



AGENDA

Meeting #3

Tuesday, March 9, 2021

Join Zoom Meeting

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

Meeting ID: 932 7671 7866

Passcode: 157631

Tuesday, March 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, March 9, 2021

Join Zoom Meeting

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We will start the meeting promptly at 4pm

- | | | | | |
|--|---------|--|---|--|
| 1. | 4:00pm | Call to Order/ Roll Call | John Guerrero & Juliana Esguerra | |
| 2. | 4:05 | Chair Welcome & Presentations <ul style="list-style-type: none">• Guillermo “Willy” Gomez – Board Member Emeritus Induction• Charles “Chuckles” Tatelbaum – Board member Emeritus Induction | John Guerrero | <i>pg. 1-2</i> |
| 3. | 4:20 | Strategic Planning
2021 Priority Goals By Committee | John Guerrero | Information
<i>pg. 3-5</i> |
| 4. | 4:25 | Governance Committee
<i>Governance Strategic Goal: Board Recruitment</i> | Anthony Abbate | Action
<i>Sent Separately</i> |
| 5. | 4:35 | 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 February 2021 | | <i>pg. 6-9</i> |
| | | <i>ii.</i> Finance Committee Minutes February 2021 | | <i>pg. 10-12</i> |
| | | <i>iii.</i> DRAFT/Unaudited December 2020 Financials & TJMF Monthly Report | | <i>pg. 13-22</i> |
| | | <i>iv.</i> Governance Committee, February 2021 Minutes | | <i>pg. 23-25</i> |
| | | <i>v.</i> Marketing Committee, February 2021 Minutes | | <i>pg. 26-27</i> |
| | | <i>vi.</i> Public Policy & Advocacy February 2021 Minutes | | <i>pg. 28-31</i> |
| 6. | 4:40 pm | Executive Session <ul style="list-style-type: none">• Transition Update John Guerrero, Felipe Pinzon & Josie Bacallao• Executive Salary Review (with Josie Bacallao present)• Executive Session (Board Members only) | Information
<i>Governance Strategic Goal: CEO Succession Plan (Implementation of Goal</i> | <u>Sent Separately</u>
<u>Sent Separately</u> |
| 7. | 5:30 pm | Adjourn | | |

18 Active Board members / 10 required for quorum and vote

Hispanic Unity of Florida
BOARD OF DIRECTORS ATTENDANCE MATRIX

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

Board Member Emeritus: Per 20198 Updated HUF Bylaws

Board Member Emeritus is the highest honor bestowed by the Corporation's Board to a Board member who has made extensive contributions to the Corporation over the life of their service to the Corporation.

1. All Board members shall be eligible for consideration as a Board Member Emeritus, provided there is a history of that Board member's contributions to the Corporation for consideration by then-existing Board of Directors.
2. The minimum qualifications for a Board Member Emeritus shall be:
 - (a) Tenure on the Board for a minimum of six (6) years, with no less than a one year term as Board Chair. Service as Board Chair can be waived by a majority vote of the Board.
 - (b) Nomination for Board Member Emeritus - A Board member shall be nominated by the Governance/Nominating Committee for consideration as a Board Member Emeritus.
 - (c) The nomination for consideration as Board Member Emeritus shall include a detailed description: (1) of the reason(s) why the nominee's service to the Corporation should be recognized, and how the nominee's service is distinguishable from the service of other Board members whose terms have ended, and (2) why the Corporation should continue to have an association with the nominee.
3. The nomination shall be presented to the Board at a meeting by the Chair of the Governance/Nominating Committee for consideration and vote.
4. The benefits and rights bestowed upon a Board Member Emeritus include, without limitation:
 - (a) Invitation to all Board meetings and special events;
 - (b) Lifetime membership to the Corporation; and
 - (c) The right to address the Board on issues of interest to the Corporation.
5. A Board Member Emeritus shall not have the right to vote at Board meetings.
6. A Board Member Emeritus shall not be required to make a minimum annual contribution to the Corporation. Notwithstanding this, if, in accordance with the nomination and voting procedures as stated in these By-Laws, a Board Member Emeritus returns to the Board as a Director with full voting rights, then such Board Member Emeritus shall be responsible for adhering to all obligations and duties of active Directors, including but not limited to, the requirement to make a minimum annual contribution to the Corporation.
7. A Board Member Emeritus may be removed as a Board Member Emeritus by a vote of two-thirds of the members of the then-existing Board for cause, including, without limitation, any of the following:
 - (a) Conviction of a felony;
 - (b) Abuse of power;
 - (c) Any act which, in the best judgment of the Board is detrimental to the Corporation or the community; or
 - (d) Unauthorized representation of the Corporation without proper authorization by the Board.

Board Member Emeritus

Below is information on the two HUF Board Members who recently left the board. The following information is background for a discussion on which, if any of these candidates, should be considered for Board Member Emeritus.

The following information is not intended to be all-inclusive but to communicate the level of engagement/involvement of the board member.

Guillermo Gomez

- Joined board in 2014
- Served as Chair & then Past Chair
- Served on multiple HUF board committees while chair (Results=Highest level of board giving)
- Led the Development Committee (prior to it sunseting) for several years
- Led HUF's 2019 Strategic Plan Refresh
- Held/underwrote Board Social at his home
- Assisted HUF in securing its \$834,000 PPP / SBA Loan during the pandemic
- Involved his team member, Maguana Jean in HUF's Marketing Committee (she will soon be named the committee's Vice Chair)
- Actively participated in all HUF events

Charles Tatelbaum

- Joined board in 2014
- Served as Chair & then Past Chair
- Actively involved in all of HUF's board committees while chair
- Held/underwrote fundraiser at his home
- Held/underwrote three HUF Board retreats at his office
- Introduced HUF's future board chair to HUF
- Has provided ongoing legal support for major HUF projects
- Actively participated in all HUF events
- Invited individuals and participated on Empowerment Tours
- Purchased HUF logo-emblazoned shirts for staff and board
- Participated in two major foundation pitches

HUF 2016-2021 Strategic Plan

Committees		Status	Program	Responsible	Other Committee Link	2021	Comments
1	Program	Priority	Create a programmatic decision tool to analyze the degree to which a new program aligns with the Mission.	ED and SGM			
2	Program	Priority	Replicate 2Gen - focused on Family Strengthening Program	VPP and Directors			
3	Program	Priority	Strengthen employment services (increase capacity and adjust program design)	ED, VPP and Director			
4	Program	Priority	Strengthen the Data Management System – identify, launch and implement new database, staff training, increase capacity	ED and VPP			
5	Program	Priority	Create and lunch a 2Gen training plan for management and front line staff	VPP and Director			
6	Program	Priority	Reorganize Program Staff Structure - based on 2Gen approach and changes in service delivery model	ED and VPP			
7	Program	Priority	Create a more comprehensive approach to assist families in meeting their basic needs (housing, food and health (COVID-19 vaccine))	ED and Eco. Dev. Director			
8	Program	Priority	Create a plan to assist clients with immigration and other critical services as a result of new immigration laws	ED and CEO			
9	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	PP&A		
10	Program & PP & Advocacy	Priority	Create a communication plan around the study; use the study as foundation for the 2022 & beyond HUF Strategic Plan and 2022 & beyond advocacy plan	ED and CEO	PP&A		will extend into 2022
Committees		Status	Public Policy & Advocacy	Responsible	Other Committee Link	2021	Comments
1	Public Policy & Advocacy	Priority	Secure sustainable funding for dedicated PP&A staffer for 2022 & beyond (possibly expand duties which would be covered by other grants/sources)				
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	Lead: PP&A Fellow & CEO			
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 -				

HUF 2016-2021 Strategic Plan

Committees		Status	Finance & Ops & Risk Management	Responsible	Other Committee Link	2021	Comments
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)				
Committees		Status	Governance	Responsible	Other Committee Link	2021	Comments
1	Governance	Priority	Recruitment: Build candidate file: minimum two candidates for every open position (board expertise, committee leadership & board officers)	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	Create a standing sub-committee for ongoing review of by-laws, tasked with recommending updates to HUF Board Officer Job descriptions; new or updated duties and succession plans for Board Officers & Committee Chairs; review structure of the executive board; and review requests for By-Laws revisions and clarifications as proposed by board members.	Governance Committee			
4	Governance	Priority	Create Board-Driven Annual Calendar	Board Secretary			

HUF 2016-2021 Strategic Plan

Committees		Status	Development	Responsible	Other Committee Link	2021	Comments
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)			
Committees		Status	Marketing	Responsible	Other Committee Link	2021	Comments
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				
Color Key							
Completed							
In Progress							
Not Started Or Stalled							

Hispanic Unity of Florida
Board of Directors Meeting
Zoom Meeting Minutes
February 9, 2021

Call to Order/ Roll Call

At 4:00pm

Chair Welcome & Opening Comments

John Guerrero welcomed the members of the Board and reminded them that during January's meeting, he emphasized how important this year is going to be for them due to two major transitions: the transition to a new normal (post COVID-19), and the transition in HUF's leadership. He indicated these topics will be their focus during 2021. Additionally, he stated they were going to better understand HUF's strategies, as well as those topics in which each committee is focusing on. He mentioned the Board usually goes out for a full-day retreat once per year to discuss the strategic plan, but given the circumstances, he expects that during the meeting they will be able to analyze if they are on the right track, or if they need to regroup in the future to discuss specific items.

Development

- **Entrepreneur Summit – 2021 Recommendation**

Shani Wilson shared HUF's recommendation to delay the E-Summit until 2022, year during which the organization will celebrate its 40th anniversary. She mentioned that after much consideration, they would like to lay the groundwork for an event in 2022, since it is not possible to host an in-person event for more than 300 people this year. The recommendation was influenced by the following factors:

1. The agency needs to continue focusing on COVID-19 related funding for Emergency Assistance and Emergency Service Delivery Strategy.
2. There is an opportunity for a larger return on investment by pursuing new funders and donors and multi-year gifts.
3. HUF will likely retain \$35K from event sponsors without holding the event (62% of last year's funding).
4. Having an in-person event is still not safe.
5. The staff capacity is limited.
6. HUF would maximize marketing opportunities by combining the agency's 40th anniversary and the 10th Annual Entrepreneur Summit. The organization would also like to share the findings of "The State of Hispanic Broward Report" in 2022.

Carolina Cardozo asked if the organization has already identified other funding opportunities. Shani Wilson indicated they do not have a final list. Throughout the year, they accumulate prospects and they develop a cultivation plan for each. She also mentioned HUF would like to establish more multi-year commitments. During 2021, staff plans to identify opportunities and focus on pursuing them. She also reminded the members of the Board they can make an introduction if they are aware of any organization that is not currently supporting HUF.

Lucía Rodríguez agreed with HUF's recommendation and indicated it is wise not to do the event this year, especially since people are experiencing "webinar fatigue". She asked if the agency is considering holding the American Dreamer Awards during 2021. Shani Wilson mentioned they contemplated planning a smaller event, but decided it was not appropriate. The goal is to plan an in-person event that has all the components of the traditional E-Summit in 2022. Angie Stone asked if, once the organization holds an in-person event, if they would consider a hybrid model. Shani Wilson indicated they are considering that option. They will find a creative way to make all sessions and workshops available online.

Steve Sampier asked how solid it is to say they will retain 62% of last year's funding. Shani Wilson indicated it is an estimate based on the relationship HUF has with the sponsors of the event, and on the flexibility they showed during 2020. The organization is very optimistic about this amount. Lucía Rodríguez indicated it is key to make sure the organization still shows support to entrepreneurs during 2021. Shani Wilson indicated this would not be the first year the organization skips the event, and HUF's entrepreneurship program will be kept

in place. Emma Pfister agreed with HUF's recommendation and indicated it takes a lot of manpower to plan an event of such magnitude.

Strategic Planning

- **OPSP (One Page Strategic Plan)**

Felipe Pinzón reminded the Board that HUF started working on the OPSP (One Page Strategic Plan) in 2018 and reviewed it in 2019 and 2020. Last year, the document was presented to HUF's management team and to the Board of Directors. It is a recap of the Strategic Plan, as well as a great communication tool that can be shared with stakeholders such as the Board, the staff and even funders. The document shows what HUF plans to achieve in the next 5 years, but also specific things that need to be accomplished during 2021. It focuses on financial targets as well as key activities and topics. Carolina Cardozo asked how often the document has been revised. Felipe Pinzón indicated they have gone over it at least 10 times during the past 2 years. Emma Pfister asked if the document has been shared with funders, to which Felipe replied they have not done it yet, but they plan to use it as a communication tool in the future.

- **Program - 2021 Goals**

Steve Sampier mentioned they have 6 priorities that are in progress:

1. Create a programmatic tool to analyze the degree to which new programs align with HUF's mission.
2. Replicate 2Gen, focusing on the Family Strengthening Program.
3. Create a plan to assist clients in accessing COVID-19 vaccine and launch efforts.
4. Create a plan to strengthen HUF's Performance Management System.
5. Create a 2Gen training plan for management and front-line staff.
6. Reorganize Program Staff Structure based on 2Gen approach and changes in service delivery.

Steve indicated some of these things are not new, for example, replicating the 2Gen approach. He mentioned it is important to make sure HUF's staff works together and not only as members of specific programs. He also indicated there is a need to strengthen HUF's data management. The agency has strong data related to specific programs, but it is important to have a centralized system that can show the impact the agency generates in families that are served by more than one program. He also indicated they need to analyze if the Programs Committee should become a standing committee, or if they should keep acting as ad hoc.

- **Public Policy & Advocacy – 2021 Goals**

Carolina Cardozo mentioned the committee has been working with other organizations that have similar goals. This will strengthen the committee and will help them consolidate a relationship building strategy, as well as a network of organizations that they can work with. The priorities of the committee are:

1. Work with HUF's staff to secure sustainable funding for a dedicated Public Policy & Advocacy (PP&A) staffer.
2. Work with outside consultants to develop a plan to highlight the work of HUF and the Children of Immigrant Families Coalition (CIFC), promote HUF's research, and support PP&A staff, volunteers and CIFC in outreach and messaging.
3. Build a formal advocacy network of peer organizations to advance each other's work.
4. Cultivate and grow relationships with state and congressional elected officials and their staff.

Carolina highlighted the fact that Josie Bacallao told her this year they won't be going to Tallahassee due to COVID-19, and that legislators are making it difficult for organizations to connect with them virtually. She also mentioned their main priority is to support HUF in securing funding to have a dedicated person inside the organization that can work full time on advocacy and public policy related issues. She mentioned this work is currently being done by the CEO with the support of a fellow.

- **Finance - 2021 Goals**

Emma Pfister presented the committee's priorities:

1. Reorganize the finance area to provide more support for the growing programs and organizational needs.
2. Create and execute a plan to strengthen operations: facilities and technology.
3. Review HUF's HR support and develop short and long-term plans for growing needs.
4. Quarterly Budget and Scenario Planning Tracking and Re-Projections.

Emma mentioned to the Board, priorities 1 and 4 are the most critical for the committee. Reorganizing the finance area to provide greater support will be critical during 2021, specially during the transition process. Additionally, having a quarterly budget, scenario planning tracking and re-projections, will be critical due to COVID-19 and funding related issues. She mentioned they usually analyze Actual vs. Budget but having this information on a quarterly basis will provide robust data that will allow them to know how the organization is doing. Emma also indicated the committee decided to pause other priorities due to COVID-19, but they will revisit some of them once things get back to normal.

- **Governance - 2021 Goals**

Tony Abbate indicated there are 4 items that have been prioritized by the committee:

1. Recruitment – Build Candidate File: Tony mentioned the committee will build a file for each candidate and will present a minimum of 2 candidates to the Board for every open position. He indicated they currently have 3 open seats, a pipeline of 10 potential candidates, and they are still open to other possibilities. John Guerrero highlighted the fact that having 10 solid candidates with 3 open seats, is a great problem to have. It means they are constantly recruiting candidates that are talented and opens the opportunity to ask some of them to join committees since there are not enough open seats on the Board. Tony Abbate mentioned some of the candidates are reaching out to HUF, which is very encouraging.

2. Recruitment - Support Group: Tony highlighted the fact that there are individuals that can contribute to HUF, who are prominent in the community, socially connected and have a lot of economic resources, but do not have the time to be part of the Board. They should consider creating a category for these individuals that can support HUF in a significant way (financially). Francisco Rivera agreed with this idea and asked if there are any other organizations that have a similar structure. Tony indicated they should investigate this further. Emma Pfister indicated Jack and Jill has a category named “Friends of the Board” that is comprised of a group of people that have significant means and focuses on fundraising for the organization. Jorge DeApodaca mentioned UWBC uses the title “Board Ambassador” for individuals that have a seat at the table but are non-voting members of the Board. Given that the Board showed interest and agreed on this priority, Tony Abbate indicated the committee will keep working on further developing this idea.

3. Board Officer Description Update: Tony Abbate shared with the Board they created a committee to work on this topic. Its purpose is to review the officer position description. The committee will be also analyzing revisions proposed by Board members to the Bylaws.

4. Create board-driven annual calendar: Tony indicated this will maintain the life of the strategic plan.

- **Marketing 2021 Goals**

Lesli Cartaya-Franco presented the priorities of the Marketing Committee:

1. Create Brand Guidelines Manual: Lesli indicated this is their main priority, and it is tied to the transition plan. The committee wants to make sure they have a guide that makes it easy to know how to speak about and on behalf of HUF.

2. Support Public Policy and Advocacy efforts: Lesli mentioned this was a big topic for the committee during 2020, and they need to analyze how they can help during 2021 since there is a new administration.

3. Increase storytelling of HUF and its mission.

4. Solidify and increase HUF's social media presence: Lesli indicated Kathy Gallego has done a great job in building the framework. They need to work on getting a better audience for HUF and making the community aware of the organization.

5. Create a leadership succession plan.

6. Create HUF's 40th Anniversary Plan.

7. Create and execute a 2021 and 2022 MarCom Transition Plan: Lesli indicated since Josie Bacallao's retirement announcement, they have been working on finding a way in which they can communicate the transition process with different stakeholders.

- **Development - 2021 Goals**

John Guerrero presented his main priorities as Board Chair:

1. Tools & Resources: Check-in with Board Members Semi-Annually on their development goals and address challenges - John indicated he wants to support the members of the Board as best as he can. He wants to make it a goal to reach all members during 2021.
2. Accountability – He mentioned they will continue working with full transparency and based on accountability.
3. 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 appropriate during Covid-19.

Strategic Planning

Lesli Cartaya Franco presented the Transition Plan the Marketing Committee has been working on. She indicated the document was developed with full involvement of Josie Bacallao and Felipe Pinzón. With the help of this plan, they will be presenting and positioning Felipe within the community. Lesli indicated the plan has 3 main goals:

Goal # 1: Establish Felipe's Brand (2021)

Goal # 2 Outline Spokesperson Transition Protocol (2021)

Goal # 3: Officially Introduce Felipe as HUF Leader (2022)

She mentioned they divided the audiences into external and internal, and broke each goal down by audience, to define specific tactics to reach all of them. The committee also established a timeline for each tactic. Lesli indicated they have a strong plan, and that all members of the committee have been very active in working on it. Lucía Rodríguez congratulated the committee and mentioned it is very solid.

John Guerrero thanked the members of the Board for their time and talent. He asked if they should analyze the goals presented during the meeting more frequently. Tony Abbate suggested to reference them in the agendas, to revisit them constantly. That way, the goals would be “alive” and would be part of all meetings. John agreed with Tony’s suggestion and indicated they will cross reference goals with the items proposed in the meetings agendas.

Steve Sampier suggested to identify goals that overlap between 2 or more committees. As an example, he suggested that almost all committees need to work with Marketing. They need to define a way in which they can better work together. John agreed with this suggestion and indicated they will add a column to the Strategic Plan spreadsheet so that they can keep track of this.

Emma Pfister recommended to keep an eye on the strategic priorities also within the committees. She suggested to review them monthly during the meetings so that they don’t lose sight of them. Christina Paradowski indicated they can add an extra page to each package to remind the members of each committee about their priorities. Deborah Pena agreed with this proposal. John Guerrero mentioned they should have 1-2 pages in all meeting packages that are static and are easy to reference.

Consent Agenda

Motion

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

General Meeting Adjourned

5:55pm

Executive Session

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

Hispanic Unity of Florida
Finance Committee Meeting Minutes
February 18, 2021

Attendance:

5 members present –Ms. Pfister, Mr. Karlen, Mr. Tatelbaum, Mr. Guerrero, and Mr. Nazur

3 members excused – Mr. Bacher, Ms. Pena, and Ms. Lissette Rodriguez

9 non-voting members present –Ms. Paradowski, Ms. Bacallao, Mr. McGuire, Ms. Cielo, Mr. Pinzon, Ms. Wilson, Ms. Esguerra (temp member) and Ms. Derrick, Ms. Monserrat (guest).

0 non-voting members excused

Open Meeting:

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

November 2020 Financial Statements

Mr. McGuire began by presenting the unaudited, draft financial statements (subject to change), which will not be voted on until they are audited.

Highlighted in the December financials was that there was \$335K remaining of the total PPP awarded of \$835K. With a year-to-date projected gain of \$32K, the actual gain was \$365K which created a favorable variance of \$333K.

Hispanic Unity of Florida, Inc.
DRAFT Notes to Financials **Until Audited (Subject to Change)**
December 31, 2020

UNR Net Assets

Reconciliation of UNR Net Assets:

1	Gain from Program Operations	385,949	
2	Loss from Support Services	<u>(20,769)</u>	
	Increase in UNR Net Assets	<u>\$ 365,180</u>	Operating Gain
		-	

The year to date projected gain was \$32K with an actual gain of \$365K which is a favorable variance of \$333K.

1) Development fell behind budget by (\$186K)

2) Programs fell short of budget (\$262K)

3) Admin exceeded budget by \$781K

Programs:

Program's total contribution to date toward administrative and shared fixed costs to the agency totaled \$987K.

Development:

The Development area contributed \$145K toward administrative and shared fixed costs to the agency.

Cash

Year to date cash increased by \$976K as a result of the following activities:

\$ 98,340	Increase in Net Assets
<u>929,643</u>	Adjustments to reconcile decrease in net assets
1,027,983	Net cash generated by operating activities
(127,588)	Investing Activities
<u>75,737</u>	Financing Activities
<u>\$ 976,132</u>	Increase in Cash

Notable Donations/Awards for November 2020:

Recognized the remaining PPP Loan Forgiveness	\$335K
Ansin Foundation	\$50K
American Express	\$50K
Unidos awarded	\$34K
Truist	\$25K
Third Federal	\$15K
City of Hollywood Police	\$10K
Gloria Estefan	\$5K
Regions Bank	\$3K
Individuals	\$14K
Total	\$541K

Ms. Cielo and Mr. McGuire have started to analyze in detail the 2020 financial results to find the areas which lost money to develop a sustainable financial model which is not dependent on PPP funds.

Past due receivables included: 1) The School Board of Broward County as of December 31, 2020 carried a past due balance of \$17K or 4 months of rent. (*UPDATE: Received check for all outstanding invoices the week of 2/22/21*). Additionally, they have not paid January and February as of this committee meeting which therefore totals \$25K or 6 months. IRS owed HUF \$21K which is a normal seasonal problem.

With regard to temporarily restricted assets, this year HUF has brought forward \$365K to 2021 from 2020 compared to \$73K which was brought forward from 2019 to 2020 or an increase of \$292K in anticipation of an ambiguous 2021.

Due to a HUF Board Resolution dated 12-9-2020, The TJMF schedule was updated. The old amount of uncommitted funds was \$237K and now they are reported as \$137. The primary change is due to hiring a replacement for Felipe during the 2021 transition period.

Programs Update:

Mr. Pinzon stated HUF continues tracking CSC's financial performance. Program & finance teams have been carefully analyzing attendance against budget every week. The 4th quarter of 2020 was especially hard since HUF received new funding to hire staff members, but the hiring process took some time. He indicated HUF will provide full detail on this subject during the March meeting.

The current tax season has presented some challenges because HUF is receiving more clients than expected and the program has significantly fewer volunteers. The service is being provided mostly online but there are 5 drop-off services available for clients. The organization evaluated and proceeded to offer tax services, which will generate a financial impact. Mr. Pinzon said that HUF will reach out to some organizations to try to get additional funding and will analyze the number of clients looking for VITA services in the coming weeks.

Mr. Pinzon indicated HUF is additionally projecting new services related to COVID-19 and Food insecurity. The agency has had and will continue to have conversations with the Broward school principals to provide in-person services in the near future.

Mr. Nazur mentioned the deadline for the second round of PPP is March 31st. He thought Finance should determine if HUF qualifies which includes testing quarterly revenue against previous year's revenue. Due to upcoming audit demands on limited staff, finance said they would evaluate the feasibility of pursuing this specific round once the audit workpapers have been completed and sent to the auditors to begin the audit.

Executive Session:

Ms. Pfister called an Executive Session at 9:00am. Bacallao remained at the meeting.

Josie Bacallao presented a recommendation to increase the COO's salary based on her performance review. Bacallao presented market salary information for both CFO and COO's. The committee supported the recommendation (recapped in a separate document). This item will now go to the full board for their review and vote. (Documents shared in advance of the meeting included Cielo's performance review, market analysis and cover sheet with salary history.)

Following Bacallao's presentation, the committee went into full-executive session with no staff present.

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

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

FOR THE TWELVE MONTHS ENDED December 31, 2020
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2019)

Draft

To Finance Committee and Board:

The attached financials will not be revised until such time as the final trial balance has been reconciled and a complete financial package has been submitted to the auditors (Notes, Schedules, and Financials) by the COO and the CFO. We are estimating this date to be between February 28th - March 6th. The difference in the increase or decrease in net assets could range between \$5K to \$60K.

Prepared by: CMcGuire: 2-8-2021

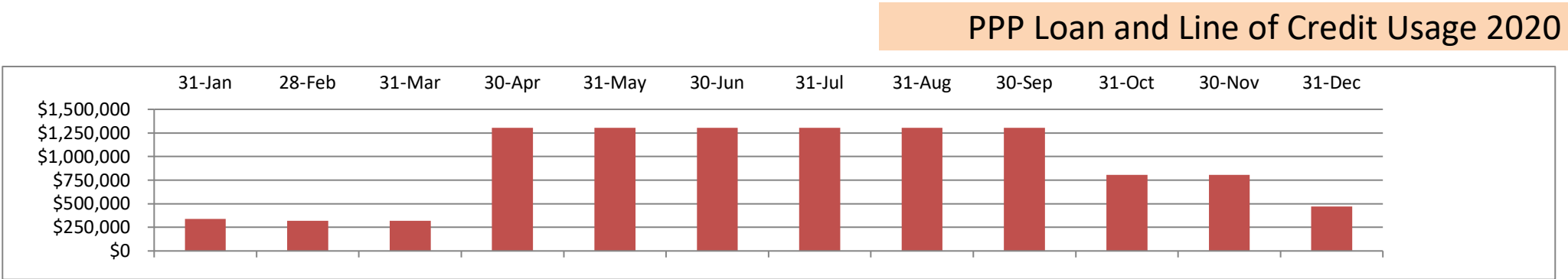
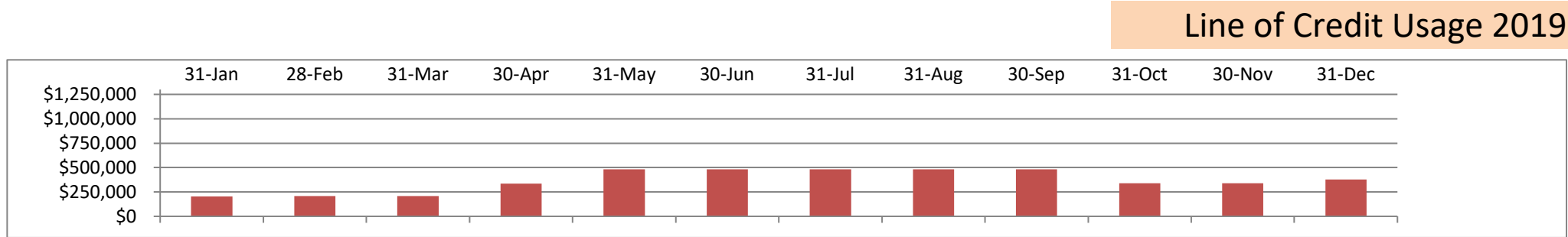
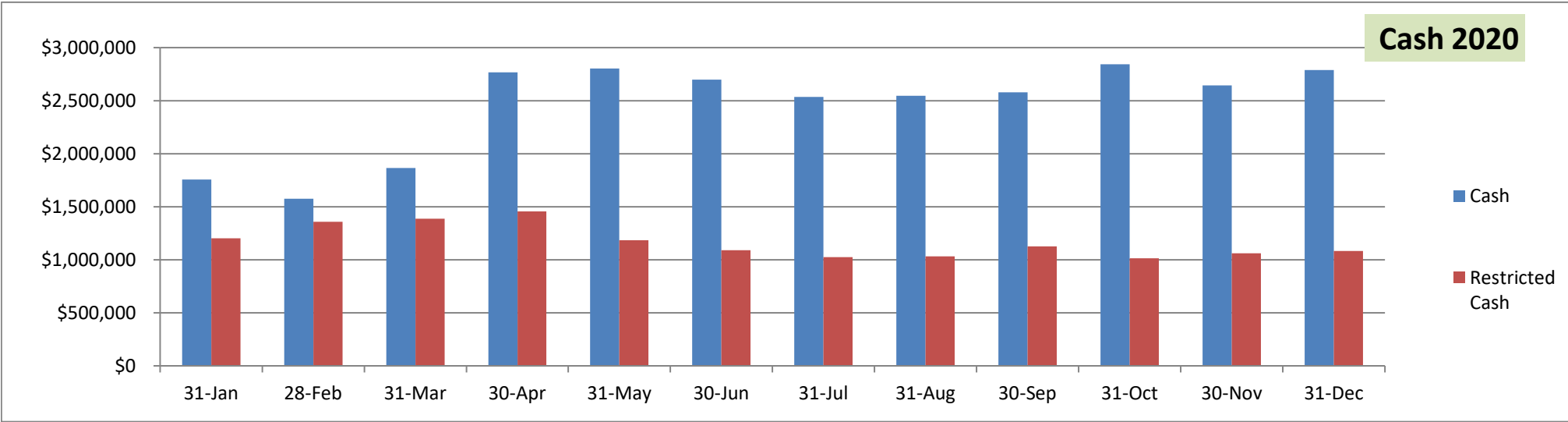
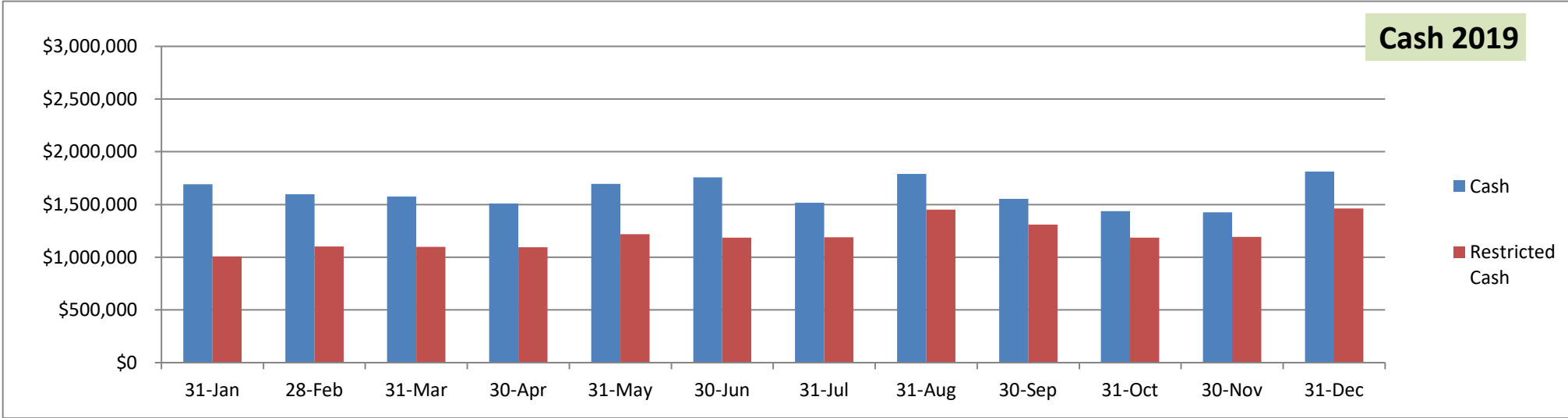
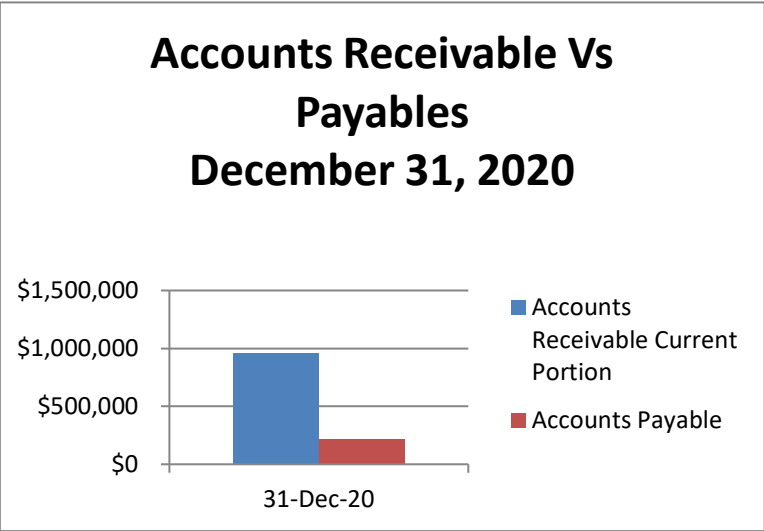
Reviewed by: V Cielo: 2-8-2021

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December 31, 2020 Dashboard

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Revenue YTD Compared to Previous YTD			
As of DECEMBER 31, 2020			
	Revenue YTD as of 12/31/2020	Revenue YTD as of 12/31/2019	Year Over Year Chng
Unrestricted Revenue	\$5,927,943	\$6,327,852	(\$399,909)
Restricted Revenue	(\$266,840)	(\$481,171)	\$214,331
Total Revenue	\$5,661,103	\$5,846,681	(\$185,578)



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

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	<u>2020</u>	<u>2019</u>	
<u>ASSETS</u>			
Current Assets			
Cash	2,787,239	1,811,107	Cash Detail pg7; CashFlow pg6
Grants receivable	603,900	366,583	Schedule 1
Unconditional promises to give, net	355,697	920,638	Schedule 1 & 3
Prepaid expenses	<u>36,545</u>	<u>66,538</u>	
Total Current Assets	<u>3,783,381</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	1,398,046	1,397,604	
Deposits and Other Assets	<u>34,203</u>	<u>34,679</u>	
Total Non-Current Assets	<u>1,510,241</u>	<u>2,037,775</u>	
Total Assets	<u>5,293,622</u>	<u>5,202,641</u>	
<u>LIABILITIES AND NET ASSETS</u>			
Current Liabilities			
Accounts payable and accrued expenses	214,273	297,366	Schedule 2
Mortgages payable, current portion	16,608	16,608	
Lines of credit	470,065	377,720	
PPP Loan	<u>-</u>	<u>-</u>	
Total Current Liabilities	<u>700,946</u>	<u>691,694</u>	
Noncurrent Liabilities			
Mortgages payable, net of current portion	<u>776,786</u>	<u>793,397</u>	
Total Non-Current Liabilities	<u>776,786</u>	<u>793,397</u>	
Total Liabilities	<u>1,477,732</u>	<u>1,485,091</u>	
Net Assets			
Without Donor Restrictions	1,735,082	1,369,902	365,180
With Donor Restrictions	<u>2,080,808</u>	<u>2,347,648</u>	(266,840)
			98,340
Total Net Assets	<u>3,815,890</u>	<u>3,717,550</u>	
Total Liabilities and Net Assets	<u>5,293,622</u>	<u>5,202,641</u>	
Gain from Program Operations	385,949		
Gain from Support Services	(20,769)		
Increase (Decrease)	<u>365,180</u>		

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

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	2020			2019
	Without Donor Restrictions	With Donor Restrictions	Total	Total
Revenues and Other Support:				
Contributions	1,272,511	1,192,884	2,465,395	2,276,708
Special events	51,450	-	51,450	75,800
Grants from governmental agencies	2,411,475	-	2,411,475	2,718,683
Other grants and fees	535,187	-	535,187	385,979
Miscellaneous	-	197,597	197,597	359,637
Donations, in-kind	-	-	-	29,850
Net assets released from restrictions:				
Satisfaction of time restrictions	266,840	(266,840)	-	-
Satisfaction of program and purpose restrictions	1,390,481	(1,390,481)	-	-
Total Revenues and Other Support	5,927,943	(266,840)	5,661,103	5,846,657
Expenses (Functional)				
	Estimated 2019 Functional Exp Alloc			
Program services	5,305,207	-	5,305,207	6,007,466
Management and general	189,134	-	189,134	253,565
Fundraising	68,422	-	68,422	54,573
Total Expenses	5,562,763	-	5,562,763	6,315,604
Change in Net Assets	365,180	(266,840)	98,340	(468,947)
Net Assets - Beginning of Year	1,369,902	2,347,648	3,717,550	4,186,497
Net Assets - End of Year	1,735,082	2,080,808	3,815,890	3,717,550

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

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	<u>2020</u>	<u>2019</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ 98,340	\$ (468,946)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	127,625	157,527
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(237,317)	63,464
(Increase) decrease in unconditional promises to give	1,092,438	157,080
(Increase) decrease in prepaid expenses	29,992	(11,258)
(Increase) decrease in security deposits and other assets	-	(17,711)
Increase (decrease) in accounts payable and accrued expenses	<u>(83,095)</u>	<u>(52,945)</u>
Total adjustments	<u>929,643</u>	<u>296,157</u>
Net Cash Provided by Operating Activities	<u>1,027,983</u>	<u>(172,789)</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment	<u>(127,588)</u>	<u>(56,024)</u>
Net Cash (Used In) Investing Activities	<u>(127,588)</u>	<u>(56,024)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of PPP	-	
Net Advance (Repayment) of LOC	92,345	175,170
Borrowing (Repayment) of mortgage	<u>(16,608)</u>	<u>95,396</u>
Net Cash Provided by Financing Activities	<u>75,737</u>	<u>270,566</u>
Increase (decrease) in Cash	976,132	41,753
Cash - Beginning of Year	<u>1,811,107</u>	<u>1,769,353</u>
Cash - End of Year	<u>\$ 2,787,239</u>	<u>\$ 1,811,107</u>

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Cash Detail
As of DECEMBER 31, 2020

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Without Donor Restrictions and With Donor Restrictions Cash:

Bank of America	Operating	63,446	
BB&T	Payroll	47,781	
BB&T	Operating	469,475	
Petty Cash	Imprest	800	
Woodforest	PPP	834,382	
BB&T	Asset Reserve Fund	60,238	
BB&T	Reserve Fund	<u>310,047</u>	1,786,170 Without Donor Restrictions
BB&T - Money Market	Opportunity Fund	510,054	
BB&T - Money Market	Grantor Funding	491,016	1,001,070 With Donor Restrictions
		<u><u>\$ 2,787,239</u></u>	TOTAL CASH

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Temporarily Restricted Funds Schedule
As of DECEMBER 31, 2020

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Awards Brought Forward to 2019	AREA	CC	December 31, 2019	Increase/ (Decrease)	Additions	Increase/ (Decrease)	December 31, 2020
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	(68,524)			56,476
Citi Foundation VITA 1/1/20 to 12/31/20	VITA	316	35,000	(35,000)			-
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	(20,948)			79,052
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	(350,000)			-
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	(100,000)			(0)
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	(51,983)			282,272
Unidos - RICO 9-1-19 - 8-31-2020 extended to 11-30-2020	PB	537	59,738	(69,538)	9,800		0
			2,347,649	(1,270,538)	9,800	-	1,086,910

Added in 2020			New 2020 TR Grants					1,086,910
Amerant 6-2-2020 Until Funds are expended	EF	334			6,000	(6,000)	-	
American Express UW 4-20 to 4-21 Restricted to 2021	EF	333			50,000		50,000	
Broward College 2021 Time Restriction	EP	415			8,000		8,000	
Citi Entrepreneurship 3-1-2020 - 2-28-2021	EE	326			80,000	(57,318)	22,682	
Development 2021 Time Restriction	Dev	010			256,762	-	256,762	
Frederick Delucca May 2020 Until funds are expended	EF	336			100,000	(71,976)	28,024	
ick 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	(15,000)	-	
Health Foundation Technology 3-2020 to 12-31-2020	EF	335			30,000	(30,000)	-	
Herb Block Restricted to 2021	Cit	156			10,000	-	10,000	
Hispanic Federation 10-1-2020 to 12-31-2020	EF	340			25,000	(25,000)	-	
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	(12,692)	17,308	
NALEO 7-1-2020 to 6-30-2021	EZ	606			46,465	(24,478)	21,987	
Orange County COVID TK Spirit Client Assist Exp 7-31-20	EF	338			1,000	(1,000)	-	
Orange County COVID TK Spirit Technology Exp 7-31-20	EF	338			5,000	(5,000)	-	
PNC COVID Assistance Awarded in July 8-24-2020 to 7-30-2021	EF	339			10,000	(10,000)	-	
Third Federal Bank Foundation Restrict to 2021	VITA	301			15,000		15,000	
Truist Foundation Database Mgt Restrict to 2021	Admin	000			25,000		25,000	
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	(10,000)	-	
Unidos Hope Technology 5-18-20 to 8-15-20	EF	337			5,000	(5,000)	-	
Unidos Rico 11-1-20 to 1-31-22	PB	537			102,500	(9,626)	92,874	
UW Last Resort 3-18-2020 - 6-30-2020	EF	331			30,000	(30,000)	-	
Voices for Healthy Children awarded in June Grant Period 7-1 to 12-31-20	AA	012			36,521	(28,676)	7,845	
					1,443,664	(449,766)	993,899	

993,899

TOTAL

\$	2,347,649	\$	(1,270,538)	\$	1,443,664	\$	(449,766)	\$	2,080,808
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2,080,808

Satisfaction of Time Restrictions	\$	(266,840)
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HISPANIC UNITY OF FLORIDA, INC.							
STATEMENT OF ACTIVITIES - TOTAL							
FOR THE TWELVE MONTHS ENDED December 31, 2020							
<div>DRAFT</div>							
	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 407,221	\$ 35,142	\$ 372,079	\$ 1,272,511	\$ 321,708	\$ 950,803	\$335K was recognized for PPP, Ansin Foundation Donated \$50K, Gloria Estefan donated \$5K, Regions Bank Donated \$3K, Individuals donated \$14K
Donations - TR	133,750	71,133	62,617	1,192,884	831,304	361,580	Amex Donated \$50K, Unidos donated \$34K, Truist Donated \$25K, Third Federal Donated \$15K, and City of Hollywood Police donated \$10K
Satisfaction of Restrictions	(14,663)	175,946	(190,609)	266,840	1,315,718	(1,048,878)	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	209,663	234,037	(24,374)	2,946,662	3,001,623	(54,961)	Less income due to COVID also reflected in less expenses
Interest Income	15	1,100	(1,085)	2,454	13,200	(10,746)	
Rental Income	4,308	4,196	112	51,063	50,352	711	
Voluntary Pre-K	0	3,551	(3,551)	18,782	42,612	(23,830)	
Fees & Miscell Income	1,050	19,252	(18,202)	125,297	231,024	(105,727)	Primarily U4K
InKind - Services/Goods	0	0	0	0	0	0	
Total Revenues	741,344	544,357	196,987	5,927,943	5,892,541	35,402	
Expenses							
Salaries and benefits	333,601	349,998	(16,397)	4,092,005	4,131,399	(39,394)	
Advertising	725	1,910	(1,185)	18,899	22,922	(4,023)	
Bank service charges	1,374	717	657	15,847	8,604	7,243	
Building repairs/maint	11,503	17,778	(6,275)	181,947	213,336	(31,389)	
Depreciation	(284)	13,496	(13,780)	127,625	161,960	(34,335)	
Dues Subscriptions	2,785	1,538	1,247	23,616	19,956	3,660	
Information Technology	8,175	13,274	(5,099)	115,434	168,574	(53,140)	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)	50,445	54,984	(4,539)	
Interest expense	10,416	5,751	4,665	64,896	69,012	(4,116)	
Licenses and permits	0	96	(96)	1,390	1,152	238	
Mileage reimbursement	0	4,330	(4,330)	9,863	51,773	(41,910)	Main programs underspending are U4T, IRS, Citi, USCIS, and Family Strengthening - due to COVID
Miscellaneous	3	(8)	11	0	0	0	
Office expense	879	5,116	(4,237)	48,367	62,237	(13,870)	
Postage and shipping	(272)	527	(799)	3,277	6,022	(2,745)	
Printing	3,494	4,439	(945)	50,126	61,089	(10,963)	
Professional fees	11,932	19,457	(7,525)	153,482	233,948	(80,466)	Delayed start to Entrepreneurship program and Zuckerberg. Underspent in Support Area, and timing differences in Kresge.
Program expenses	21,555	27,797	(6,242)	395,235	326,620	68,615	Flex Funds, Emergency Relief, Value Added--All reimbursable
Public relations	159	1,250	(1,091)	1,604	15,000	(13,396)	
Rent	1,426	3,021	(1,595)	20,987	30,902	(9,915)	
Software	0	292	(292)	3,586	3,504	82	
Special fundraising events	0	2,104	(2,104)	3,195	25,248	(22,053)	Lower expenses due to E-Summit being virtual.
Staff events/meetings	149	750	(601)	7,260	9,000	(1,740)	
Staff training and development	35	5,324	(5,289)	8,657	61,810	(53,153)	Deferred Staff Training in many programs, and support
Telephone	(578)	3,562	(4,140)	42,719	32,862	9,857	In process of consulting with IT Vendor Wheelhouse and once we have a plan, we will reduce our rates.
Telephone - Cell/HotSpots	6,523	4,628	1,895	95,511	64,617	30,894	
Utilities	2,316	2,000	316	26,790	24,000	2,790	
Total Expenses	420,041	493,730	(73,689)	5,562,763	5,860,531	(297,768)	
Increase (Decrease) in UNR Assets	\$ 321,303	\$ 50,627	\$ 270,676	\$ 365,180	\$ 32,010	\$ 333,170	
			Programs	\$ 385,949			
			Support	\$ (20,769)			
			Total	\$ 365,180			

Hispanic Unity of Florida, Inc.
Pledge Receivable
As of DECEMBER 31, 2020

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Donors	Balance at 12/31/19	2020			Balance at 12/31/20	2020	2021	2022	
		Payment	Additions	Payment					
Comm Found Of Broward - Tate	15,000		-	(15,000)	-	-	-		
Florida Blue Foundation	173,750	(56,250)	-	(112,500)	5,000	-	5,000		
Jim Moran Foundation	350,000	(350,000)	-	-	-	-			
BB&T	75,000		-	(50,000)	25,000	-	25,000		
Susie & Alan Levan Family Fnd	75,000		-	(25,000)	50,000	-	25,000	25,000	
Subtotal	688,750	(406,250)	-	(202,500)	80,000	-	55,000	25,000	80,000
Less: Discount	(2,008)	-	-		(2,008)	-	(1,253)	(755)	(2,008)
Less: Reserve	-	-			-				
Total	686,742	(406,250)	-	(202,500)	77,992	-	53,747	24,245	77,992

Current	-
LT	77,992
\$	77,992

Reconciliation:				
Long Term	77,992	\$	77,992	LongTerm
Pledge Schedule	-			
Uncond Promises to Give	239,568			
Board Dues	750			
Annual Campaign	118,918			
Events	-			
Accrued Donations	-			
Allow for Doubtful Accts	(3,539)	\$	355,697	Short Term
		\$	433,690	See Aged Receivables Schedule 1

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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	\$ 79,579	Incremental Salary Increases through Dec 31, 2020
		Recruitor - Director
		Marketing, Assoc
National Executive	\$ 10,084	Director - Finance, CFO -
Missing Link	\$ 12,825	Consultant - Human Resources
	\$ 217,727	Actual Through Dec 31, 2020
	\$ 282,272	Grant Balance as of Curr. Month End
2020 Salaries - Committed	\$ (0)	Remaining Commitment 2020
2021 Salaries - Committed	\$ 45,421	Remaining Commitment 2021
Finance Salaries 2020-2021	\$ 45,421	
Total Spent & Committed as of Dec 31, 2020	\$ 263,148	
Original Budget (Must be spent bo 2023)	500,000	
Remaining Dollars	\$ 236,852	

Funds must be used by 2023

\$375,000 Mission / Opportunities	\$ 375,000	
		CPA - Finance
The Non-Profit Assistance Center	\$ 90,240	Area
Citizenship Fundraising Match	\$ 25,000.00	\$ 87,000.00 Raised from Peace Love HUF Campaign
National Executive	\$ 10,084	Recruitor - Director Marketing, Assoc Director - Finance, CFO - Finance
Executive Search for VP of Programs	\$ 6,000	Board Resolution 12-9-2020
Program Salary Increase 2021 for VP	\$ 10,000	Board Resolution 12-9-2020
Salary & Benefits New Program VP	\$ 83,333	Board Resolution 12-9-2020
Missing Link	\$ 12,825	Consultant - Human Resources
	\$ 237,481.52	
\$125,000 capacity building	\$ 125,000	
Finance Salaries 2020-2021	\$ 45,421	Committed Salaries not yet spent
Incremental Salaries	\$ 79,579	Incremental Salary Increases
	\$ 125,000	
		Uncommitted Balance
Balance	\$ 500,000	\$ 362,481 \$ 137,519

Governance Committee Meeting Minutes February 5, 2021

Present on Zoom:

Tony Abbate, John Guerrero, Christina Paradowski, Angie Stone, Melida Akiti, Josie Bacallao, Felina Furer and Juliana Esguerra

Excused:

Steve Sampier, Jorge DeApodaca, Barbara Grevior, Maria Elena Ferrer

Next Steps/Action Items:

1. The nomination of Guillermo “Willy” Gomez for Board Member Emeritus will be presented to the Board of Directors during February’s meeting for consideration and vote.
2. The nomination of Charles “Chuck” Tatelbaum for Board Member Emeritus will be presented to the Board of Directors during February’s meeting for consideration and vote.
3. Josie Bacallao will send the Board Member Emeritus description, per HUF’s bylaws, as well as the background information of both nominees to the Board of Directors before February’s meeting.
4. John Guerrero offered to meet with Myrna Monserrat, if Emma Pfister and Deborah Pena are not able to (Angie Stone will let John know.)
5. Tony Abbate will ask Chuck Tatelbaum to follow up with Dean Beto Juarez from NSU about his application.
6. Angie Stone will prepare a recap of the self-reporting 2020 document for the next governance committee. She will send a draft to Josie Bacallao, Shani Wilson and Juliana Esguerra so that they can review and verify the information on the document.

Discussions:

1. Approval of January 8, 2021 Minutes

Motion to approve January 2021 minutes made by Christina Paradowski. Second made by Angie Stone. No comments. Motion passed.

2. Board Member Emeritus

Tony Abbate opened the discussion reminding the committee it’s the committee’s responsibility to recommend the nomination of new board member emeritus to the Board of Directors. He mentioned that based on the review of the Board Member Emeritus description, per HUF’s bylaws, and taking into consideration the background information of the potential nominees, they all qualify. He read a personal note from Steve Sampier in which he indicates both Guillermo “Willy” Gomez and Charles “Chuck” Tatelbaum should be recommended to the board. Emma Pfister should be recommended as well, but only when her term ends in May 2021. With this note, Steve suggested to nominate Willy and Chuck during February’s board meeting, and to recommend Emma in the future. Christina Paradowski and Angie Stone agreed with Steve’s comments. John Guerrero mentioned he thinks both Willy and Chuck are deserving of such honor.

Josie Bacallao shared with the committee how the nomination and recognition processes work. She indicated the nomination needs to be presented to the Board for full approval. Once a member is approved, HUF orders the art that will be gifted as a recognition and ships it to the new board member emeritus. The nominee is then invited to the following Board of Director’s meeting, during which he/she gets the recognition. She mentioned the board would not want the nominees to be present during the meeting in which the voting process will occur. It would be up to the committee and the chair of the board if they want to add the nomination to February’s board meeting agenda.

John Guerrero agreed with Josie’s suggestion and proposed to add the voting process to the executive session of February’s meeting. Josie suggested that if Willy and/or Chuck join February’s meeting, John should mention they will have an executive session, a moment when the board would be able to vote without them being present. If they do not attend the board’s meeting, the voting process could happen during the meeting. Josie indicated

she will send this information to the board members before February's meeting, so that everyone is aware the voting process will happen either during the meeting or during the executive session, depending on the circumstances.

Tony Abbate asked who will notify the nominees. Josie mentioned they do not need to be notified about their nomination. If they are approved by the board, John would call them to ask them to be present for the first 15 minutes of the following board's meeting. John Guerrero agreed to execute the plan as its been done in the past. He indicated he will call both Chuck and Willy after the board meeting, once they are approved, and will then contact Josie to ask her to start the process of ordering the art.

Motion: Motion made by Angie Stone to nominate Guillermo "Willy" Gomez as Board Member Emeritus, and to present his nomination to the Board of Directors.. Second made by Christina Paradowski. No comments were made. Motion passed.

Motion: Motion made by Christina Paradowski to nominate Charles "Chuck" Tatelbaum as Board Member Emeritus, and to present his nomination to the Board of Directors. Second made by Angie Stone. No comments were made. Motion passed.

Both nominations will be presented to the Board of Directors during February's meeting for consideration and vote.

3. Recruitment

a) Ana Arguello Interview – Stone/Paradowski Update

b) Amerant board request – Abbate Update

c) Myrna Monserrat – Paradowski/Sampier Update

Angie Stone indicated she and Christina Paradowski had a conversation with Ana Arguello. Angie described her as a dynamic person. Ana has been in the marketing committee for some time and has proved to be really engaged. Being a part of HUF's Board of Directors would be personal for her. She wants to give back to the community, in part because of the struggles her family had when moving to the United States. Ana truly believes in HUF's mission. Additionally, she is the type of person that gets things done. Christina Paradowski mentioned they also talked with her about time commitment since she recently had a baby. Ana told them it would not be a problem for her. She really wants to get involved, it would not be just a board seat for her, she would make the time for it. Christina also mentioned Ana has demonstrated commitment during a long time, and additionally, she has a very strong connection with Publix. Angie Stone asked Josie Bacallao for comments. Josie mentioned the Governance Committee is the one that assesses for fit and mission. On the professional level, she highlighted Ana is a senior marketing executive for Publix in Florida, she has strong professional credentials, and she truly believes in HUF's mission.

Tony Abbate asked about the procedure to nominate new Board members. Josie indicated they could officially add the nomination to the board's meeting agenda, if he and John Guerrero would like to proceed. Ana would not be notified until the process has been completed. After that, John would contact her, and HUF and the board would go through the established procedures. Tony suggested to review the list of candidates in order to decide. He highlighted Ana's request is the only one that is ready to be presented to the Board of Directors. He also mentioned Myrna Monserrat's request is almost ready. Angie Stone mentioned she is trying to schedule some time for Myrna to meet with Emma Pfister and Deborah Pena before the Finance Committee meeting, but because of the nature of their jobs, they currently do not have much time. John Guerrero offered to meet with Myrna in case Emma and Deborah are not able to.

Christina Paradowski stated that looking at the numbers, HUF's Board of Directors is almost full. The Governance Committee has some people under consideration. They must decide if they should interview everyone in order to recommend multiple people to the board. Josie Bacallao indicated there are currently 3 open seats in the board. She agreed with Christina's recommendation of analyzing all the candidates first. Melida Akiti requested the committee to analyze the influencing capacity of potential board members as well. She

mentioned it is important to take into consideration their skills and professional experience, but also their capacity to influence large organizations that can support and open doors for HUF. Tony Abbate thanked Melida for her input. He indicated they must differentiate between HUF's staff needs and the Board of Director's needs. It is important for the board to have people that can advocate, influence, and fundraise for the organization, regardless of their skillset.

John Guerrero mentioned since the committee has not completed all the processes, there is no way to rank potential candidates yet. They should wait and gather more information so that they can present them to the Board of Directors. Tony Abbate highlighted the importance of keeping individuals engaged and the processes in motion. Angie suggested they should add criteria to the matrix based on the comments made by the members of the committee, such as availability and influencing capacity. Josie Bacallao added these indicators to the matrix. She also suggested to the committee to revisit in the future the document created with the help of external consultants, to analyze potential board members for HUF.

The committee reviewed the matrix in order to analyze the status of each of the potential candidates and the process to evaluate influencers. Tony Abbate asked the committee to move forward with gathering information and applications for all the candidates. He will ask Chuck Tatelbaum to follow up with Dean Beto Juarez from NSU about his application. John Guerrero agreed to give the Governance Committee more time to assess all candidates before presenting them to the board.

4. Board Member Engagement Self-Reporting
- 2020 Results Recap (HUF staff updated all funding info)
- 2021 Template Set up

Angie Stone indicated some members of the board had questions after their last meeting. She already clarified those questions. She will work on the formulas for the 2021 template and will complete it in the next couple of days. Josie Bacallao asked her if they will be able to see a recap of 2020. Angie agreed to pull out this information for the next governance committee. She will send a draft to Josie Bacallao, Shani Wilson, and Juliana Esguerra so that they can review this information and verify it using different sources.

5. Bylaws & Board Structure Sub-Committee

Christina Paradowski indicated she sent the Zoom information for next week's meeting to the members of the sub-committee. She suggested providing an update to the Board of Directors. Any board member can send her an email with questions or suggestions, and she will add them to the agenda.

6. Calendar these 2021 Priorities

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

Tony Abbate presented the priorities they will send to John Guerrero. He will take a final look at them and notify Josie Bacallao about any changes. Josie will edit them if necessary.

7. Other Business/Updates. None

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

Marketing Committee Minutes

Microsoft Teams Meeting

February 3, 2021

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

Excused:

Christopher Dongo and Lucia Rodriguez

Action Items:

1. Lesli Cartaya-Franco will share the transition plan with John Guerrero.
 2. Lesli Cartaya-Franco and Felipe Pinzon will meet monthly for one-on-one media training.
-

1) Roll call

2) Opening remarks

Lesli Cartaya-Franco announced Maguana Jean accepted to co-chair the Marketing Committee. The committee has many initiatives for 2021.

3) Approval of January 13, 2021 minutes

Motion to approve January 2021 minutes by Maguana Jean. Second by Francisco Rivera. Motion passed.

4) Transition Plan

a. Discuss each segment and tactic

b. Approve

c. Next steps

Lesli Cartaya-Franco thanked the members of the committee for their time, creativity, and effort in working on the transition plan proposal. Lesli presented the three main goals defined in the document:

Goal # 1: Establish Felipe's Brand

Goal # 2 Outline Spokesperson Transition Protocol

Goal # 3: Officially Introduce Felipe as HUF Leader

The committee reviewed the tactics to reach each specific audience defined in the document. Lesli edited the excel, based on the comments and suggestions of the members of the committee.

After reviewing the document, Lesli Cartaya-Franco asked Felipe Pinzon his opinion on the transition plan. Felipe Pinzon indicated that he likes the plan because it gives him an overall view of his tasks. He mentioned his next steps would be to reach out to major donors, both corporate and individual on a one-on-one basis. Felipe Pinzon indicated that he needs to work on being comfortable with releasing information about himself. Lesli Cartaya-Franco suggested to meet with him to determine his comfort level and to identify how they are going to build his public persona. Felipe Pinzon agreed to the meetings and will send Lesli Cartaya-Franco dates and times when they can meet.

Felipe Pinzon mentioned Josie Bacallao and he will each work to insert the strategies defined in the transition plan into their own plans and calendars. He suggested to the committee to be realistic and analyze how much of the plan can be completed within the time frames established. Lesli Cartaya-Franco agreed and mentioned that the committee needs to be cognizant of everything that needs to happen during the transition process. Felipe Pinzon also suggested to extend the transition plan into 2022. Francisco Rivera agreed, and suggested to go line by line to determine the priorities for 2021.

The Marketing Committee approved each of the strategies defined in the document and identified the priorities for each specific category.

Josie Bacallao asked Lesli Cartaya-Franco if she would like to present the transition plan to the Board of Directors during February's meeting in order to add it to the board package. Lesli Cartaya-Franco stated it was too much information to share with the board and instead she would do another document with high level information and present that instead. Josie Bacallao will add high level transition plan to the board package.

Next Meeting
Wednesday, March 10th, 2021
9:00am

**Public Policy & Advocacy Committee Meeting Minutes
February 12, 2021—Zoom Meeting**

Present:

Carolina Cardozo, Christina Paradowski, Dr. Maria Bernal, Robby Holroyd, Megan Turetsky, Alejandro D. Gonzalez, Josie Bacallao, Otto Valenzuela, Felipe Pinzón and Juliana Esguerra

Excused:

Dick Blattner, Dan Schevis, Julie Fishman

Next Steps/Action Items:

- 1) Josie Bacallao, Otto Valenzuela, Megan Turetsky and Alejandro Gonzalez will meet to find the best way in which they can implement a bill tracking system.

Discussions

1) Approve December 2020 Meeting Minutes

Alejandro D. Gonzalez motioned to approve the December 2020 minutes. Megan Turetsky provided the second. Motion passed.

2) News and Updates: Recap of HUF's Public Policy & Advocacy (PP&A) activities since last meeting

Josie Bacallao shared with the committee, HUF has met with several legislators and will continue to do so during the next weeks. The organization has received very interesting feedback from most of them. She highlighted they had a very deep conversation with representatives LaMarca and Lopez, both Republicans. HUF also participated in the Delegation Presentation event during which they were able to share the organization's priorities.

She shared with the committee, from 2015 to 2019, there was a 24% decrease in the usage of SNAP by mixed-status families. The usage of Medicaid is currently higher, which indicates there has been success in providing information to families and helping them understand that using Medicaid for their children does not affect their public charge.

Josie also indicated HUF is redesigning the hufempowermentcenter.org website. It should be ready by the end of February. The organization also launched a website oriented towards sharing COVID-19 resources.

The Children of Immigrant Families Coalition continues growing and has a new logo. Josie indicated a draft of the website should be ready by next week. This website will allow them to attract members, which is very exciting. Additionally, by moving funds from 2020 to 2021, with the approval of grantors, HUF now has the support of 2 individuals in the marketing area (one copywriter and one designer that is supporting the posting of messages on the website and social media).

Josie mentioned HUF continues working with Florida-based members of Protecting Immigrant Families. They collectively agreed to remain involved. She also indicated HUF has been awarded 2 new grants oriented towards programs and advocacy, one for Medicaid expansion and the other one for SNAP.

Carolina Cardozo mentioned she thinks it is great they are bringing back the blog, since it is a great tool that the committee, as a group, can enrich.

3) Summary New Administration's Immigrant-Family Policies

Otto Valenzuela presented a summary of some of the proposals of the new administration. He mentioned some of them will probably guide HUF's advocacy efforts in the future, and even the programmatic work of the organization. Among others he mentioned: The preservation and fortification of Deferred Action for

Childhood Arrivals (DACA), the suspension of the “Remain in Mexico” policy for asylum seekers, the establishment of a new task force oriented towards funding New American programs across the country, and the U.S. Citizenship Act of 2021.

Alejandro Gonzalez asked if HUF will only focus on the federal legislation, or if they plan to pay attention to what happens at the state level, as well. Otto Valenzuela indicated they will probably focus on both with the help of the committee and CIFIC. He also mentioned that since HUF is part of national groups such as UnidosUS, much of the work of the organization will be guided by them. Josie Bacallao mentioned Senator Bob Menendez, who is leading the Biden administration in many topics, has expressed the administration needs help in advocating to many GOP legislators and working with them to better understand their concerns in order to help the administration gain momentum and support for legislation. HUF sees this as a major role to play, as well.

4) Review of HUF’s updated Policy Agenda 2021

Otto Valenzuela explained they decided to divide the agenda into short-term and long-term policies. The short-term policies are related to COVID-19 and are the most urgent ones. These policies are divided in 5 main topics, in which HUF will be working on during 2021:

1. Support Medicaid recipients through expansion and protection of services.
2. SNAP, TANF Protections.
3. COVID-19 treatment/testing/vaccination costs for the uninsured.
4. Rental and Mortgage Housing relief.
5. Strengthen Florida’s Reemployment Assistance (RA) Program.

Otto also presented the Public Policy Platform. He mentioned they highlighted legislators’ priorities and presented recommendations. He reminded the committee several bills have already been introduced in both chambers, and HUF is supporting those efforts. The policies are broken down into the following categories:

1. Health
2. Economic Development
3. Education
4. Immigration

When discussing the health topic, Alejandro Gonzalez asked the members of the committee if they have a sense of how realistic the Medicaid expansion for post-partum women is. Robby Holroyd indicated it is realistic, but there is going to be a massive fiscal impact around the fact that the state needs to continue enrolling individuals and can’t disenroll anyone.

During the discussion about the education topic, Otto Valenzuela highlighted the fact that the Native Language Assessment has gained some traction. He mentioned a lot of Democrats are on board, but they need to get more Republican support. Robby Holroyd mentioned Representative Rene Plasencia would probably show some partisan support.

Josie Bacallao shared with the committee HUF has been helping with the Native Language Assessment and pushing the policies around SNAP and Medicaid, but the organization is not leading any policies. They would like to join voices and support other organizations as they work on other topics. Josie suggested for Megan Turetsky to keep them updated on health topics and for Alejandro Gonzalez to keep them informed about bills related to housing.

5) Florida's 2021 Legislative Session (March 2 – April 1) and HUF's role

Otto Valenzuela indicated HUF has been trying to approach legislative sessions, but this has been hard to achieve since the meetings are currently non-presential. He asked if the members of the committee had any tips on how to do this. Josie Bacallao asked the members of the committee to suggest a system to track bills, as well.

Megan Turetsky recommended to create an internal Google Doc for this purpose. Josie Bacallao proposed to create a Google Group as well, so that everyone can receive updates. She indicated they can divide the document by themes and topics and share it with different groups and coalitions so that it can be populated by more individuals. She mentioned the pandemic has generated an acceleration in collaborative efforts within the region, and this would be a good opportunity to find new ways to keep building connections and move policies forward. Otto Valenzuela mentioned Florida Voices for Health Coalition has a great tracking system, as well; Josie Bacallao suggested to connect with them. Josie Bacallao, Otto Valenzuela, Megan Turetsky and Alejandro Gonzalez agreed to meet to find the best way in which they can implement a bill tracking system.

Next Meeting: Friday, March 12, 2021 @9am



Top and Significant Activities in Public Policy and Advocacy

Nov 2020-Jan 2021 Update

- **Meetings with Electeds:** HUF continued its campaign to reach out to elected officials. Since late-December, HUF met with ten state legislators and is meeting with Rep Hunschofsky on Feb.12.
- **Delegation Presentation, Dec 17:** On December 17, Josie addressed the Broward Legislative Delegation, where she shared our priorities and introduced the HUF-led Children of Immigrant Families Coalition.
- **Public Charge State-Wide Convening, Jan 21:** On January 21, HUF, along with its partners from the Florida-Protecting Immigrant Families Coalition, hosted and presented at a convening addressing Public Charge. This convening was geared towards elected officials, practitioners, and other stake holders and described the harm on immigrant families and a call to action was made to public officials; additionally, breakout rooms provided detailed information to practitioners. The virtual state-wide convening had an attendance of approximately 70 people.
- **Updating HUF's Policy Blog:** HUF is overhauling hufempowerment.org where it will showcase its public policy agenda and its advocacy efforts. This is being done with the help of outside messaging and graphics consultants. Completion date – end of February.
- **Rebuilding the Children of Immigrant Families Coalition- Launch of Steering Committee:** The HUF-led Children of Immigrant Families Coalition continues to grow as its steering committee meets and priorities are identified in working towards “moving the needle” with our elected officials on the topics that most impact our immigrant families. The CIFIC steering committee has created its own 2021 policy agenda based on the priorities on each of their fields.
- **Children of Immigrant Families Coalition– Branding & Marketing:** We are overhauling immigrantfamily.org to create a new platform for the CIFIC. This will help us present our group to the elected officials and other stakeholders we are trying to reach. Launch by end of February
- **Marketing, Communication & Messaging:** We worked with our grantors to move all our marketing/communication dollars into 2021 to allow us more time to plan and to make impact for the 2021 legislative sessions. We hired MNetwork to design the CIFIC website. And we will be using one consultant to assist with bilingual messaging and upkeep of this website and a second one to design and post the content on the website and social media.
- **Coalition Work:** In addition to the CIFIC we also are deeply involved with the Florida-Protecting Immigrant Families (FL-PIF), UnidosUS Florida Affiliate Alliance and with both the national advisory board and state group of the newly formed C-Tan (Children Thrive Action Network).
- **Grants:** Awarded two program+advocacy grants from UnidosUS for Medicaid expansion and SNAP. It marries both our client work with advocacy.