2,357	2,357	29,084
Miscellaneous	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(25)	(23)	(24)	(24)	(24)	1
Office expense	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	3,701	44,407
Postage and shipping	610	610	610	610	610	610	610	610	610	610	610	610	7,306
Printing	4,427	4,427	4,427	4,427	4,427	4,427	4,577	4,577	4,577	4,577	4,577	4,577	54,010
Professional fees	18,568	18,568	20,651	20,651	18,568	18,568	18,576	18,547	18,547	18,547	18,547	18,547	226,867
Program Expenses	41,118	43,149	51,569	41,069	51,069	41,069	51,703	51,975	52,503	51,703	51,703	51,701	580,288
Public Relations	292	292	292	292	292	292	292	292	292	292	292	292	3,500
Rent	1,680	1,680	1,680	1,680	1,680	1,680	2,555	2,555	2,555	2,555	2,555	2,555	25,414
Staff events	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Staff training/developmt	1,316	1,316	1,316	1,316	1,316	1,316	1,383	1,383	6,383	1,383	1,383	1,383	21,188
Telephone	6,763	6,763	6,763	6,763	6,763	6,763	7,255	7,255	7,255	7,255	7,255	7,256	84,090
Utilities	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	2,184	26,190
Total Expenses	568,726	571,940	582,110	571,609	579,528	569,527	581,841	582,068	588,079	581,200	581,202	581,199	6,939,039
Incr (Decr) in UNR Assets	\$ 402,163	(\$ 60,352)	(70,522)	(\$ 45,021)	(\$ 2,940)	88,845	(72,634)	(49,872)	34,113	(62,222)	(62,224)	(62,221)	37,116

Hispanic Unity of Florida, Inc.													
Annual Budget - Total Support													
For the Twelve Months Ending December 31, 2021													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - UNR	\$ 18,809	\$ 18,809	18,809	\$ 18,809	\$ 18,809	18,809	18,809	18,809	18,809	18,809	18,809	18,809	225,700
Donations - UNR	0	0	0	0	25,000	50,000	0	0	0	0	0	0	75,000
Satisfaction of restrictions	160,292	25,992	25,992	25,992	992	(24,008)	25,992	25,992	25,992	25,992	25,992	25,992	371,212
Fundraising events	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
Interest & dividend income	299	299	299	299	299	299	299	299	299	299	299	299	3,588
Total Revenues	181,067	46,767	46,767	46,767	46,767	46,767	46,767	46,767	46,767	46,767	46,767	46,767	695,500
Expenses													
Salaries and benefits	88,908	90,083	90,083	90,083	90,083	90,083	90,083	90,083	90,567	90,567	90,567	90,567	1,081,749
Advertising	625	625	625	625	625	625	625	625	625	625	625	625	7,500
Bank service charges	825	825	825	825	825	825	825	825	825	825	825	825	9,900
Building repairs/maint	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	1,537	18,440
Depreciation	967	967	967	967	967	967	967	967	967	967	967	967	11,600
Dues and subscriptions	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	1,280	15,350
Information Technology	2,107	2,107	2,107	2,107	2,107	2,107	2,107	2,107	2,107	2,107	2,107	2,107	25,286
Insurance	318	318	318	318	318	318	318	318	318	318	318	318	3,818
Interest	529	529	529	529	529	529	529	529	529	529	529	529	6,353
Licenses & Permits	100	100	100	100	100	100	100	100	100	100	100	100	1,200
Mileage	208	208	208	208	208	208	208	208	208	208	208	208	2,500
Miscellaneous	(23)	(23)	(23)	(23)	(23)	(23)	(25)	(23)	(24)	(24)	(24)	(25)	1
Office expense	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	1,216	14,600
Postage and shipping	96	96	96	96	96	96	96	96	96	96	96	96	1,150
Printing	664	664	664	664	664	664	664	664	664	664	664	664	7,975
Professional fees - Audit	2,038	2,038	2,038	2,038	2,038	2,038	2,038	2,038	2,038	2,038	2,038	2,038	24,450
Professional fees - Bkgrd Cks	29	29	29	29	29	29	29	29	29	29	29	29	350
Professional fees - Grants	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	1,667	20,000
Professional fees - Other	3,366	3,366	3,366	3,366	3,366	3,366	3,366	3,366	3,366	3,366	3,366	3,366	40,392
Professional fees - Personnel	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Professional fees - Recruitmen	42	42	42	42	42	42	42	42	42	42	42	42	500
Professional fees - Security	2,672	2,672	2,672	2,672	2,672	2,672	2,672	2,672	2,672	2,672	2,672	2,672	32,069
Professional fees - Web Page	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Program Expenses	667	667	667	667	667	667	667	667	667	667	667	667	8,000
Public Relations	292	292	292	292	292	292	292	292	292	292	292	292	3,500
Rent	290	290	290	290	290	290	290	290	290	290	290	290	3,478
Staff events	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Staff training/developmt	42	42	42	42	42	42	42	42	42	42	42	42	500
Telephone	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497	1,497	17,967
Utilities	180	180	180	180	180	180	180	180	180	180	180	180	2,160
<i>Turnover Savings and Workforce Reduction</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(6,658)</i>	<i>(79,892)</i>
Total Expenses	107,397	108,572	108,572	108,572	108,572	108,572	108,570	108,572	109,055	109,055	109,055	109,054	1,303,896
Incr (Decr) in UNR Assets	\$ 73,670	(\$ 61,805)	(61,805)	(\$ 61,805)	(\$ 61,805)	(61,805)	(61,803)	(61,805)	(62,288)	(62,288)	(62,288)	(62,287)	(608,396)

Hispanic Unity of Florida, Inc.													
Annual Budget - Total Programs													
For the Twelve Months Ending December 31, 2021													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - TR	249,624	27,124	37,124	52,124	202,124	219,624	34,624	37,124	127,124	27,124	27,124	27,124	1,068,000
Satisfaction of restrictions	201,920	99,420	89,420	89,420	(10,580)	53,704	89,539	110,028	110,028	110,028	110,028	110,028	1,162,996
Grants	320,062	320,061	320,061	320,061	320,061	320,061	320,061	320,061	320,057	316,843	316,843	316,843	3,831,064
Rental income	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	52,595
Family Central/VPK	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	22,000
Tuition, Fees, Books	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	144,000
Total Revenues	789,822	464,821	464,821	479,821	529,821	611,605	462,440	485,429	575,425	472,211	472,211	472,211	6,280,655
Expenses													
Salaries and benefits	338,042	338,049	338,049	338,049	338,049	338,049	338,049	338,049	338,049	336,971	336,971	336,971	4,053,270
Advertising	351	351	351	351	351	351	351	351	351	351	351	351	4,209
Building repairs/maint	17,649	17,649	17,649	17,649	17,649	17,649	17,649	17,649	17,649	17,649	17,649	17,649	211,789
Depreciation	10,877	10,877	10,877	10,877	10,877	10,877	10,877	10,877	10,877	10,877	10,877	10,877	130,500
Dues and subscriptions	175	175	175	175	175	175	175	175	175	175	175	175	2,100
Information Technology	11,614	11,614	11,614	11,614	11,614	11,614	11,706	11,706	11,706	11,706	11,706	11,706	139,916
Insurance	4,347	4,347	4,347	4,347	4,347	4,347	4,347	4,347	4,347	4,347	4,347	4,347	52,165
Interest	4,284	4,284	4,284	4,284	4,284	4,284	4,284	4,284	4,284	4,284	4,284	4,284	51,399
Licenses & Permits	13	13	13	13	13	13	13	13	13	13	13	13	150
Mileage	2,501	2,501	2,168	2,168	2,168	2,168	2,168	2,149	2,149	2,149	2,149	2,149	26,584
Office expense	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485	2,485	29,807
Postage and shipping	514	514	514	514	514	514	514	514	514	514	514	514	6,156
Printing	3,763	3,763	3,763	3,763	3,763	3,763	3,913	3,913	3,913	3,913	3,913	3,913	46,035
Professional fees - Bkgrd Cks	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	1,590	19,072
Professional fees - Grants	21	21	21	21	21	21	21	21	21	21	21	21	250
Professional fees - Other	3,474	3,474	5,557	5,557	3,474	3,474	3,482	3,453	3,453	3,453	3,453	3,453	45,749
Professional fees - Security	2,586	2,586	2,586	2,586	2,586	2,586	2,586	2,586	2,586	2,586	2,586	2,586	31,035
Program Expenses	40,451	42,482	50,902	40,402	50,402	40,402	51,036	51,308	51,836	51,036	51,036	51,034	572,288
Rent	1,390	1,390	1,390	1,390	1,390	1,390	2,265	2,265	2,265	2,265	2,265	2,265	21,936
Staff training/developmt	1,274	1,274	1,274	1,274	1,274	1,274	1,341	1,341	6,341	1,341	1,341	1,341	20,688
Telephone	5,266	5,266	5,266	5,266	5,266	5,266	5,758	5,758	5,758	5,758	5,758	5,759	66,123
Utilities	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	2,004	24,030
Worst Case - Net Effect	6,658	6,658	6,658	6,658	6,658	6,658	6,658	6,658	6,658	6,658	6,658	6,658	79,892
Total Expenses	461,329	463,367	473,537	463,037	470,954	460,954	473,272	473,496	479,024	472,146	472,146	472,145	5,635,143
Incr (Decr) in UNR Assets	\$ 328,493	\$ 1,454	(8,716)	\$ 16,784	\$ 58,867	150,651	(10,832)	11,933	96,401	65	65	66	645,512

Hispanic Unity of Florida, Inc.
Annual Budget - Total Economic Development
For the Twelve Months Ending December 31, 2021

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - TR	143,791	16,291	26,291	41,291	81,291	136,291	23,791	26,291	91,291	16,291	16,291	16,291	635,500
Satisfaction of restrictions	178,992	76,492	66,492	66,492	66,492	16,492	74,825	74,825	74,825	74,825	74,825	74,825	920,416
Grants	68,070	68,070	68,070	68,070	68,070	68,070	68,070	68,070	68,066	66,193	66,193	66,193	811,195
Total Revenues	390,853	160,853	160,853	175,853	215,853	220,853	166,686	169,186	234,182	157,309	157,309	157,309	2,367,111
Expenses													
Salaries and benefits	98,927	98,927	98,927	98,927	98,927	98,927	98,927	98,927	98,927	98,927	98,927	98,927	1,187,079
Advertising	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Building repairs/maint	4,610	4,610	4,610	4,610	4,610	4,610	4,610	4,610	4,610	4,610	4,610	4,610	55,320
Depreciation	2,901	2,901	2,901	2,901	2,901	2,901	2,901	2,901	2,901	2,901	2,901	2,901	34,800
Information Technology	6,486	6,486	6,486	6,486	6,486	6,486	6,578	6,578	6,578	6,578	6,578	6,578	78,387
Insurance	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354	1,354	16,244
Interest	915	915	915	915	915	915	915	915	915	915	915	915	10,973
Mileage	901	901	568	568	568	568	568	568	568	568	568	568	7,488
Office expense	1,315	1,315	1,315	1,315	1,315	1,315	1,315	1,315	1,315	1,315	1,315	1,315	15,769
Postage and shipping	216	216	216	216	216	216	216	216	216	216	216	216	2,580
Printing	1,700	1,700	1,700	1,700	1,700	1,700	1,850	1,850	1,850	1,850	1,850	1,850	21,285
Professional fees - Bkgrd Cks	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	1,405	16,860
Professional fees - Grants	21	21	21	21	21	21	21	21	21	21	21	21	250
Professional fees - Other	2,720	2,720	4,803	4,803	2,720	2,720	2,728	2,728	2,728	2,728	2,728	2,728	36,849
Professional fees - Security	977	977	977	977	977	977	977	977	977	977	977	977	11,725
Program Expenses	16,135	17,475	26,135	16,135	26,135	16,135	26,769	26,769	26,769	26,769	26,769	26,767	278,729
Rent	163	163	163	163	163	163	1,038	1,038	1,038	1,038	1,038	1,038	7,223
Staff training/developmt	260	260	260	260	260	260	327	327	5,327	327	327	327	8,515
Telephone	3,580	3,580	3,580	3,580	3,580	3,580	4,072	4,072	4,072	4,072	4,072	4,073	45,897
Utilities	428	428	428	428	428	428	428	428	428	428	428	428	5,130
<i>Worst Case - Net Effect</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>649</i>	<i>7,792</i>
Total Expenses	145,913	147,253	157,663	147,663	155,580	145,580	157,898	157,898	162,898	157,898	157,898	157,897	1,851,895
Incr (Deer) in UNR Assets	\$ 244,940	\$ 13,600	3,190	\$ 28,190	\$ 60,273	75,273	8,788	11,288	71,284	(589)	(589)	(588)	515,216

Hispanic Unity of Florida, Inc.													
Annual Budget - Total Education													
For the Twelve Months Ending December 31, 2021													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - TR	35,833	10,833	10,833	10,833	110,833	60,833	10,833	10,833	10,833	10,833	10,833	10,833	305,000
Satisfaction of restrictions	16,678	16,678	16,678	16,678	(83,322)	30,962	30,964	28,953	28,953	28,953	28,953	28,953	190,080
Grants	241,575	241,574	241,574	241,574	241,574	241,574	241,574	241,574	241,574	240,233	240,233	240,233	2,894,869
Rental income	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	4,383	52,595
Family Central/VPK	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	1,833	22,000
Tuition, Fees, Books	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000
Total Revenues	302,302	277,301	277,301	277,301	277,301	341,585	291,587	289,576	289,576	288,235	288,235	288,235	3,488,544
Expenses													
Salaries and benefits	216,768	216,775	216,775	216,775	216,775	216,775	216,775	216,775	216,775	215,697	215,697	215,697	2,598,043
Building repairs/maint	10,948	10,948	10,948	10,948	10,948	10,948	10,948	10,948	10,948	10,948	10,948	10,948	131,385
Depreciation	6,888	6,888	6,888	6,888	6,888	6,888	6,888	6,888	6,888	6,888	6,888	6,888	82,650
Information Technology	4,285	4,285	4,285	4,285	4,285	4,285	4,285	4,285	4,285	4,285	4,285	4,285	51,415
Insurance	2,411	2,411	2,411	2,411	2,411	2,411	2,411	2,411	2,411	2,411	2,411	2,411	28,946
Interest	2,791	2,791	2,791	2,791	2,791	2,791	2,791	2,791	2,791	2,791	2,791	2,791	33,496
Licenses & Permits	13	13	13	13	13	13	13	13	13	13	13	13	150
Mileage	1,552	1,552	1,552	1,552	1,552	1,552	1,552	1,533	1,533	1,533	1,533	1,533	18,523
Office expense	959	959	959	959	959	959	959	959	959	959	959	959	11,514
Postage and shipping	258	258	258	258	258	258	258	258	258	258	258	258	3,096
Printing	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	1,733	20,790
Professional fees - Bkgrd Cks	185	185	185	185	185	185	185	185	185	185	185	185	2,212
Professional fees - Other	754	754	754	754	754	754	754	725	725	725	725	725	8,900
Professional fees - Security	1,322	1,322	1,322	1,322	1,322	1,322	1,322	1,322	1,322	1,322	1,322	1,322	15,862
Program Expenses	23,937	24,628	24,388	23,888	23,888	23,888	23,888	24,160	24,688	23,888	23,888	23,888	289,009
Rent	1,004	1,004	1,004	1,004	1,004	1,004	1,004	1,004	1,004	1,004	1,004	1,004	12,038
Staff training/develpmt	898	898	898	898	898	898	898	898	898	898	898	898	10,773
Telephone	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	1,323	15,875
Utilities	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	1,306	15,660
Worst Case - Net Effect	6,009	6,009	6,009	6,009	6,009	6,009	6,009	6,009	6,009	6,009	6,009	6,009	72,100
Total Expenses	285,344	286,042	285,802	285,302	285,302	285,302	285,302	285,526	286,054	284,176	284,176	284,176	3,422,437
Incr (Decr) in UNR Assets	\$ 16,958	(\$ 8,741)	(8,501)	(\$ 8,001)	(\$ 8,001)	56,283	6,285	4,050	3,522	4,059	4,059	4,059	66,107

Hispanic Unity of Florida, Inc.
Annual Budget - Total Civic Engagement
For the Twelve Months Ending December 31, 2021

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Revenues													
Donations - TR	\$ 70,000	\$ 0	0	\$ 0	\$ 10,000	22,500	0	0	25,000	0	0	0	127,500
Satisfaction of restrictions	6,250	6,250	6,250	6,250	6,250	6,250	(16,250)	6,250	6,250	6,250	6,250	6,250	52,500
Grants	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	10,417	125,000
Tuition, Fees, Books	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	120,000
Total Revenues	96,667	26,667	26,667	26,667	36,667	49,167	4,167	26,667	51,667	26,667	26,667	26,667	425,000
Expenses													
Salaries and benefits	22,347	22,347	22,347	22,347	22,347	22,347	22,347	22,347	22,347	22,347	22,347	22,347	268,148
Advertising	101	101	101	101	101	101	101	101	101	101	101	101	1,209
Building repairs/maint	2,091	2,091	2,091	2,091	2,091	2,091	2,091	2,091	2,091	2,091	2,091	2,091	25,084
Depreciation	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	1,088	13,050
Dues and subscriptions	175	175	175	175	175	175	175	175	175	175	175	175	2,100
Information Technology	843	843	843	843	843	843	843	843	843	843	843	843	10,114
Insurance	582	582	582	582	582	582	582	582	582	582	582	582	6,975
Interest	578	578	578	578	578	578	578	578	578	578	578	578	6,930
Mileage	48	48	48	48	48	48	48	48	48	48	48	48	573
Office expense	211	211	211	211	211	211	211	211	211	211	211	211	2,524
Postage and shipping	40	40	40	40	40	40	40	40	40	40	40	40	480
Printing	330	330	330	330	330	330	330	330	330	330	330	330	3,960
Professional fees - Security	287	287	287	287	287	287	287	287	287	287	287	287	3,448
Program Expenses	379	379	379	379	379	379	379	379	379	379	379	379	4,550
Rent	223	223	223	223	223	223	223	223	223	223	223	223	2,675
Staff training/developmt	116	116	116	116	116	116	116	116	116	116	116	116	1,400
Telephone	363	363	363	363	363	363	363	363	363	363	363	363	4,351
Utilities	270	270	270	270	270	270	270	270	270	270	270	270	3,240
Total Expenses	30,072	30,072	30,072	30,072	30,072	30,072	30,072	30,072	30,072	30,072	30,072	30,072	360,811
Incr (Decr) in UNR Assets	\$ 66,595	(\$ 3,405)	(3,405)	(\$ 3,405)	\$ 6,595	19,095	(25,905)	(3,405)	21,595	(3,405)	(3,405)	(3,405)	64,189



HUF 5-Box Scenario Planning: 2021

Step 1. Construct the Scenarios

Assumptions ↓	Scenario A: Best Case	Scenario B: Most Likely	Scenario C: Worse Case
<p>Key Assumption¹ (e.g., Timing: When do we think the pandemic infection levels will decrease under 5% levels <i>a minimum of 30 days</i>, schools return to in-person full capacity and larger gatherings become safe which will allow HUF to safely provide pre-pandemic levels of in-person services?)</p>	<p>Epidemic's second wave is controlled and remains below 5% infection rates. Hospitals stays are few and short. Public more optimistic. Unemployment numbers stabilize. Travel begins to increase by 2Q/2021. Schools welcome 100% of their pre-pandemic students back. Hospitality and entertainment industries begin to rebound. Vaccine is introduced in early 2021.</p>	<p>New case counts in the US rise through the winter but a further increase in cases is halted through stricter face coverings, social distancing, limits on group gatherings, etc. Positivity rates range from 3-10% locally. Overall economy stabilizes. Fourth Stimulus Relief Package passed by Congress supporting individual families; cities and small businesses. Evictions are mitigated due to stimulus checks. Small businesses have more working capital to remain open, cities and municipalities do not implement severe services/staff cuts. Schools keep hybrid model, but do not allow external partners to enter schools.</p>	<p>Epidemic peaks and 2nd wave continues through the U.S; pandemic-fatigue is prominent; testing is limited and ineffectual due to delayed test results, spotty use of face coverings, lack of adherence to social distancing. Vaccinations are slow to start and acceptance rates fall below the 80% necessary to reach "herd" immunity. Positivity rates return to high double-digit levels of 8-15+%. Rolling positivity rate peaks across the country. Prolonged recession, layoffs, evictions, food insecurity, bankruptcies, and mass unemployment. Schools return to 100% virtual.</p>
<p>Programmatic Impact: How deeply would our programs be impacted (and how)?</p>	<p>Minor Impact: Continue hybrid service delivery model while introducing in-person services in Q1 / 2021. Able to meet 75% of our contractual goals</p>	<p>Medium Impact: Continue with virtual services with very limited in-person services (by appointment only). Youth program only able to serve 25-40% of contractual goals and do so only virtually.</p>	<p>Severe Impact: Continue virtual services exclusively. Youth program able to meet between 10-20% of contractual program goals. Citizenship fee income continues to be short of goals.</p>
<p>Financial Impact: How will our finances (especially</p>	<p>Loss of 5-10% in revenue raised; No loss of major donors</p>	<p>Loss of revenue. Expect to lose 25-35% of small donors and 25-35% of</p>	<p>Loss of 35-50% revenue. Expect to lose 75% of small donors and 50% of</p>

¹ This is the anchoring assumption that drives the scenario. If the scenario planning process is being driven by COVID-19, it could be the "timing of restrictions." If you're doing scenario planning in a non-COVID-19 context, a key assumption might be "who wins the 2020 presidential election" or "The Supreme Court rules X on Y issue." The other assumptions (programmatic, revenue, and people) follow from the key assumption.

revenues) be impacted?	expected.	major donors. Corporate funders: 10-20% corporate funder loss; CSC revenue: Underperform approved contract by 10-15% (\$300K-500k).	major donors. Corporate funders: 25-50% corporate funder loss: CSC revenue: Underperform approved contract by 25-35% (\$800K-\$1.1M).
People Impact: How would this impact our staff, volunteers, clients, partners, other stakeholders?	Able to rehire most of our furloughed U4Teen, VITA and U4Kids staffers. Able to deploy VITA & citizenship volunteers and return to 75% of client levels (as measured pre-pandemic). Fully re-open the preschool. Return a portion of HUF staffers to work onsite. Strategically keep all case managers working from home, introduce more WFH schedules for management and other professionals.	Able to rehire up to 20% of U4Teen staffers. Able to deploy a small number of VITA volunteers and return to 25-40% of client levels (as measured pre-pandemic); remain virtual for citizenship but increase client appointments for naturalization. Keep preschool closed. Keep all case managers working from home (no matter the scenario). Continue with specific HUF administrative limited/staggered schedules. HUF will strategically keep positions open when possible. Program reductions or lack of funding may require specific staff reductions. (All high-risk staffers remain WFH.)	Re-hire 5-15% U4Teen furloughed staffers; VITA remains virtual. HUF expands its hotlines – adding one for basic services including food, health access and emergency assistance. Citizenship classes remain virtual. Preschool remains closed. HUF may have to furlough additional staff members, reduce management team salaries and/or hours for all non-exempt team members – or all of the above.
Scenario Summary →	As the pandemic line flattens and infections remain under control through more testing/contact tracing, we are able to open up HUF and our programs for an increase in, in-person assistance. We maintain the same strict protocol levels and disinfection and encourage our staff and clients to vaccinate. We are functioning at 60-75% of our pre-pandemic capacity. We are able to provide in-person U4Teen programs; in-person VITA assistance, citizenship and naturalization as well as income supports. Our preschool reopens with fewer children.	The pandemic continues to have peaks and valleys in the 3-10% positivity range. A 4 th Stimulus Relief Package softens the burden significantly on the families we serve, on small business owners and on cities and municipal governments. However, we continue very strong protective protocols and are providing very limited in-person services – but appointment only. We return to somewhere between 25-50% of our pre-pandemic client base.	The pandemic continues to peak and the economic fall-out is significant. For safety reasons HUF continues to provide services 100% virtually. And we serve 30-50% of the pre-pandemic client bases.

Step 2. Create an Action Plan for **One Scenario**

Scenario Name & Description	Our Strategy The overall approach you'll take if the scenario comes true
<p>Worse Case: The pandemic continues to peak and the economic fall-out is significant. For safety reasons HUF continues to provide services 100% virtually. And we serve 30-50% of the pre-pandemic client base.</p>	<ul style="list-style-type: none"> - Monitor the U4T program attendance every weekly as it's a predictor of key revenues for HUF - Make spending cuts such that the revenue and expense curves align by quarter and for the year - Reduce administrative salary costs through a combination of cuts and/or salary reductions - Continue to monitor program funding and funders and creatively and strategically make cuts wherever possible foundation funding for programs - Continue to fundraise for emergency needs & income supports including more front-line staff in this area (In 2021, we will allocate admin costs to these grants as they are quite substantial) - Secure more funding for citizenship services (our 2nd highest program request) - Continue to redesign 2Gen model with greater focus on parents vs youth - Install new VOIP phone system with capacity to expand our digital communications with clients & ability to create more Hotlines for top needs - Continue strong focus on public policy & advocacy
Immediate Next Steps, Timelines, & Owners List the actions you'll take to pursue the strategy. These could be "no regrets" moves, options to buy you time, and/or innovative ideas you want to try out	Ideas for Future Consideration Keep track of things you want to do eventually as the scenario becomes more likely to happen. You can also use this section as a parking lot for ideas.
<ul style="list-style-type: none"> - Create a balanced budget for 2021 (McGuire, 4Q/20) - Create a Covid-19 Funding Plan (Wilson, Q1/21) - Map a new 2Gen model with a focus on parents (Dorante, Jan 2021) - Implement our first DRIVE-BY VITA program model (drop off of documents by client, return to review and sign) (Ekblad, Q1) - Install new VOID system (Derrick, Q1/21) - Create more robust cash flow & budget analysis reporting (McGuire, Q1) 	<ul style="list-style-type: none"> - Introduce a more robust health & wellness culture to HUF - Create a plan for racial justice / equity training for whole staff - Continue to work on long-term plan to implement data management system - Determine when to launch small business program research/ "human centered" design - Explore when and how to further expand vocational skills training including the Learning Café (English instruction in partnership with Broward College)

- Secure additional PP&A funding for 2021 (Thomas, Q1/21)
- Explore existing health & wellness benefits for team and implement (Derrick, Q1/21)
- Finalize the plan and present (Pinzon, Q1)
- Research and implement racial justice & equity plan (Pinzon, Q2)

Indicators to Track (and Owners)

Note metrics to track. These could be metrics that indicate if a scenario is coming true and/or that help you see if the steps you've taken so far are successful.

- Broward County retains strict indoor mask-wearing and social distancing practices (Derrick)
- Broward County's positivity remains in the 8-15% range (Derrick)
- Monthly funder and grant awards remain on track & within the 75% renewal range – No major declines (Wilson)
- Able to design a successful virtual program model to attract 25% of the families in our U4Teen program (Dorante)
- VITA models (by appointment only/in person, drive-by and virtual) meet our revised program numbers (Ekblad)
- HUF staff remains healthy with our limited in-person, by appointment-only sessions (citizenship only in Q1) (Derrick)



2021 HUF Overall Budget Assumptions

2021 Financial Highlights

The year was projected and based primarily on

A. Expenses - grantor's contracts which include direct expenses to operate the program and allowable indirect (shared) expenses.

B. Human Resources

Salaries and Benefits

- **Salary Increases:** 2021 Budget has an average of 3% increases for all staffers (with the exception of school site personnel and seasonal employees) effective October 1, 2020. The October 1st effective date will be in effect for 2021 raises as well – matching new contract start dates for HUF's largest grantor, Children's Services Council of Broward County.
- **Health insurance:** The 2021 budget includes a 3% increase which is covered by HUF in the budget. The increase will be evaluated in May for with a recommendation for handling the increase to the finance committee and the board.
- **Unemployment tax** is budgeted with a rate of 0.45% with no increase from 2020.
- **Workers Comp** is budgeted with a rate of 2%, which is the same as 2020. HUF is currently negotiating a decrease for 2021.
- **Mileage reimbursement** was calculated at 57.5 cents per mile. The rate has decreased to 56 cents per mile effective January 1, 2021 to match the federal mileage reimbursement rate. The difference will have little effect on the budgeted mileage reimbursements as, during COVID, mileage reimbursements have decreased considerably due to working remotely.
- **HUF's 401K program** will enter its 15th year. No match to savings is included in the budget.

C. Financing

HUF's 2020 year-end cash balance was approx. \$2.8M:

- \$1M restricted (includes the \$510K from TJMF);
- \$1.8M without donor restriction (includes PPP \$834K, Improvement Reserve \$60K, Operating \$592K, and TJMF Reserve \$310K)

The line of credit at year-end has a \$470K balance to be re-evaluated in 2021.



2021 Finance Area Main Projects

Personnel Training and/or Hiring

Direct Reports:

- Grant and Funder Compliance Accountant – Hired on August 31, 2020.
 - Training still in process for at least another 3-4 months.
- Senior Staff Accountant – Expected hiring date: January 18, 2021.
 - Training will be in process for at least 6-9 months as job description expanded to include policy and procedure updates.
- Accounts Payable & Payroll Specialist – Increased training in the areas of HR and AP.

Indirect Reports (2 positions that currently report to the Program Division)

- Financial and Administrative Specialist (Economic Development Area) - Expected hiring date: April 1, 2021. Interviewing in process.
- Grant Operation Manager (Education Area) - Continued support and training throughout the year.

Finance Systems

This process began in 2020 with the 2021 budget and worked out successfully. We will continue to streamline finance processes to improve and simplify tasks. The on-going goal is to focus on changing the order of tasks to improve process flow and adding verification tasks within finance ~~or~~ and programs to ~~reduce the CFO and COO involvement.~~ properly align expenses and oversight between finance and program staff.

FYI Only NOT included in operating budget

Capital Expenditures – Total Required: \$85K

- \$ 5,000 - 5811: 1 air conditioner
- \$70,000 - 5811: currently under evaluation – pipe drainage under foundation causing numerous blockages and may have to be fixed (amount is estimated).
- \$ 3,000 – 5840 & 5811: installation of Knox Boxes per City of Hollywood Fire Safety now a mandatory requirement. Allows rapid access to properties by first responders without excessive physical damage to property.
- \$ 7,000 - 5840: Pre-K – depending on re-opening, work required to create socially-distant classroom, purify air, provide PPP to staff and students, construct Astroturf lawn, increased cleaning and disinfecting due to COVID19 and supplying increased cleaning materials.



2021 Operations Area Main Projects

In 2021 the area will provide:

- **Risk Management**
 - **Contract Review:** Review & recommend operational contracts for pricing and efficacy.

- **Facilities**
 - **Covid-19 Building Prep:** Preparation of buildings to resume building occupancy by tenant with COVID19 protocols.
 - **5811 Plumbing:** Assessment and recommendation of plumbing issues at 5811 facility.

- **Talent Management:**
 - **Employee Manual:** Editing and submitting to the senior management team and directors a draft of the new Employees Handbook.
 - **Covid-19 Support:** Continued extensive direct support for COVID required reporting guidelines including any related forms, such as FMLA Eligibility & Rights WH-381 form and Certification WH-380E and providing the FMLA approval form WH-382.
 - Research, analyze and recommend **Health & Wellness program** for employees.
 - Review and recommend **annual benefit insurance plans** for medical, dental, vision and life employee coverages.

- **Create an Employee Safety Training Calendar** and provide a detailed plan to the senior management team for scheduling:
 - **Safety trainings** and obtaining relevant educational material and/or programs for the employees.
 - Review and recommend updates to **Safety Handbook** affecting Worker's Compensation premium.
 - **Updating business continuity plans**

- **Technology**
 - **New VoIP System & New Cell Phone Vendor**– analyzing and recommending Voice over Internet Protocol phone system to reduce communication costs; research and recommend alternate providers for cell phone and hotspot service; analyzing and recommending eliminating land line system. Analyze and recommend the need for a Technology Assistant position to efficiently coordinate employee teleworking needs and liaison with outsourced technology consultant.

2021 HUF Program Budget Assumptions

Highlights

Due to the COVID-19 pandemic, we will most likely continue to provide virtual services at least through the summer or until it is safe for staff and clients to meet in-person.

Safe = <5% positivity rate.

This challenging reality was taken into consideration as we projected the 2021 program revenues and expenses.

- In 2021, the total program revenues are **\$6.3M** which includes grant funding and client fees.
- **82% of the grant funding projected has already been secured**, however this funding may decrease as a result of all CSC contracts operating on a cost-reimbursement basis (vs. unit-cost) due to COVID-19.

Some of the main 2021 Projects and Highlights are:

Continue expansion of the 2Generation approach

- Use approach at all seven schools and Family Strengthening – for a total of 400+ families. CWF main target population will be the parents of children enrolled in these two programs.

Entrepreneurship Services

- Enhance the Emerging Entrepreneur program in partnership with Urban League and Broward College and Venturing Mentoring Team – potential funder: Office Depot

All programs will continue to serve clients virtually, except for:

Unity 4Kids will remain closed until safety and health conditions improve for clients and staff

Emergency Assistance

- Will use funding secured in 2020 to continue assisting families with basic needs
- And will continue looking for additional COVID-19 emergency assistance funding

People/staff

- Hire a Vice President of Programs
- Make changes to Program Management staff structure for better alignment with the 2Gen approach

Data Management

- Streamline and standardize data collection tools – finalize
- Identify a database management system for the agency
- If funding is secured, launch database system in Q2 / Q3

Funding Vulnerabilities – must track weekly and/or monthly

- All CSC contracts are cost-reimbursement which may cause a decrease in revenues
- Citizenship client fees

State of Hispanic & Immigrants in Broward County (working title)

- Work with the Urban League on two studies – one led by HUF will focus on Hispanics & immigrants and the led by the Urban League on Blacks
- Plan on creating a 3rd study where there is intersectionality for both organizations/communities
- Study will be used as a foundation for the 2022-2024 Strategic Plan as well as, provide the foundation for HUF's public policy & advocacy work



2021 Development & Marketing Budget Assumptions

Considering the ongoing threat of COVID-19, the following assumptions for 2021 are conservative. Planning for the immediate future (1-year) with a higher-than-usual level of uncertainty has guided our decision to have a laser focus on fewer projects. Our clients' demand for essential services significantly increased in 2020; we anticipate these needs will remain high and may likely increase. On the other hand, projections of business and individual philanthropy remain tenuous, at best. Our priority for development is to retain as much funding as possible and continue growth. Our priority for marketing is to continue to provide client resource communication and innovative ways to expand our services to new audiences with the help of new tools and strategies.

Fund Development Plan

HUF will raise \$1.5 in 2021, including \$1.1M from grants (restricted and unrestricted) and \$465,000 from corporations and individuals. HUF's SVP/Strategy & Programs, Development Director and Grants Manager will meet monthly to review HUF priorities, research and pitches to funders, foundations, government and major donors.

Corporate Partnerships **\$300,000**

HUF will continue to significantly focus on retaining and deepening support from existing corporate partners and grow our portfolio with new partners as well.

Individual Giving **\$145,000**

HUF board members remain instrumental to the sustainability and growth of the Circle of Friends (goal = \$65,000). HUF staff will create individual "moves management" plans for at least six individuals/families and plan to secure a minimum of \$65,000 in 2021, including multi-year commitments (goal = \$65,000). All full-time HUF staff are encouraged to participate in the workplace giving campaign managed by United Way Broward County and asked to designate HUF as their 'charity of choice' for payroll deducted gifts. In addition to workplace giving campaigns, development staff will maintain peer-to-peer pages for current board members to raise funds for the annual campaign, as well as leverage enthusiasm around "Giving Tuesday" (11/30/21) as part of end-of-year ask, which will include e-blasts & social media with client stories and impact.

Events **\$20,000**

HUF staff will replace its annual Entrepreneur Summit with a smaller scale event (or series of events) focusing on small businesses.

Other

HUF staff will explore digital alternatives to monthly, in-person Empowerment Tours to help community leaders and potential donors & funders become familiar with HUF's services and leadership. Importantly, a significant portion of 2021 will be dedicated to planning celebrations for the agency's 40th Anniversary in 2022 (\$100K+ Donor Recognition, special fundraising campaign).



Marketing

Strategic Communication, Branding and Funder Marketing and Recognition

The Marketing team will be working on numerous large efforts planned for 2021.

Projects

- Programs
 - **VITA – Hotline & Drop-off**
 - Citizenship – podcast
 - Learning Café – expansion
- **Executing new brand guidelines** – staff training, updating vendor
- **New website**
- **40th Anniversary**
 - Hispanic Heritage Month Campaign – “Humans of HUF”
 - Recap – HUF’s history & highlight
 - The Road Ahead – update to strategic plan (what’s worth sharing)
 - Research
 - HUF’s response to research, programming changes, etc.
- **Promotion of HUF’s “State of Hispanics & Immigrants in Broward County” major research study**
- **Public Policy & Advocacy SM**
- **CEO transition**
- Annual report – new format

On the communications front, we will be increasing our expertise and frequency of storytelling – with a focus on short and compelling videos as well as, work with the marketing committee to secure more media coverage for many of these major initiatives and projects.

- Increase awareness of HUF and its work through **storytelling** of HUF and its mission, core values, culture, programs and impact across south Florida through new channels.
- Increase **media coverage** – create content library, etc.

*Note – **Highlighted** projects are among the largest priorities*