



AGENDA

Meeting #2

Tuesday, February 9, 2021

Join Zoom Meeting

<https://zoom.us/j/93276717866?pwd=RW9HM3IJY3daMHNIOGkxL1RkdFZXZz09>

Meeting ID: 932 7671 7866

Passcode: 157631

Tuesday, February 9, 2021 -- 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, February 9, 2021

Join Zoom Meeting

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Meeting ID: 932 7671 7866

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We will start the meeting promptly at 4pm

- | | | | | | |
|----|---------|--|---|--------------------|------------------|
| 1. | 4:00pm | Call to Order/ Roll Call | John Guerrero & Felina Furer | | |
| 2. | 4:05 | Chair Welcome & Opening Comments | John Guerrero | | |
| 3. | 4:10 | Development | Shani Wilson | | |
| | | <ul style="list-style-type: none">• Entrepreneur Summit – 2021 Recommendation | | Information | |
| 4. | 4:20 | Strategic Planning | Committee Chairs + Staff | Action | <i>pgs. 1-16</i> |
| | | <ul style="list-style-type: none">• OPSP (One Page Strategic Plan) – Josie Bacallao• Program 2021 Goals – Steve Sampier + Felipe Pinzon• Public Policy & Advocacy – 2021 Goals – Carolina Cardozo + Josie Bacallao• Marketing 2021 Goals – Lesli Franco + Kathy Gallego• Finance 2021 Goals – Emma Pfister + Virginia Cielo• Governance 2021 Goals – Anthony Abbate• Development 2021 Goals – John Guerrero + Josie Bacallao | | | |
| 5. | 5:20 | Marketing Communication (MarCom) Transition Plan | John Guerrero & Lesli Franco | Information | |
| 6. | 5:50 | Consent Agenda | John Guerrero | Action | |
| | | <i>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.</i> Board Minutes January 2021 | | | <i>pg. 17-19</i> |
| | | <i>ii.</i> Finance Committee Minutes January 2021 | | | <i>pg. 20-21</i> |
| | | <i>iii.</i> November 2020 Financials & TJMF Monthly Report | | | <i>pg. 22-30</i> |
| | | <i>iv.</i> Governance Committee, January 2021 Minutes | | | <i>pg.31-33</i> |
| | | <i>v.</i> Marketing Committee, January 2021 Minutes | | | <i>pg.34-36</i> |
| 7. | 5:55 pm | Executive Session | | | |
| 8. | 6:15 pm | Adjourn | | | |

18 Active Board members / 10 required for quorum and vote

Hispanic Unity of Florida
BOARD OF DIRECTORS ATTENDANCE MATRIX

Board Member	Feb 2020	Mar 2020	Apr 2020	May 2020	June 2020	Jul 2020	Aug 2020	Sept 2020	Oct. 2020	Nov 2020	Dec 2020	Jan 2021		
ABBATE, Anthony (Tony)	P	P	P	E	E	No Meeting / Summer Break	No Meeting / Summer Break	P	P	P	P	A		
ALVAREZ, Maritza				P	P			P	P	P	P			
BELLO, Eduardo	P	P	P	P	P			P	P	P	P			
CARDOZO, Carolina	P	P	P	P	P			P	P	P	P			
CUSHING, Giselle	E	P	P	P	A			P	P	P	E	P		
DEAPODACA, Jorge								P	E	P	P	P		
FRANCO, Lesli	P	P	E	P	P			P	P	E	P	A		
GUERRERO, John	P	P	P	P	P			P	P	E	P	P		
HERZ, Dan	P	P	P	P	P			P	P	P	P	P		
KARLEN, Scott	P	P	P	P	P			P	P	E	A	P	P	
PARADOWSKI, Christina	P	P	P	P	P			P	P	P	P	P	P	
PENA, Deborah	A	P	P	P	P			P	P	P	P	P	A	
PFISTER, Emma	P	P	P	P	P			P	P	E	E	P	P	P
RIVERA, Francisco											P	P	P	P
RODRIGUEZ, Lucia	P	P	P	P	P			P	P	P	P	P	P	P
SAMPIER, Steve	P	P	P	P	P			P	P	P	P	P	P	P
SCHEVIS, Daniel	P	P	P	P	E			P	P	P	P	P	P	P
STONE, Angie	P	P	P	P	P			P	P	P	P	P	P	P
Total Board Members	18	18	18	18	18					20	20	20	20	18
Present: P / T= Telephone	14	16	17	18	13					19	16	18	19	15
Excused: E	3	2	1	1	4			1	4	1	1	0		
Absent: A	1	0	0	0	1			0	0	1	0	3		
Board Members Participating	78%	89%	89%	88%	72%			95%	80%	90%	95%	83%		
Board Members Present at the Meeting	78%	89% Phone	94% Zoom	88% Zoom	72% Zoom			95% Zoom	80% Zoom	90% Zoom	95% Zoom	83% Zoom		

Strategy: One-Page Strategic Plan (OPSP)



Organization Name: _____

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HUF 2016-2021 Strategic Plan

	Committees	Status	Program Action Items - 2016-2021 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	Comments
1	Program	Priority	Create a programmatic decision tool to analyze the degree to which a new program aligns with the Mission.	SVP							
2	Program	Priority	Replicate 2Gen - focused on Family Strengthening Program	ED, VPP and Directors							
3	Program	Priority	Design a Career Pathways model	ED, VPP and Director							
4	Program	Priority	Secure additional Emergency Assistance funding	ED							
5	Program	Priority	Create a plan to assist clients in accessing COVID-19 vaccine and launch efforts	ED and VPP							
6	Program	Priority	Create a plan to assist clients with immigration and other critical	ED and CEO							
7	Program & PP & Advocacy	Priority	Work with FIU's Metro Center (and with partner Urban League) on "The State of Hispanics & Immigrants in Broward" Research Study with a State of Black Broward (led by UL) and a third combined study of both black & brown communities.	CEO & ED							
8	Program & PP	Priority	Create a communication plan around the study; use the study as	ED and CEO							
9	Program	In Progress	Create a plan to strengthen HUF's Performance Management System (database system, staff training, hire a data management staffer, etc.)	SVP							
10	Program	In Progress	Create a 2Gen training plan for management and front line staff	VPP and Director							
11	Program	In Progress	Reorganize Program Staff Structure - based on 2Gen approach and changes in service delivery model	ED and VPP							
12	Program	Completed	Research, develop and write a Theory of Change	SVP							
13	Program	Completed	Identify Broward County High Schools with a large number of immigrant students	SVP							
14	Program	Completed	Meet with Children's Services Council, Chief Program Officer to share HUF's intent and discuss funding opportunities to serve high schools with a large number of immigrant students (requires an advocacy plan)	SVP							
15	Program	Completed	Apply for funding to serve high schools with a large number of immigrant students	SVP							

HUF 2016-2021 Strategic Plan

Item #	Committees	Status	Public Policy & Action Items - 2016-2021 Strategic Plan	Responsible	2016	2017	2018	2019	2020
1	Public Policy & Advocacy	Priority	Work with HUF staff to secure sustainable funding for dedicated PP&A staffer (possibly to add other duties to expand funding options)						
2	Public Policy & Advocacy	Priority	Work with outside consultants to develop a plan to: 1. Highlight HUF's & CIFIC Coalition work in key program areas; 2. Promote HUF research on issues which then positions the agency as "thought leaders" and advances HUF's advocacy work in these issue areas; 3. Support PP&A staff & volunteers & CIFIC coalition in outreach & messaging to elected officials	PP&A Chairs with Consultants + CEO + PP&A Fellow					
3	Public Policy & Advocacy	Priority	Build a formal advocacy network of peer organizations (local and throughout the state) to advance each others' work. Identify the groups. Create goals and outline working relationship/partnership.						
4	Public Policy & Advocacy	Priority	Cultivate & grown relationships with state & congressional electeds and their staff, by connecting with them in person or virtually -	\$15K	Establish public policy priorities for immigrant community in Broward/ Establish HUF as PP				
5	Public Policy & Advocacy	Completed	Research how other not-for-profit organizations fund their Public Policy & Advocacy (PP&A) work and identify local and national potential funders to fund HUF's work						
6	Public Policy & Advocacy	Completed	Create annual plans that establish HUF's PP&A priorities which support HUF's mission and program areas to include - economic development/workforce, education, social justice and citizenship/civic engagement						
7	Public Policy & Advocacy	Pause	Recruit board member(s) with public policy and/or advocacy expertise.	PP&A Chairs with Governance Committee					
8	Public Policy & Advocacy	Pause	Research other organizations/individuals who have expertise in PP&A to share their expertise with PP&A committee during workshops						
9	Public Policy & Advocacy	Pause	Create a PP&A Policy to guide the work of the PP&A committee and the board (Use United Way's Policy as a guide)						
10	Public Policy & Advocacy		Immigration Clinics - six Broward Clinics in partnership with AIJ & CCLS	\$4.5K	300 clients				

HUF 2016-2021 Strategic Plan

Item #	Committees	Status	Public Policy & Action Items - 2016-2021 Strategic Plan	Responsible	2016	2017	2018	2019	2020
11	Public Policy & Advocacy		VITA Champions (free tax) efforts - focused on 10-12 top cities in Broward County - recruit and SM posts & visits at each city (Marketing Committee Support)	\$12K	6,000 clients				
12	Public Policy & Advocacy		2020 Census - Lead Cultural & Ethnic Subcommittee + Lead HUF efforts	\$27K-\$46K	\$2K x 15K clients x 10 years in federal funds for the county				
13	Public Policy & Advocacy		Children of Immigrant Families Coalition and Website (Hold 2-4 annual meetings with this coalition and update website)	\$600-\$1200	Help strengthen & expand PP&A peer network (HUF goal)				
14	Public Policy & Advocacy		Voter Registration in 2020 during election season	\$25K for Staffer					
15	Public Policy & Advocacy		GOTV (Get Out the Vote)	\$25K for Staffer					
Color Key									
			Completed						
			In Progress						
			Not Started Or Stalled						

HUF 2016-2021 Strategic Plan

Item #	Committees	Status	Marketing Action Items - 2016-2021 Strategic Plan	Responsible						
					2016	2017	2018	2019	2020	2021
1	Marketing	Priority	Create Brand Guidelines Manual. Train staff and board on usage							
2	Marketing	Priority	Support Public Policy & Advocacy Efforts with messaging to reinforce & increase reach of elected officials (Using RiseAbove, VPSA tools (Values, Problem, Solution & Action) template							
3	Marketing	Priority	Increase storytelling of HUF and its mission - with consultant, extended into 2021							
4	Marketing	Priority	Solidify and increase HUF's social media presence and create a robust digital plan to include google ads, SEO, content creation							
5	Marketing	Priority	Create a leadership succession plan for senior leadership positions							
6	Marketing	Priority	Create HUF's 40th Anniversary Plan							
7	Marketing	Priority	Create & Execute a 2021 & 2022 MarCom Transition Plan							

HUF 2016-2021 Strategic Plan

Item #	Committees	Status	Finance & Operations & Risk Management Action Items - 2016-2021 Strategic Plan	Responsible	2016	2017	2018	2019	2020
1	Finance & Operations & Risk Management	Priority	Reorganize the finance area to provide more support for the growing program & organizational needs. And, to provide greater support to the COO. Add CFO & Operations/Risk, Associate Director positions.						
2	Finance & Operations & Risk Management	Priority	Create and execute plan to strengthen operations: facilities & technology to support the growing needs of the agency & HUF management team. (Growth has outstripped our capacity in both of these areas.)						
3	Finance & Operations & Risk Management	Priority	Review HUF's HR support and develop short & long-term plans to provide more support for growing HR needs (management + team members).						
4	Finance & Operations & Risk Management	Priority	Quarterly Budget & Scenario Planning Tracking and Re-Projections (Analysis of Organizational Performance for Programs & Development and Impact on Financials)						
5	Finance & Operations & Risk Management	COMPLETED	Create a plan to grow HUF's fundraising capacity so that the agency can increase its mission capacity by adding key revenue-generating personnel (in Development & Programs).	CEO					
6	Finance & Operations & Risk Management	COMPLETED	Leverage HUF's real estate assets by refinancing current debt (\$330K) and extract \$500K in equity for operating reserve (\$150K) and funding of Development, Finance and Program personnel (\$350K).						
7	Finance & Operations & Risk Management	Pause	Maintain and utilize the comprehensive financial model developed as part of the Strategic Planning process. (VC created simpler version - to launch with new CFO.)						
8	Finance & Operations & Risk Management	Pause	Create a plan to grow HUF's reserves to \$1M in five years (PLACEHOLDER). **Number will reflect fixed costs ONLY.						
9	Finance & Operations & Risk Management	COMPLETED	Use \$150k of refinance for operating reserve.						
10	Finance & Operations & Risk Management	Pause	Develop EASY to read Monthly Dashboard with metrics for Finance/Programs and Development (Wait til Database system is completed)						
11	Finance & Operations & Risk Management	COMPLETED	Review HUF's usage of real estate assets to determine if HUF is able to better leverage this asset and a strong revenue stream for the agency						

HUF 2016-2021 Strategic Plan

Item #	Committees	Status	Finance & Operations & Risk Management Action Items - 2016-2021 Strategic Plan	Responsible					
					2016	2017	2018	2019	2020
12	Finance & Operations & Risk Management	COMPLETED	Increase operational reserves fund to meet the increased costs of managing three- two facilities. Increase from \$36 in reserves per year to \$62K (VC to provide). per year.						
13	Finance & Operations & Risk Management	Don't Do	Create HUF investment policy and invest HUF reserves to maximize growth while still allowing for flexibility.						
14	Finance & Operations & Risk Management	Pause	Identify HUF's 4-9 top processes and create a timeline to review and revise each. Implement new processes & procedures.						
Color Key									
	Completed								
	In Progress								
	Not Started Or Stalled								

HUF 2016-2021 Strategic Plan

Goal #	Committees	Status	Governance Action Items - 2016-2021 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021
1	Governance	Priority	Recruitment: Build candidate file: minimum two candidates for every open position	Governance Chair						
2	Governance	Priority	Recruitment: Create a new support group consisting of past Board members, donors and long term supporters to assist HUF with identifying board members, committee members and donor prospects "Friends of the Board"							
3	Governance	Priority	Update HUF Board Officer Job descriptions with new or updated duties + Prepare succession plans for Board Officers & Committee Chairs	Governance Committee						
4	Governance	Priority	Create Board-Driven Annual Calendar	Board Secretary						
5	Governance	Completed Exhibit 1	Recruitment: Develop a HUF Introduction Board Candidate Form which will provide the necessary information to do the research on names forwarded for Board candidacy. This form can further be used to capture names for committee membership or donor development.	Angie Stone						
6	Governance	Completed - Exhibit 2	Recruitment: A flow chart outline process – and who is responsible with timelines - and follow up process will also be developed for all candidates.	Angie Stone						
7	Governance	Completed - Exhibit 3	Recruitment: Finalize board recruitment process from exploratory to getting to know individual – to pre-qualifying individual and materials to be used to sell HUF	Angie Stone						
8	Governance		Recruitment: Invite past HUF Board Officers to join Governance Committee to assist with prospect interviews and vetting							
9	Governance	New Package Completed - Mentoring has NOT	Onboarding & Ongoing Education: Revise new Board Member Orientation: Create overall agency information package, in-depth agency program tour and implement board mentoring program							
10	Governance	Completed Process & Utilizing	Engagement: Develop process to create more strategic agendas for the board's monthly meetings (15-30 minutes discussions). Explore inviting subject matter experts 3-4 times per year. Create a calendar of topics for every board meeting.	CEO + Board Chair + Gov Chair						
11	Governance	Completed	Accountability: Revise Board member scorecard and review quarterly- MONTHLY will be sent to Board Chair who will forward to Board Members							
12	Governance	Completed Process	Accountability: Conduct annual board and individual board member assessments (create process & assign responsibility)	Governance Chair						

HUF 2016-2021 Strategic Plan

Item #	Committees	Status	Development Action Items - 2016-2021 Strategic Plan	Responsible	2016	2017	2018	2019	2020
1	Board Chair	Priority	Tools & Resources: Check-in with Board Members Semi-Annually on their development goals and address challenges – involve development staff to assistance	Board Chair + Gov. Chair					
2	Board Chair	Priority	Accountability: Review & Report quarterly to the board on board over-all fundraising performance including plan on how to continue momentum or correct direction	Board Chair					
3	Board Chair	Priority	Board Chair to work with an "ad hoc" Development Task Force to create an annual plan to focus the board members on specific board development activities <i>appropriate during Covid-19</i>	Board Chair + Gov. Chair + Development Director (support)					
4	Board Chair	Pause	Onboarding: Finalize toolkit and train all board members in first year and schedule annual refresher for existing board members (add to New Board Member on-boarding training) <i>Set up Annual board training schedule and process</i>	Board Chair + Gov. Chair + CEO + Development Director					
5	Development HUF STAFF	Pause	Goal Setting: Chair to meet annually with finance committee to set overall goals and then meet to create board member commitments with every member						
6	Development-Move to Governance	Pause	Tools & Resources: Determine process to train new board members on development and provide on-going refresher information (research "best in class" nationally)	Governance Chair + Board Chair + Development Director					
7	Board Chair	Pause	Board Chair to work with an "ad hoc" Development Task Force to create an annual plan to focus the board members on specific board development activities such as an annual Circle of Friends effort (ideally with a match from board members or a donor; End of Year Campaign; Annual Open House; Annual CoF Thank you Event; other pre-planned development activities)	Board Chair + Gov. Chair					
8	Development - Committee with Staff	Completed for 2016	Goal Setting: Create individual development goals (part of larger board member commitment scorecard) – Work with Governance Committee to finalize						
9	Development-Move to Governance	Completed	Tools & Resources: Every Board Member to participate in 2-hour program in-depth orientation during every of their 3 terms (3 times total during six year term)						
10	Development Committee & HUF Staff		Tools & Resources: Review HUF development materials and agree on the "tool kit" to be provided to the board members	Development Committee & HUF Staff					
11	Development - HUF STAFF	Completed	Accountability: Calendar quarterly development goals review						

Hispanic Unity of Florida
Board of Directors Meeting
Zoom Meeting Minutes
January 12, 2021

Call to Order/ Roll Call

At 4:00pm

Presentations

- **Presentation of the Gavel to New, Incoming Board Chair**

Josie Bacallao indicated that following HUF's tradition, the organization created a customized gavel for the new board chair, John Guerrero. She presented images of the gavel. John Guerrero thanked HUF's team for the custom gavel.

- **Welcome new Board Officers**

John Guerrero shared that he was both excited and honored to be the Incoming Chair of HUF's Board of Directors for 2021. He recognized the talent, professionalism and level of engagement of the board members. He indicated that as the 2021 Chair he will be overseeing two major transitions: the transition to a new normal post-COVID-19, and the transition of HUF's outgoing CEO and installation of a new HUF CEO. He mentioned it is the board's responsibility to help the organization to go through these transitions successfully.

- **Presentation and Thank You to Lucía Rodriguez**

John Guerrero thanked Lucía Rodriguez for her excellent work as the Chair of the board during 2020. He highlighted her leadership and commitment during one of the most challenging years for the organization. Lucía thanked John for his words and said she is glad she had the opportunity to help the board as Chair and she is very proud of Josie, the team and the rest of the board. Josie Bacallao indicated Lucía received a piece of original artwork as a recognition for her work during 2020.

- **Presentation and Thank you to Virginia Cielo**

Josie Bacallao announced Virginia Cielo's 15-year work anniversary at HUF. She presented a photo retrospective of Virginia's commitment with HUF and thanked her for everything she has done. She indicated Virginia will be also receiving a hand-blown piece of original art as a recognition for attaining this milestone. (Virginia will also be recognized during the agency's January meeting. All of HUF's former Board Treasurers & Finance Committee Chairs have been invited.)

- **Mission Moment: Client, Rosana Ponte**

Josie Bacallao presented a video created by HUF to highlight a special mission moment of the organization during 2020: The Story of Rossana Ponte. Felipe Pinzon indicated it is a success story in progress and he will keep the board updated as the family's progress.

Development

- **EOY Results & Thank You!**

Shani Wilson presented a recap of the End of Year campaign fundraising efforts. She highlighted the fact that a significant amount of what was raised was made possible thanks to the board of director's members. She recognized Eduardo Bello and John Guerrero as the "superstars" of the 2020 campaign.

- **Donor & Funder Stewardship: 2021 Board Member Stewardship Process & Calendar**

Shani Wilson indicated one of HUF's best practices related to donor procedures, is engaging high level volunteers in order to increase donor and funder retention. She reminded the board that after receiving gifts over \$100, HUF will reach out to board members to ask for their support in thanking donors and funders. She explained the information and the tools they will have access to, in order to do this successfully. She highlighted the importance of establishing an emotional connection with donors, and presented a suggested schedule, in which each board member is assigned to a specific month of 2021. She asked the board members to send her an email if they have any problems in covering the month that was assigned to them. Lastly, she

reminded the board members they have different tools for fundraising and friend-raising. She highlighted that HUF has transitioned to a virtual “Cafecito Empowerment Tour” and indicated she will be posting links and forms to register online.

John Guerrero indicated he has found relatively easy to use the tools HUF’s team has prepared. Felipe Pinzon and Steve Sampier pointed out they have used the Facebook fundraiser with success and encouraged others to use this tool as well. Giselle Cushing said she has had success by using the Piggybank HUF sent her and encouraged other board members to ask for one.

Governance Committee—Presented by Angie Stone

- **Discuss Board Member 2021 Board Engagement Google Docs**

Angie Stone presented the “HUF Board Engagement” document she sent out in December 2020 and thanked the board members that have completed it. She reminded everyone it identifies areas in which the board can engage with HUF, and that it is a simple tool that provides resources and helps board members to indicate what they have done. She asked for entries to be made in the 2021 column from now on and she will send out a reminder email.

2021 HUF Budget & Scenarios--Presented by Emma Pfister

Emma Pfister indicated HUF’s staff went through an extensive process of assumptions, scenarios and analysis to put together the package the board members received.

- **2021 Budget Assumptions**

Josie Bacallao presented the board the high-level highlights of how HUF budgeted big contracts and grants during 2020 given the unusual circumstances and projected the 2021 budget based on scenario planning. She indicated that on the Development side, they projected a lower goal because they think this area will be probably impacted by the consequences of COVID-19. On the Marketing side, she indicated they hope to finish the brand guidelines which will lead to a new website and will focus on HUF’s 40th anniversary.

- **5-Box Scenario Plan**

Josie indicated they started off with a 5-box scenario plan, based on assumptions and positivity rates of 5% or less. They developed three tier assumptions: best case, most likely and worse case: HUF decided to use the worse-case scenario from which to create action steps. She indicated that on the funding side, the organization is still doing okay, however they are seeing an impact in the ability to serve clients – in particular for the Unity 4Teens program and we will most likely experience the same low-client usage of the virtual VITA/tax preparation program. On an ongoing basis, HUF will act based on the action steps outlined in this scenario planning. Angie Stone offered support around HUF’s training piece.

- **2021 Financial Budget**

Emma Pfister made a presentation of the 2021 budget, which is based on the assumptions analyzed. She indicated they compared the 2020 budget versus the 2020 actual and projected the 2021 budget will end up positive as it did in 2020. The organization will see an actual decrease in funds, since it probably will not receive as many donations.

Motion

Lucía Rodriguez made a motion to approve HUF’s 2021 Budget. Dan Herz made the second and the motion passed.

Transition Update

John Guerrero reminded the board they will support the transition of Felipe Pinzon into his new role as CEO beginning in 2022. He indicated that to support them, the marketing committee is creating a year-long communications plan. He highlighted business partners were notified and as an example of positive reactions, indicated the JM Family fully supports the decision.

He indicated Felipe and Josie have created a year-long transition plan with key milestones. They meet weekly to ensure they remain on track. Josie Bacallao indicated she is having ongoing discussions with Felipe and meeting with him daily. The next big step is for Felipe to replace himself with a Vice President of Programs. She hopes that along with the transition committee, they can present a timeline to the board soon. They will see her continued leadership until the summer and then accelerated transition after that. They are unpacking the whole organization and putting together a plan to increase Felipe's community exposure.

Felipe highlighted they have a very detailed (internal) transition plan, have set key milestones along with a timeline to achieve those plans. In regards to replacing himself as SVP, he has reviewed the job description and shared it with Josie, Directors and other staff members for their review. The goal is the new SVP will start in early May. Felipe shared some examples of how he has started to increase his community involvement, and that he is working with Lesli Franco on a communications plan. John Guerrero offered Felipe his support in reviewing the plan and looks forward to setting up a meeting for the transition committee to help him.

Consent Agenda

Motion

Steve Sampier motioned to accept the consent agenda. Emma Pfister provided the second. Motion passed.

General Meeting Adjourned

5:45pm

Executive Session

Board Chair, John Guerrero met with the board members in executive session.

Hispanic Unity of Florida

Finance Committee Meeting Minutes
January 21, 2021

Attendance:

6 members present –Ms. Pfister, Ms. Pena, Mr. Karlen, Mr. Tatelbaum, Mr. Guerrero, and Mr. Nazur
2 members excused – Mr. Bacher and Ms. Lissette Rodriguez
8 non-voting members present –Mr. McGuire, Ms. Cielo, Mr. Pinzon, Ms. Lucia Rodriguez, Ms. Furer, Ms. Wilson, Ms. Esguerra (temp member) and Ms. Derrick
1 non-voting members excused – Ms. Bacallao

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

November 2020 Financial Statements

Mr. McGuire began by presenting the highlights of the November 30, 2020 statements. The year to date projected loss was (\$19K). The actual gain was \$64K which created a favorable variance of \$83K. Overall operating revenue was down by (\$137) which is unfavorable, but overall expenses were down (\$220) which is favorable.

Hispanic Unity of Florida, Inc.

Notes to Financials
November 30, 2020

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain from Program Operations	345,487	
2	Loss from Support Services	<u>(281,457)</u>	
	Increase in UNR Net Assets	<u>\$ 64,030</u>	Operating Gain
		-	

The year to date projected loss was (\$19K) with an actual gain of \$64K which is a favorable variance of \$83K.

- 1) Development fell behind budget by (\$148K)
- 2) Programs fell short of budget (\$222K)
- 3) Admin exceeded budget by \$423K

Programs:

Program's total contribution to date toward administrative and shared fixed costs to the agency totaled \$913K.

Development:

The Development area contributed \$163K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash increased by \$831K as a result of the following activities:

\$(320,560)	Increase in Net Assets
<u>851,038</u>	Adjustments to reconcile decrease in net assets
530,478	Net cash generated by operating activities
(111,293)	Investing Activities
<u>412,016</u>	Financing Activities
<u>\$831,201</u>	Increase in Cash

Notable Donations/Awards for November 2020:

Third Federal	\$25K
UnidosUS HUD	\$18K
UnidosUS Advocacy	\$10K
Individual Donors	\$9K
Payroll Accrual	(\$33K)
Total	\$29K

Cash Flow remained strong. Past due receivables included CSC EITC-VITA which totaled \$14K as CSC has rejected invoices and Economic Development is now working to catch up. The School Board of Broward County is 3 months behind on their rent which totaled \$13K as they have minimum staff to process. UnidosUS Digital Innovation was past due by \$10K as they are chronically late in paying. Also, IRS owed HUF \$13K which is a normal seasonal problem.

MOTION: Mr. Nazur moved to accept the November 2020 financials Mr. Guerrero seconded the motion. The motion passed.

Programs Update:

Mr. Pinzon stated that during 2020, HUF had a shortfall in funding from CSC because schools remained closed and we were unable to bring back school-based staff (only the remote case managers continued to work). We also have been slowly hiring new team members to staff a seventh school. Therefore, the reimbursement or revenue for this program has been lower than the projection. HUF projected a shortfall for 2021 which is being carefully monitored. Mr. Pinzon said that HUF is not facing any major financial or programmatic issues. With the pending tax season, HUF is gearing up for their VITA Program which starts in February. Also, in partnership with Memorial Healthcare System, HUF will distribute food to 100 clients; this will be the first in-person event in 2021.

Workers Comp Update, CV19 Employee Assistance Plan, and Progress Report on VOIP Proposals:

Ms. Derrick has been working on a plan to lower HUF's Worker's Comp costs by reclassifying employees into lower risk categories. She will keep all updated. Through December 31, 2020 as part of the COVID relief legislation, the federal government reimbursed employers for paid leave of their employees when cause was related to COVID-19. This has expired and HUF will be exploring a plan which combines employees using their sick bank of time and seeking board approval to reserve some of the PPP funds to supplement additional paid leave. HUF is developing a plan that will be presented to the finance committee to potentially acquire a VOIP system to reduce telephone costs which have gone over budget in 2020 through November.

New Tax Credit Legislation

Ms. Pfister mentioned a new law regarding employer payroll tax credits. Mr. Nazur indicated that a loss of income would need to be substantial to qualify and that HUF would likely not qualify. Ms. Cielo, Ms. Pfister and Mr. Nazur agreed to sidebar the discussion.

Next Finance Committee Meeting is Scheduled for Thursday February 18, 2021

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

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

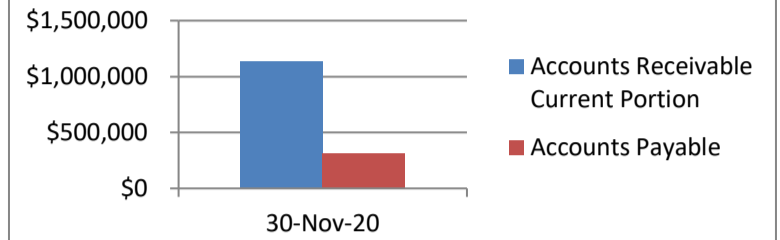
Prepared by: CMcGuire: 1-15-2021
Reviewed by: V Cielo: 1-15-2021

November 30, 2020 Dashboard

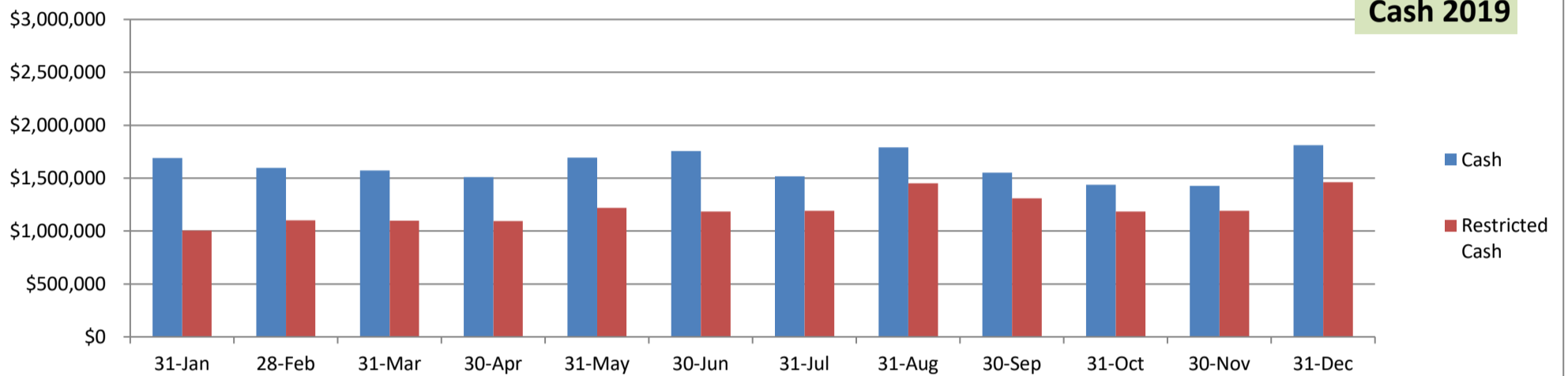
Revenue YTD Compared to Previous YTD

As of NOVEMBER 30, 2020			
	Revenue YTD as of 11/30/2020	Revenue YTD as of 11/30/2019	Year Over Year Chng
Unrestricted Revenue	\$5,210,689	\$5,775,435	(\$564,746)
Restricted Revenue	(\$384,590)	(\$757,548)	\$372,958
Total Revenue	\$4,826,099	\$5,017,887	(\$191,788)

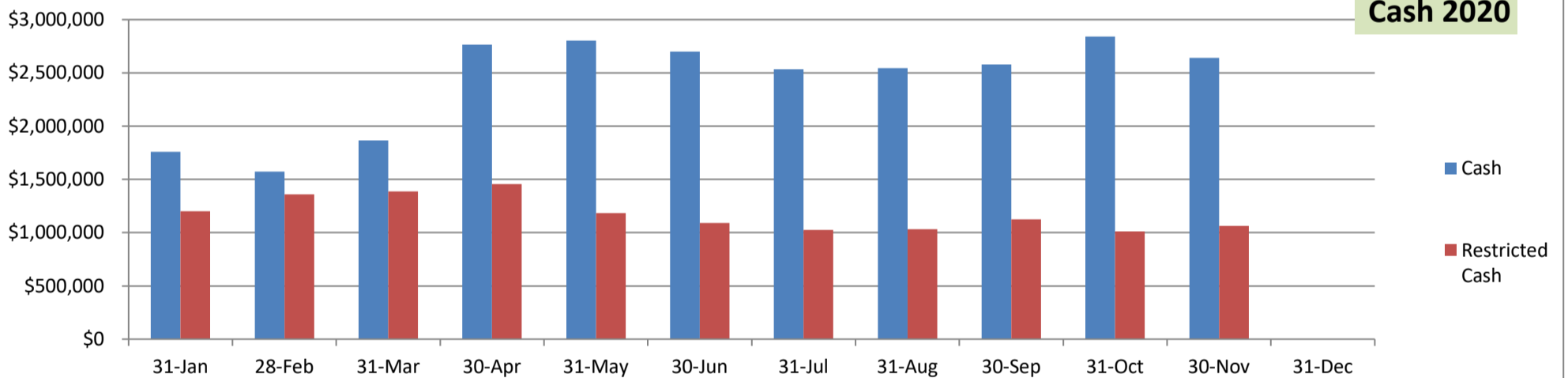
Accounts Receivable Vs Payables November 30, 2020



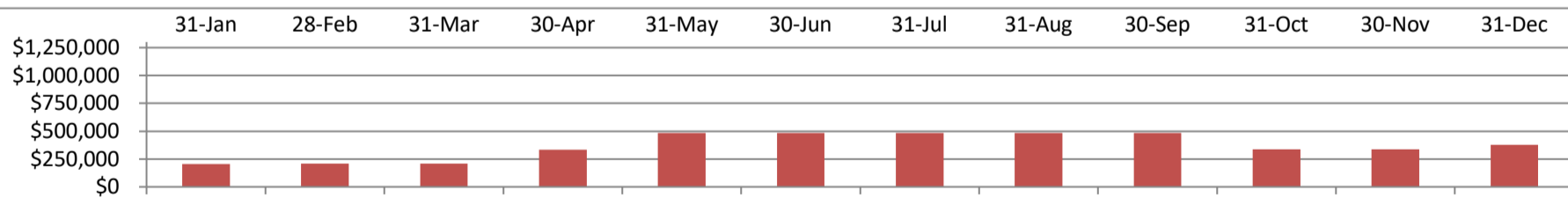
Cash 2019



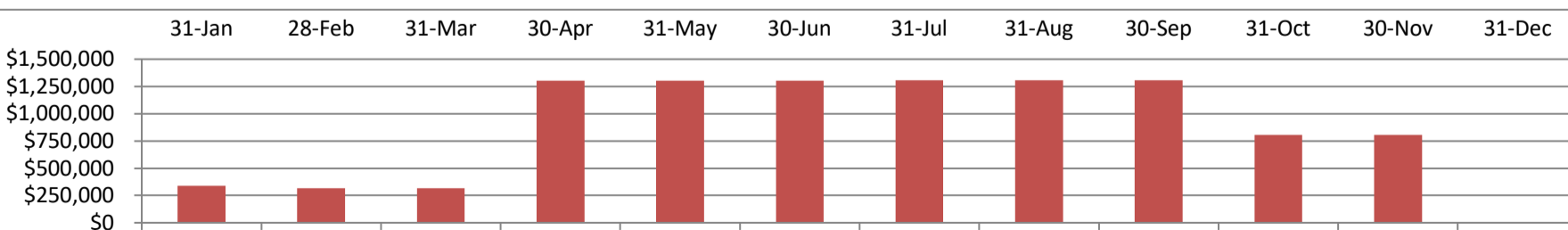
Cash 2020



Line of Credit Usage 2019



PPP Loan and Line of Credit Usage 2020



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

	<u>2020</u>	<u>2019</u>	
<u>ASSETS</u>			
Current Assets			
Cash	2,642,308	1,811,107	Cash Detail pg7; CashFlow pg6
Grants receivable	245,203	366,583	Schedule 1
Unconditional promises to give, net	885,150	920,638	Schedule 1 & 3
Prepaid expenses	<u>41,658</u>	<u>66,538</u>	
Total Current Assets	<u>3,814,319</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	1,381,427	1,397,604	
Deposits and Other Assets	<u>34,243</u>	<u>34,679</u>	
Total Non-Current Assets	<u>1,493,662</u>	<u>2,037,775</u>	
Total Assets	<u><u>5,307,980</u></u>	<u><u>5,202,641</u></u>	
<u>LIABILITIES AND NET ASSETS</u>			
Current Liabilities			
Accounts payable and accrued expenses	311,255	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>1,132,728</u>	<u>691,694</u>	
Noncurrent Liabilities			
Mortgages payable, net of current portion	<u>778,262</u>	<u>793,397</u>	
Total Non-Current Liabilities	<u>778,262</u>	<u>793,397</u>	
Total Liabilities	<u>1,910,990</u>	<u>1,485,091</u>	
Net Assets			
Without Donor Restrictions	1,433,932	1,369,902	64,030
With Donor Restrictions	<u>1,963,058</u>	<u>2,347,648</u>	<u>(384,590)</u>
Total Net Assets	<u>3,396,990</u>	<u>3,717,550</u>	(320,560)
Total Liabilities and Net Assets	<u><u>5,307,980</u></u>	<u><u>5,202,641</u></u>	
Gain from Program Operations	345,487		
Gain from Support Services	(281,457)		
Increase (Decrease)	64,030		

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
FOR THE ELEVEN MONTHS ENDED NOVEMBER 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	870,290	1,255,134	2,125,424	2,276,708
Special events	51,450	-	51,450	75,800
Grants from governmental agencies	2,210,642	-	2,210,642	2,718,683
Other grants and fees	246,357	-	246,357	385,979
Miscellaneous	-	192,226	192,226	359,637
Donations, in-kind	-	-	-	29,850
Net assets released from restrictions:				
Satisfaction of time restrictions	374,790	(374,790)	-	-
Satisfaction of program and purpose restrictions	1,457,160	(1,457,160)	-	-
Total Revenues and Other Support	5,210,689	(384,590)	4,826,099	5,846,657
Expenses (Functional)				
	Estimated 2019 Functional Exp Alloc			
Program services	4,908,369	-	4,908,369	6,007,466
Management and general	174,986	-	174,986	253,565
Fundraising	63,304	-	63,304	54,573
Total Expenses	5,146,659	-	5,146,659	6,315,604
Change in Net Assets	64,030	(384,590)	(320,560)	(468,947)
Net Assets - Beginning of Year	1,369,902	2,347,648	3,717,550	4,186,497
Net Assets - End of Year	1,433,932	1,963,058	3,396,990	3,717,550

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR THE ELEVEN MONTHS ENDED NOVEMBER 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	\$ (320,560)	\$ (468,946)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	127,907	157,527
Changes in assets and liabilities		
(Increase) decrease in grants receivable	121,380	63,464
(Increase) decrease in unconditional promises to give	562,985	157,080
(Increase) decrease in prepaid expenses	24,880	(11,258)
(Increase) decrease in security deposits and other assets	-	(17,711)
Increase (decrease) in accounts payable and accrued expenses	<u>13,886</u>	<u>(52,945)</u>
Total adjustments	<u>851,038</u>	<u>296,157</u>
Net Cash Provided by Operating Activities	<u>530,478</u>	<u>(172,789)</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(111,293)</u>	<u>(56,024)</u>
Net Cash (Used In) Investing Activities	<u>(111,293)</u>	<u>(56,024)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of PPP	334,800	
Net Advance (Repayment) of LOC	92,345	175,170
Borrowing (Repayment) of mortgage	<u>(15,129)</u>	<u>95,396</u>
Net Cash Provided by Financing Activities	<u>412,016</u>	<u>270,566</u>
Increase (decrease) in Cash	831,201	41,753
Cash - Beginning of Year	<u>1,811,107</u>	<u>1,769,353</u>
Cash - End of Year	<u>\$ 2,642,308</u>	<u>\$ 1,811,107</u>

Cash Detail

As of NOVEMBER 30, 2020

Without Donor Restrictions and With Donor Restrictions Cash:

Bank of America	Operating	57,746	
BB&T	Payroll	29,585	
BB&T	Operating	346,938	
Petty Cash	Imprest	800	
Woodforest	PPP	834,578	
BB&T	Asset Reserve Fund	61,559	
BB&T	Reserve Fund	<u>310,044</u>	1,641,251 Without Donor Restrictions
BB&T - Money Market	Opportunity Fund	510,050	
BB&T - Money Market	Grantor Funding	491,007	1,001,057 With Donor Restrictions
			<hr/>
			\$ 2,642,308 TOTAL CASH
			<hr/>

Temporarily Restricted Funds Schedule
As of NOVEMBER 30, 2020

Awards Brought Forward to 2019	AREA	CC	December 31, 2019	Increase/ (Decrease)	Additions	Increase/ (Decrease)	November 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	(57,758)			67,242
Citi Foundation VITA 1/1/20 to 12/31/20	VITA	316	35,000	(29,994)			5,006
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	(78,970)			6,110
Florida Blue Foundation 10/2020 - 10/2021	PB	543	100,000	(7,488)			92,512
Florida Counts 1/1/2020 to 12/31/2020	Admin	003	24,896	(24,896)			-
Frederick A. Deluca Foundation 01/01/19 - 3/31/20	CWF	513	42,923	(42,923)			0
JM Family 2020	Dev	010	10,000	(10,000)			-
JM Family 2021	Dev	010	35,000	-			35,000
JM Family 2022	Dev	010	35,000	-			35,000
JPMC Foundation 5-1-19 - 4-30-20	Comp	507	53,440	(53,440)			-
Kresge Awarded in Jun 2019 and begins Aug 2020 through Nov 30, 2021	STE	460	250,000	(82,000)			168,000
Moran Foundation 01/01/20-12/31/20	CWF	503	350,000	(317,655)			32,345
Moran Foundation 01/01/21-12/31/21	CWF	503	350,000	-			350,000
NALCAB 5-15-19 - 7-15-20	CWF	574	15,067	(15,067)			-
NALEO 7-1-19 - 6-30-20	Edu	606	21,044	(21,044)			-
Orange Cnty/TK Foundation 8/01/19 -7/31/20	U4T	430	57,910	(57,910)			0
Salah 1/1/20 to 12/31/20	CWF	516	100,000	(91,787)			8,213
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	(47,651)			286,604
Unidos - RICO 9-1-19 - 8-31-2020 extended to 11-30-2020	PB	537	59,738	(59,738)	9,800		0
			2,347,649	(1,186,616)	9,800	-	1,161,032

New 2020

TR Grants

Added in 2020	AREA	CC					
Amerant 6-2-2020 Until Funds are expended	EF	334			6,000	(5,950)	50
Broward College 2021 Time Restriction	EP	415			8,000		8,000
Citi Entrepreneurship 3-1-2020 - 2-28-2021	EE	326			80,000	(47,759)	32,241
Development 2021 Time Restriction	Dev	010			184,342	-	184,342
Frederick Delucca May 2020 Until funds are expended	EF	336			100,000	(62,885)	37,115
Frederick 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
Herb Block Restricted to 2021	Cit	156			10,000	-	10,000
Hispanic Federation 10-1-2020 to 12-31-2020	EF	340			25,000	(7,299)	17,701
Jim Moran Foundation 3-20-2020 until funds are expended	EF	330			100,000	(100,000)	-
JP Morgan Chase October 2020 to April 2022	CWF	507			280,000		280,000
NALCAB 6-22-20 to 4-30-20	CWF	574			30,000	(10,142)	19,858
NALEO 7-1-2020 to 6-30-2021	EZ	606			46,465	(19,261)	27,204
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	(8,598)	1,402
Unidos 3-31-20 to 8-31-2020	EF	332			8,000	(8,000)	-
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	(21,263)	15,259
					1,178,744	(376,718)	802,027

TOTAL

\$ 2,347,649 \$ (1,186,616) \$ 1,188,544 \$ (376,718) \$ 1,963,058

Satisfaction of Time Restrictions **\$ (374,790)**

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES - TOTAL
FOR THE ELEVEN MONTHS ENDED NOVEMBER 30, 2020

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 33,912	\$ 35,142	\$ (1,230)	\$ 870,290	\$ 286,566	\$ 583,724	Received: \$25K from Third Federal; and \$9K from Individual
Donations - TR	(5,010)	21,833	(26,843)	1,255,134	760,171	494,963	Received: Unidos HUD \$18K; \$10K from Unidos Policy and Advocacy; and (\$33K) in Payroll Accrual Reversals
Satisfaction of Restrictions	84,484	140,949	(56,465)	384,590	1,139,772	(755,182)	Difference is due to restricting funds into 2021
Fundraising Events	0	0	0	51,450	85,000	(33,550)	Expenses also lower due to E-Summit being virtual. See below.
Grant Income	178,279	259,195	(80,916)	2,457,000	2,767,586	(310,586)	Less income due to COVID also reflected in less expenses
Interest Income	4	1,100	(1,096)	2,439	12,100	(9,661)	
Rental Income	4,308	4,196	112	46,756	46,156	600	
Voluntary Pre-K	0	3,551	(3,551)	18,782	39,061	(20,279)	
Fees & Miscell Income	(8,002)	19,252	(27,254)	124,248	211,772	(87,524)	Primarily U4K
InKind - Services/Goods	0	0	0	0	0	0	
Total Revenues	287,975	485,218	(197,243)	5,210,689	5,348,184	(137,495)	
Expenses							
Salaries and benefits	321,633	349,998	(28,365)	3,758,398	3,781,406	(23,008)	
Advertising	4,671	1,910	2,761	18,174	21,012	(2,838)	
Bank service charges	1,657	717	940	14,473	7,887	6,586	
Building repairs/maint	17,084	17,778	(694)	176,169	195,558	(19,389)	
Depreciation	11,786	13,496	(1,710)	127,907	148,464	(20,557)	
Dues Subscriptions	1,255	1,538	(283)	20,831	18,418	2,413	
Information Technology	8,200	13,274	(5,074)	105,527	155,301	(49,774)	Though this area states a decrease in spending, HUF capitalized \$61K in computer-related purchases--much of which was covered by emergency grants
InKind - Goods/Services	0	0	0	0	0	0	
Insurance	4,125	4,583	(458)	46,327	50,403	(4,076)	
Interest expense	5,019	5,751	(732)	54,481	63,261	(8,780)	
Licenses and permits	264	96	168	1,390	1,056	334	
Mileage reimbursement	0	4,328	(4,328)	9,863	47,445	(37,582)	Main programs underspending are U4T, IRS, Citi, USCIS, and Family Strengthening - due to COVID
Miscellaneous	(6)	(8)	2	(2)	(5)	3	
Office expense	2,506	5,116	(2,610)	47,427	57,122	(9,695)	
Postage and shipping	(578)	527	(1,105)	3,550	5,494	(1,944)	
Printing	4,113	4,439	(326)	46,631	56,651	(10,020)	
Professional fees	17,667	19,457	(1,790)	141,547	214,491	(72,944)	Delayed start to Entrepreneurship program and Zuckerberg. Underspent in Support Area, and timing differences in Kresge.
Program expenses	24,568	32,366	(7,798)	373,679	298,823	74,856	Flex Funds, Emergency Relief, Value Added--All reimbursable
Public relations	257	1,250	(993)	1,445	13,750	(12,305)	
Rent	1,424	3,024	(1,600)	19,564	27,882	(8,318)	
Software	0	292	(292)	3,586	3,212	374	
Special fundraising events	185	2,104	(1,919)	3,195	23,144	(19,949)	Lower expenses due to E-Summit being virtual.
Staff events/meetings	5,900	750	5,150	7,111	8,250	(1,139)	
Staff training and development	0	5,324	(5,324)	8,622	56,487	(47,865)	Deferred Staff Training in many programs, and support
Telephone	6,248	3,562	2,686	43,298	29,300	13,998	In process of consulting with IT Vendor Wheelhouse and once we have a plan, we will reduce our rates.
Telephone - Cell/HotSpots	8,811	4,628	4,183	88,989	59,989	29,000	
Utilities	2,893	2,000	893	24,477	22,000	2,477	
Total Expenses	449,682	498,300	(48,618)	5,146,659	5,366,801	(220,142)	
Increase (Decrease) in UNR Assets	(\$ 161,707)	(\$ 13,082)	\$ (148,625)	\$ 64,030	(\$ 18,617)	\$ 82,647	
			Programs	\$ 345,487			
			Support	\$ (281,457)			
			Total	\$ 64,030			

TJMF Actual through Nov 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	\$	75,247 Incremental Salary Increases through Nov 30, 2020
		Recruitor - Director Marketing, Assoc
National Executive	\$	10,084 Director - Finance, CFO -
Missing Link	\$	12,825 Consultant - Human Resources
	\$	213,396 Actual Through Nov 30, 2020
	\$	286,604 Grant Balance as of Curr. Month End
2020 Salaries - Committed	\$	5,761 Remaining Commitment 2020
2021 Salaries - Committed	\$	43,992 Remaining Commitment 2021
Finance Salaries 2020-2021	\$	49,754
Total Spent & Committed as of Nov 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	\$	25,000.00	Recruitor - Director Marketing, Assoc Director - Finance, CFO - Finance
National Executive	\$	10,084	
Missing Link	\$	12,825	Consultant - Human Resources
	\$	138,148.52	
\$125,000 capacity building	\$	125,000	
Finance Salaries 2020-2021	\$	49,754	Committed Salaries not yet spent
Incremental Salaries	\$	75,247	Incremental Salary Increases
	\$	125,001	
			Uncommitted Balance
Balance	\$	500,000	\$ 263,149 \$ 236,851



Governance Committee Meeting Minutes January 8, 2021

Present on Zoom:

Tony Abbate, John Guerrero, Steve Sampier, Christina Paradowski, Jorge DeApodaca, Angie Stone, Josie Bacallao, Felipe Pinzon, Felina Rosales-Furer and Juliana Esguerra

Excused:

Maria Elena Ferrer, Melida Akiti, Lucia Rodriguez and Barbara Grevior

Next Steps/Action Items:

1. Christina Paradowski will schedule a Zoom meeting for the new sub-committee that will work on board bylaws and structure. They will start working on bylaws and on a statement related to selection process and board seats, that can be used for conversations with corporations.
2. Felina Furer will review which board members are not participating in a committee and share this with Tony Abbate.
3. Tony Abbate will mention during the next board meeting that all board members should be participating in at least one committee and suggest for each committee to indicate their needs. (Move to Feb. 2021 meeting.)
4. Angie Stone and Christina Paradowski will interview Ana Arguello.
5. Tony Abbate will follow up with Marian Cruz and Leslie Bavaro (Amerant).
6. Angie Stone will let Chuck McGuire and Virginia Cielo know Myrna Monserrat will be attending the next finance committee for them to share the Zoom invite.
7. Christina Paradowski and Steve Sampier will interview Myrna Monserrat.
8. Angie Stone will clean the 2020 dashboard and create an updated 2021 version.
9. The committee will receive a board emeritus package for their review prior to next meeting. JBacallao will prepare.

Discussions:

1. Opening Comments and Updates

Tony suggested to change the order of the agenda to accommodate Angie.

2. Approval of December 4, 2020 Minutes

Motion to approve December minutes made by Steve Sampier. The second was made by Christina Paradowski. No comments. Motion passed.

3. Discuss 2021 Priorities

- **Board succession planning: status of board commitment to a succession plan;**
- **Review of board structure and roles/responsibilities of each officer.**
- **Updating of Bylaws: Discuss creation of committee to handle**
- **Identify any changes to meet challenges ahead.**
- **Board Officer Leadership succession plan. Timeline for transition.**
 - **Cross-training, support.**
 - **Communication**

Tony mentioned that the committee will be working simultaneously with several of the priorities discussed during the previous meeting. An example of this, are the Leadership Succession Plan and the Board Succession Plan. Josie Bacallao asked if they should figure out what the priorities are, and tentatively assign dates, in which they would like to have strategic conversations. Tony indicated that he would like to have most of these conversations by mid-year, before the July board meeting. However, the conversation about the bylaws can start right away. He indicated Christina Paradowski worked hard on them and they want to get that going. He suggested this is something they can start working on immediately, along with the review of the board structure, and that there should be a sub-committee created to work on those topics.



Christina pointed out they had discussed that option during the last meeting and that she can lead that conversation. Since Felipe Pinzon is in the Governance Committee, it was suggested that he can provide staff support. It was decided that Christina will schedule the Zoom meeting, probably during the week of January 18th. Tony suggested analyzing the operational aspect of this process, to determine how Christina wants it to move forward, so that everyone knows about the sub-committee and its purpose. It was decided the new sub-committee will report to the Governance Committee, which will report updates to the board.

Tony indicated the biggest discussion they need to have is the one related to review the board structure, roles/responsibilities of each officer, issues related to length of terms, rotation of officers moving through, etc. He commented that the “Board succession planning: status of board commitment to a succession plan” and the “Review of board structure and roles/responsibilities of each officer” are intertwined, and they should define how to best navigate this. Josie suggested to merge both points. She also clarified; it is an IRS requirement that the treasurer is the same chair of the Finance Committee. Tony pointed out this is why some of the biggest topics are the ones related to succession and transition of new board members. John Guerrero suggested they should consider if the succession plan is limited to the board, or if it will also give directives to different committees. Tony pointed out he thinks the committees should also have a succession plan, and that each chair should identify who should be next in line.

4. Board Engagement: Is every board member on a committee?

Tony pointed out the importance of generating engagement in the committees. Not all board members have the time to participate and are better raising money or donating. It depends on the skills and values of each one, reason why he asked they should consider if this engagement should be mandatory. Josie reminded the committee that such topic is related to the Board Engagement document, which was approved. She pointed out it was the foundation for the online tracking Angie Stone implemented.

Christina indicated the board engagement is in the bylaws of the board and they should not encourage passive membership and keep the requirement for board members to be in at least one committee. Josie shared that the new members, Maritza Álvarez and Francisco Rivera have been attending several committees to check them out, and they should be close to deciding which committee they want to be on. One of the things that helped, is that Lucia spoke with both of them at the beginning of the onboarding process and told them they would have to be part of a committee. Josie indicated this topic is a direct responsibility of the chair of the governance committee.

Steve Sampier said Tony should contact them and use the engagement list and the portal Angie created. Josie also suggested to use the timeline of the virtual onboarding process to ensure members are part of a committee. She also pointed out there are some members who are not part of committees, such as Eduardo and Giselle. She asked Felina to review who else is not participating in at least one. Felina will review this information and share it with Tony, and they will follow up in the future. Steve also suggested one of the things they can look forward to, is assigning coaches to new board members. John indicated they can mention it during the next board meeting to make sure board members are engaged and participating as much as possible. It would be a good idea to put out there the needs of each committee to let the board members to know how they can get involved.

5. Designated “corporate” board seats- add to bylaws or remain informal?

Tony reminded the committee that Amerant proposed an alternative to Eduardo Bello. He mentioned they do not have corporate representation, but the question is whether they want to have it or not. Christina suggested to leave it as an informal conversation to avoid providing too much power to corporations, to which Tony agreed. Steve suggested they should have a written policy or statement to clarify this to corporations, in which they indicate that potential board members are individually screened depending on their skills, experience and interests, and to make the process clear to the corporations.

Josie indicated the board should have a conversation with the candidate Amerant is suggesting and with Amerant, to explain the selection process to them, and to determine if the candidate would add value to the board. She suggested they should have a conversation with the candidate to determine if there is a personal



interest in being part of the board. If they determine the interest exists, they can start by including her in a committee. Steve agreed with this suggestion and indicated that would resolve things with Amerant and would give HUF a chance to start getting to know her.

Tony asked for a simple statement to reach out to Amerant, that can be used in similar situations, and Josie suggested that the new committee, organized by Christina, should start by working on this. It was decided this topic would be included in the conversation of the board structure.

6. Recruitment

a. Ana Arguello Interview

Angie indicated the call has been scheduled for next Friday, and that Christina and she will participate.

b. Amerant board request

According to the previous discussion, Tony will follow up with Marian Cruz and Leslie Bavaro (Amerant). He will suggest for her to get to know the committees to see if she wants to be involved with HUF.

c. Myrna Monserrat – Assign/Schedule Interview

Angie indicated she scheduled an intro call to invite her to the next finance committee per Emma's suggestion. Angie asked if someone else wants to interview her. Christina said she would be happy to do so. Steve will be willing to work with Christina in the interview. Josie asked Angie to notify Chuck and Virginia once her attendance to the committee is defined, so that they can send her the Zoom invitation.

7. Board Member Engagement Self-Reporting

a. 2020 Results Recap (HUF staff updated all funding info)

b. 2021 Template Set up

Angie indicated she needs to create the dashboard for 2021 and clean the 2020 one to make sure all information is cleaned up and will send a reminder to board members that have not updated the information. She will validate the information after it is done. John said he would like to first look at the recap, since he does not want it to look like a report card, that can make board uncomfortable since it is a self-managing tool. He said Angie did a great job setting up this portal. Steve agreed and indicated they would not want there to be any names.

8. February Meeting: Board Member Emeritus Discussion

Josie indicated they will receive a document with the information of what a board emeritus is and what Willy Gomez and Chuck Tatelbaum have done and contributed to HUF. In February, it will be voted upon if they receive this board status.

9. Other Business/Updates. None

Next Meeting:
Friday, February 5, 2021 @9am



Marketing Committee Minutes Microsoft Teams Meeting January 13, 2021

Teams Meeting: Ana Arguello, Josie Bacallao, Lesli Cartaya-Franco, Christopher Dongo, Juliana Esguerra, Katherin Gallego, John Guerrero, Maguana Jean, Felipe Pinzón, Francisco Rivera, Felina Rosales-Furer, Lucía Rodriguez and Shani Wilson.

Excused:

None

Action Items:

1. The Marketing Committee's next meeting will be rescheduled for February 3rd at 9AM, in order to prepare the Transition Plan that will be presented during the Board of Director's February meeting.
2. Katherin Gallego will share a calendar of her key projects in 2021.
3. Felipe Pinzón will share his key focus points for 2021.
4. Katherin Gallego will send the list of communications that have been shared so far in relation to the Transition Plan with the members of the Marketing Committee.
5. Lesli Cartaya-Franco will share a google doc with the committee for active participation based on agreed workload distribution
6. Katherin Gallego will convert the Strategic Plan into a Google Doc and will share it with the members of the Marketing Committee.

1) **Roll call** by Katherin Gallego.

2) **Approval of December 15, 2020 minutes**

Motion to approve December 2020 minutes made by Maguana Jean. Second made by Francisco Rivera. Motion passed.

3) **Transition Plan**

Katherin Gallego opened the discussion regarding next steps of the transition plan, discussing next steps and deadlines. Lucía Rodriguez asked if HUF had implemented a communication plan as she had seen some social media posts related to CEO transition. Katherin clarified that no official HUF social media announcements were made, only internal and through eblasts to all the HUF clients. Katherin indicated they have been very intentional regarding social media posts.

Felipe indicated it is important to come up with a comprehensive communication plan and to prepare, he and Lesli Cartaya-Franco met twice in December and have



agreed to continue meeting throughout 2021. Felipe did share his new position on his personal social media.

Maguana Jean asked the reason why there has been separate postings on social media (some from Felipe Pinzón and some from HUF) Katherin re-stated that no official social media posts were delivered and very and suggested that we continue to have separate communication with the same message with the intention of protecting the brand. She indicated it is not about separate communications with different messages but recognizing the organization as well as the individual, in this case Felipe because he has his own personal social media platforms. Maguana indicated that the message should be kept simple and congruent. Josie Bacallao agreed with Maguana and indicated the goals should be articulated, and the main objective should be to give Felipe a high profile within the community. The message should be sent through HUF's platforms and Felipe can share it with his own network to keep the message the same.

Josie highlighted the importance of defining new opportunities that should be explored, for example Felipe is now part of the Fort Lauderdale Alliance and such opportunities are the ones we need to continue to focus on as a committee. The committee should work on precise tactics to reach different targets and to communicate with specific groups such as funders, clients, media, etc. Lucía Rodríguez suggested to use thought leadership as a tactic.

Lesli Cartaya-Franco indicated the priority should be to elevate Felipe for the next 6 months, and that the committee should have a plan that they can share with the Board of Directors during February's meeting. Josie Bacallao suggested to divide the document by audience, in order to assign team members to work on developing tactics to reach specific groups. She also highlighted the importance of setting deadlines.

The Marketing Committee agreed to move the February meeting in order to have enough time to review and discuss the transition document prior to presenting to the Board. Lesli Cartaya-Franco indicated she was going to give access to all committee members to the live document in order to be able to work on it simultaneously. Katherin Gallego will send a calendar of her key projects for 2021. Lucía asked for a list of topics in which Felipe Pinzón will focus during 2021 and Francisco Rivera agreed to Lucía's request, indicating it would be important to have this information to reach different audiences in a customized manner. Additionally, Maguana Jean asked for the list of communications that have been already sent in relation to the transition plan.

The Marketing Committee agreed on the following distribution, in order to develop strategies to reach different audiences:

- Internal - Staff: Katherin Gallego, Maguana Jean
- Internal – Clients: Ana Arguello, Katherin Gallego



- Internal: Board/Board Committees/Past Board: Lucía Rodriguez, Francisco Rivera, Lesli Cartaya-Franco
- External – Donors/Funders: Shani Wilson, Christopher Dongo.
- External – Community Influencers: Maguana Jean, Ana Arguello
- External – Media: Lesli Cartaya-Franco, Francisco Rivera
- External: Political/Elected: Josie Bacallao, Lesli Cartaya-Franco

4) HUF’s Marketing Strategic Plan Final Review

Lesli Cartaya-Franco mentioned the committee will be working on HUF’s Marketing Strategic Plan throughout 2021. She asked the members of the committee to analyze the plan in order to define what they want to carry through to 2022, if needed. She will like them to focus on this topic during the first half of February’s meeting, since this subject will support and supplement the CEO transition plan. Katherin Gallego will convert the strategic plan into a Google Doc that can be shared with all the members of the committee so that everyone can work on it simultaneously.

5) Discuss Silent Auction Action items for February

Lesli Cartaya-Franco shared with the members of the committee that HUF had received a donation of customized jewelry during the end of 2020. She indicated there was not enough bandwidth to plan a silent auction during the holidays, and that she proposes to do a Valentine’s Day auction. Josie Bacallao mentioned that the pieces were very small and not enough for an auction. Shani Wilson proposed to sell them in bulk on a platform such as Ebay. The committee agreed.

Next Meeting
Wednesday, February 3rd, 2021 at 9:00am