



**Empowering a
New Generation
of Americans**

**Board of Directors
Annual Retreat Package
Meeting #5
Saturday, May 14, 2022**

JM Family Enterprises Inc

111 Jim Moran Blvd., Deerfield Beach, FL 33442

Mission

**Empowering immigrants and others to
become self-sufficient, productive and
civically engaged.**

Hispanic Unity of Florida
Board of Directors Retreat
AGENDA
Saturday, May 14, 2022

We will start the meeting promptly at 9 am

This is an in-person meeting

JM Family Enterprises Inc: 111 Jim Moran Blvd., Deerfield Beach, FL 33442
Parking is available right in front of the building and the auditorium is to the right of the main entrance

- | | | | | |
|-----|----------|--|--|--|
| 1. | 9 am | Call to Order/Roll Call | Christina Paradowski & Felina Furer | |
| 2. | 9:05 | Chair Welcome <ul style="list-style-type: none">• Ice Breaker• Unity 4Kids Graduation Ceremony• Consent Agenda <p><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></p> <ul style="list-style-type: none">✓ Board Meeting minutes, April 2022✓ Finance Committee minutes, April 2022✓ Public Policy & Advocacy Committee notes, April 2022✓ Marketing Committee minutes, April 2022 | Christina Paradowski | Information pg. 1
Action

pgs. 2-3
pgs. 4-6
pgs. 7-8
pg. 9 |
| 3. | 9:35 | Mission Moment <ul style="list-style-type: none">• Center for Working Families | A. Connell & E. Pineda | Presentation |
| 4. | 9:50 | State of Hispanic and Immigrant Broward <ul style="list-style-type: none">• Dr. Murray's bio• Executive Summary• Download full report here | Dr. Murray | Presentation
pg. 10
pgs. 11-15 |
| 5. | 10:50 | Break | | |
| 6. | 11:00 | Deepening The Connection to HUFs DEI Mission <ul style="list-style-type: none">• The Valbrun Consulting Group | M. Pope & A. Nieves | Presentation
pgs. 16 |
| 7. | 12:30 pm | Lunch | | |
| 8. | 1:00 | HUF's Strategic Plan <ul style="list-style-type: none">• Strategic Goals Timeline and Tracking Tool | Committees Chairs | Update
pgs. 17-31 |
| 9. | 1:45 | Executive Session | Christina Paradowski | |
| 10. | 2:00 | Adjourn | | |

19 Active Board members / 11 required for quorum and vote

**Hispanic Unity of Florida
BOARD OF DIRECTORS ATTENDANCE MATRIX**

Board Member	May 2021	June 2021	July 2021	Aug 2021	Sept 2021	Oct. 2021	Nov. 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	April 2022	
ABBATE, Anthony (Tony)	P	P	No Board Meeting	No Board Meeting	P	P	P	E	E	P	P	P	
ALVAREZ, Maritza	P	P			P	P	P	E	P	P	P	P	
ARGUELLO, Ana	P	P			P	E	P	P	P	E	P	P	
BARNARD, Maria						P	P	P	P	P	P	P	E
BELLO, Eduardo	P	P			P	P	P	P	P	P	P	P	P
BITTAR, Elsa	-	-			-	-	-	-	-	P	P	P	P
CARDOZO, Carolina	P	P			P	P	P	P	P	P	P	E	P
CUSHING, Giselle	A	P			P	P	A	E	A	A	A	A	P
ESPINOZA, Boris	-	-			-	-	-	-	P	P	P	P	P
FRANCO, Lesli	P	E			P	P	P	P	P	P	P	P	P
GUERRERO, John	P	P			E	P	P	P	P	E	P	P	P
HERZ, Dan	P	E			P	P	P	E	P	P	P	P	P
NASSE, Jeffrey					P	P	P	P	P	P	P	P	P
PARADOWSKI, Christina	P	E			P	P	P	P	P	P	P	P	P
RIVERA, Francisco	P	P			P	P	P	P	P	P	P	P	P
RODRIGUEZ, Lisette					P	P	P	P	P	E	P	P	E
RODRIGUEZ, Lucia	P	P			P	E	P	E	P	P	P	P	P
SCHEVIS, Daniel	P	P			P	P	P	P	P	P	P	P	P
STONE, Angie	P	P			P	P	P	P	P	P	P	P	P
Total Board Members	19	18					20	21	21	18	19	20	20
Present	17	14			17	16	18	14	15	16	17	17	
Excused: E	1	4			2	3	1	5	2	3	1	2	
Absent: A	1	0			1	2	2	1	2	1	2	0	
Board Members Present at the Meeting	90% Zoom	78% Zoom			85% Zoom	76% Zoom	86% Zoom	70% Zoom	79% Zoom	80% Zoom	85% Zoom	89% Zoom	



Unity 4Kids
Education



VPK
GRADUATION
CLASS OF 2022



SATURDAY
JUNE 11



10:00 A.M.

**GULFSTREAM EARLY
LEARNING CENTER**

**120 SW 4 AVE.
HALLANDALE BEACH, FL 33009**



**Hispanic Unity of Florida
Board of Directors Meeting Minutes
Tuesday, April 26, 2022**

Call to Order/ Roll Call

Began at 4:00pm.

Chair Welcome & Presentations—Presented by Christina Paradowski

- Board Chair:
 - Welcomed Leonor Romero, Chief Financial Officer
 - Reminded all Board members about the Board Retreat, on Saturday, May 14th @ 9am at JM Family Enterprises. She also went over the retreat agenda: mission moment, State of Hispanic and Immigrant Broward presentation, DEI presentation and Startegic Plan update
 - Shared that Scott Karlan resigned from the Board and Finance committee and Steve Sampier resigned from the Governance Committee
 - Congratulated Catalina Avalos for being appointed by the State Governor to serve as Judge on the Broward County Court
 - Suggested to schedule more in-person meetings in 2022

Mission & Updates—Presented by Andres Connell, Elizabeth Dorante and Yonela Carusi

- Andres and Staff:
 - Presented the Family Strengthening Program <https://hispanicunity.org/content/family-strengthening-program>
 - Discussed the need for housing assistance and went over the housing crisis in South Florida
 - Shared feedback (in writing) from a VITA volunteer and the actions immediately taken to address programmatic challenges. Board Chair thanked staff for addressing the volunteer's concerns promptly

State of Hispanic and Immigrant Broward—Presented by Felipe Pinzon

- Felipe shared all activities and efforts conducted to disseminate the report findings, including presentations and meetings with funders and elected officials.

Finance Committee—Presented by Virginia Cielo

- Virginia:
 - Presented the unaudited December 2021 Financial Statements. She gave an overview of all schedules which were previously presented to the Finance committee.
 - Shared the new timeline for the 2021 Audited Financial Statements which will be ready to present to the Board on June 21. She also mentioned that most funders do not require for the audited financial statements to be submitted within 120 days after closing the year. The new requirement is 180 days. The only exceptions are the City of Hollywood and Broward County. The latter will move to a 180-day clause in FY 2022-2023. All funders are moving in this direction, as nonprofits/providers face capacity challenges
 - Let the Audit Committee members know that they will meet in May/June to review the draft of the financial statements
 - Mentioned that the Waters Ortiz firm has been hired to help us get caught up with the audited financial statements and 2022 monthly financial statements.
- Christina shared with the Board that June 14th board meeting will be pushed back to June 21

Public Policy and Advocacy Committee—Presented by Otto Valenzuela and Carolina Cardozo

- Otto presented a recap of the 2022 Florida Legislative Session & Impact on HUF & the Community. He also shared all HUF's PP&A activities in the past 1-2 months, including the recent

visit from Congresswoman Sheila Cherfilus-McCormick. Otto also mentioned he and Felipe attended an annual UnidosUS conference in DC to reconnect with partners, and Felipe met with Treasury Secretary Janet Yellen.

Fund Development—Presented by Shani Wilson

- **Shani:**
 - Presented a new Fund Development scorecard: She went over unrestricted and restricted goals and actuals. She mentioned that we have secured 40% of the unrestricted goal and 64% of the program/restricted goal, including new funding from DeLuca and Kresge Foundations
 - Suggested to cancel the 2022 Entrepreneur Summit and run the event again in 2023. The focus in 2022 is to fill several positions open, onboard the new CFO and launch a mission campaign.
Carolina Cardozo motioned to cancel the 2022 Entrepreneur Summit and postpone it to 2023. A second was made by Dan Herz. Motion passed.

Governance---Presented by Anthony Abbate

- **Tony:**
 - Presented a proposal to amend the Bylaws.
First revision *"Diversified Membership: the membership of the board of directors should be fully reflective of the community it serves."*
Anthony Abbate motioned to accept first revision. A second was made by Lucia Rodriguez. Motion passed.
Second revision *"Personal nature of board membership: Membership on the board of directors is the personal membership of the individual and not of a corporation or entity that employees the individual."*
Anthony Abbate motioned to accept second revision. A second was made by Francisco Rivera. Motion passed.
 - Provided and update on the BoardLead, including the timeline, skill set, and corporations involved in the program.
 - He finally discussed the needs for a more structured mentorship program. He mentioned the Governance Committee formed a taskforce to work on this task.

Consent Agenda—Presented by Christina Paradowski

Anthony Abbate motioned to accept the consent agenda. A second was made by Angie Stone. Motion passed.

General Meeting Adjourned at 6:04 pm.

Hispanic Unity of Florida
Finance Committee Minutes
April 21, 2022

Attended Via Zoom:

8 Members Present: Lisette Rodriguez, Arnold Nazur, Emma Pfister, Alejandro Alvarez Loscher, Chuck Tatelbaum, Christina Paradowski, Rodney Bacher (proxy given to Arnold Nazur), Myrna Monserrat

1 Members Excused: Scott Karlen

5 Non-Voting Members Present: Felipe Pinzon, Felina Rosales-Furer, Virginia Cielo, Leonor Romero and Shani Wilson

1 Non-Voting Member Excused: Andres Connell

Open the Meeting: By Lisette Rodriguez at 8:31am

Welcome to Leonor Romero as HUF's new Chief Financial Officer

Felipe Pinzon welcomed HUF to the team and Leonor shared her background.

Approval of March 2022 Meeting Minutes

Motion: Chuck Tatelbaum motioned to approve the March 2022 minutes. A second was made by Arnold Nazur. Motion passed.

December 2021 Financial Statements – Presented by Virginia Cielo

Virginia Cielo reported draft financial statements for year ending December 2021. Due to a pending budget modification for the Education department in the CSC SAMIS portal system, there is an inability to submit anything for processing. This delays regular payments. In turn, we will be accessing \$100K from the line of credit by end of the month. This issue is not exclusive to HUF meaning it has affected other agencies as well.

Despite a decrease in cashflows, there has been a tremendous amount of money coming in the restricted area. We received \$350K from Jim Moran Foundation. In area of grant income, it has been itemized to show the decrease (refer to details in report). We did not meet the full contract as projected due to COVID. Salaries has been down to offset the revenues. Staff requiring remote access and hot spots, created an unanticipated overage over the past year.

Felipe Pinzon shared Waters Ortiz Accounting, a third-party firm, is hired to help us get audit ready and get become current for 2022 financials. They are making sure we can have statements complete and ready. Leonor and Virginia will meet with them next week to solidify a specific timeline. Arnold Nazur asked the committee if given the timeline, we can provide the first quarter financials together as opposed to monthly. The committee agreed to combine the quarter verses separately.

Fund Development Update. Presented by Shani Wilson.

HUF's budget for 2022 is just over \$8.3M. This year, staff are tasked with raising more than \$1.7M, including \$560,000 in unrestricted funds and \$1.1M in restricted or grant funding. Shani shared development scorecard for unrestricted and restricted amounts for the first quarter in 2022. This will be the first year HUF will detail unrestricted and restricted goals on a quarterly basis. This scorecard is key to helping HUF become more data driven. To date, staff have secured 40% of unrestricted goal and 64% of grants' goal.

In the past few days, HUF secured \$150,000 in general operating support from the DeLuca Foundation and \$250K from the Kresge Foundation for the data management and research projects; Kresge funds will be split between this and next year, \$150K and \$100K, respectively. These dollars are a result of constant relationship building led by Felipe for years. Staff are constantly seeking new funding opportunities.

HUF staff recommend postponing the Entrepreneur Summit (E-Summit) to 2023. The Entrepreneur Summit is an opportunity to fundraise and "inform, connect, and inspire" our community of small business owners. Staff are concerned about their ability to excel at several big projects & campaigns – including new CEO & CFO transitions, promoting the State of Immigrant and Hispanic Broward research report, agency's 40th Anniversary, and mission campaign. Staff are optimistic about meeting revenue goals with the event; they pointed out the absence of event expenses and the similarities between this year's unrestricted budget (\$560K) and last year's actual revenue (\$560K, without an E-Summit). Finance Committee members agreed to postpone the E-Summit to 2023.

Chuck Tatelbaum expressed concern about the public forum that does not expose HUF further. Staff will communicate decision to past event supporters, partners, and participants in May and will offer the Emerging Entrepreneurs program as an alternative.

HUF staff reminded committee of their mission campaign plans to expand the agency's capacity and programs through recruiting & retaining top talent, technology and operational infrastructure investments. Target contributors are foundations, and staff are working to incorporate the findings and related opportunities from the recently released *State of Immigrant and Hispanic Broward* into the campaign's appeal.

Audited Financial Statements update and timeline. Presented by Virginia Cielo and Felipe Pinzon

Felipe Pinzon shared an update regarding contract requirements and submission of audited financial statements. After careful review, HUF staff learned that many agreements require submission of audited financials in 180 days, not 120 days as previously thought. As such, HUF will remain in compliance with these agreements and is able to submit financials by June 30th (i.e., 180 days from HUF's fiscal year-end). Some funders, including the Children's Services Council of Broward, agreed to extend this

requirement from 120 to 180 days as the former was unrealistic for many agencies to meet. Two contracts require 120 days (deadline is April 30th) for submission of audited financial statements: Broward County and the City of Hollywood. With support from Lisette, HUF requested deadline extensions to submit audited financial statements. The City of Hollywood granted the extension. However, Broward County is unable to do so without the input and approval of the County Commission. As such, HUF will be in noncompliance on its Broward County contract and will not get paid until we are compliant. The County will honor payments retroactively once HUF submits the audited financial statements.

Virginia shared the timeline. Our goal is to file the completed audit by end of June barring any hiccups, fieldwork and/or confirmations which we do not anticipate. By May 13th statements will be audit ready by Waters and Ortiz. Send to Audit committee by May 27th. Review by the Finance Committee June 9th and send to the Audit Committee by June 15th. The June board meeting would need to be pushed back as financials would be shared with the board on the 16th. Arnold suggested having Lisette review herself to keep pushing it forward which she agreed. Furthermore, we would provide the notes and relevant materials to move the needle forward. The gap in key positions created this delay and we are working to secure compliance with the audit.

Felipe shared we are still waiting on the final analysis for health benefits. These will be approved via email according to staff's recommendation. Lisette would like Leonor's input in the health benefit plans. Leonor referenced we would report a summary and impact that would falls within budget to the committee. If feasible, Felipe would like benefits renewal where staff is not incurring an increase.

Executive Session

Close of Meeting Meeting ended at 9:40am
Recorder: Felina Rosales-Furer
Edited by: Leonor Romero, CFO

Hispanic Unity of Florida
Public Policy & Advocacy
Committee Meeting
MINUTES
Friday, April 1, 2022

Present: Carolina Cardozo, Dr. Jeff Nasse, Robby Holroyd, Dan Schevis, Dick Blattner, Dr. Maria Bernard, Megan Turetsky
Otto Valenzuela, Andres Connell, Felipe Pinzon and Felina Rosales-Furer

Excused: Christina Paradowski

Roll Call

Began at 9:00am

Approve March 2022 Minutes—Presented by Otto Valenzuela

Motion

Megan Turetsky motioned to accept the March minutes. A second was made by Dr. Maria Bernal. Motion passed.

Florida Legislative Session Wrap Up & Impact on HUF and the Community ---Presented by Otto Valenzuela

There will be a special session coming up to cover redistricting. Overall, there was no positive results on the items HUF had as a priority at the beginning of Session. No result yet on KidCare but hopes that next session there will be positive expansion and action. Working Floridian tax rebate had no result nor the Native Language Assessment bill. Unfortunately, Rep. Plascencia has retired and that will require a new sponsor for that bill. Early learning received an increase in dollars.

There was one small win and that was the requirement that Florida's Agency for Health Care Administration (AHCA) to report on Medicaid managed care quality performance measures disaggregated by race, ethnicity, primary language, sex, and disability.

Robby Holroyd shared, there has been no results but progress from significant interest in the next speaker, Rep. Renner for KidCare. Funding for affordable housing was raided, yet there was an increase was put into Sadowski Trust. Medicaid is gearing up for an upgrade.

The Anti-Immigrant bill passed to be in effect July 1st. We are looking into with UnidosUS to see the community impact and impact on HUF's clients. Provision 1 is currently being reviewed by the courts. There is a forced provision that law enforcement has to go into partnership with ICE. The common carrier provision is to not allow people from the border to be resettled in Florida. The definition of "alien" is up for interpretation. This all may be settled in the courts in the end.

HB 6, "Stop Woke Act" to stop critical racial theory training. We hope that this legislation will not affect equity discussions.

The repeal of Title 42 by the Biden Administration which would allow those attempting to enter the US for health-related issues. HUF currently is taking a neutral position on this topic and not signing onto letters or making any comments as this is a highly politically charged issue. Robby shared that if this will be better for those that we serve, then HUF should sign on. Keep the focus on what is good for our clients and focus on the facts. Carolina said if it impacts our clients then we need to act and continue being bipartisan. Andres Connell shared there is a huge influx of Haitian, Dominican and 46k Cubans just arriving to Florida. These are the people who we serve, it does impact our programmatic delivery. Dan Schevis shared we do not need to be disagreeable and be positive in supportive. We need to be strong and respected. Important to stand for those that do not have a voice and take a position. Dr. Nasse says we must take a position to repeal Title 42, we cannot keep the emergency provision and we need immigration reform. When this is repealed, this will apply to TPS and refugee's too. Commissioner Dick Blattner shared we need to share to the Feds their decisions impact organizations at the local level such as ourselves and we need funding to support the changes.

Megan Turetsky shared on the Juvenile Detention bill, this year it passed the legislature. We are hoping in the future the Governor will sign the bill into effect.

HUF's PP&A Activities Update—Presented by Otto Valenzuela

Continues our outreach to elected officials. We hosted Congresswoman Sheila McCormick and presented HUF's programs,

The Broward Hispanic/Immigrant Study, and there is potential for appropriations.

Felipe Pinzon and Otto Valenzuela went to DC last week for the UnidosUS Changemakers Summit to connect with our partners. Otto participated in a panel discussion on HUF's efforts in public policy and advocacy and spoke about how other smaller Affiliates can start engaging in advocacy. Felipe was invited to meet Secretary of Treasury Yulen. VITA funding is coming up again and working with the National United Way and Prosperity Now for more funding. No Kid Hungry, is a Public Charge issue Ingrid Ekblad was invited to discuss on a panel, how HUF is combating childhood hunger.

Carolina asked how is HUF viewed on a national level? It was shared that for a nonprofit we are ahead of the game and doing very well but still have much room to grow and potential. Having this committee is something we are doing that most do not have.

Dr. Nasse asked about the Dream Act. Andres Connell shared that at his conference in New Mexico it seems stalled until after 2022 elections to see who is in control of the House and Senate.

Committee Recruitment/Potential New Members---Presented by Otto Valenzuela

There is a new policy person at United Way, Nazbi Chawdhury, can we extend an invitation for him to join? Dan shared important to bring on partners that we mutually benefit. Andres shared we may want to extend an invitation to Urban League especially after our recent report.

Perhaps inviting someone from the Broward School Board to join this committee as well.

Carolina and Dan will reach out to the United Way policy individual to invite him to this committee. Otto will make the introduction and move forward. As well as Emma Jean Etienne from Urban League. Carolina asked for a bio on the recruits prior to them making the calls.

Maria brought up the affordable housing crisis and has there been an update. Andres shared Felipe has been invited to a Housing Affordability Summit in May to speak. Otto will share the invitation to all on the committee.

Andres shared HUF may need to get a rental counselor to help clients.

Other Business/Updates

Adjourn

At 9:55am

Next Meeting: Friday, May 13, 2022 @9am

**Hispanic Unity of
Florida**
**Marketing Committee
Meeting
NOTES**
Thursday, April 14, 2022

Present: Ana Arguello, Eduardo Bello, Francisco Rivera, Lesli Franco, Felina Furer, Shani Wilson, Felipe Pinzon & Kathy Gallego

Excused: Lucia Rodriguez, Maguana Jean, Christina Paradowski, Christopher Dongo, and Boris Espinoza, Henry Rojas,

Call to Order/ Roll Call

Began at 9:05am

Approve Minutes from March 10, 2022

Will vote in May meeting due to lack of quorum.

State of Hispanic and Immigrant Broward Communication Plan---Kathy Gallego and Lesli Cartaya-Franco

We are working on identifying the different target audiences and creating a communication plan that will help us share the report. There is a Q2 deadline for the goals and timeline. The Marketing Committee would like it to be able to share with the Board during the Board Retreat in May and finalized it by June meeting. Felipe Pinzon shared that Dr. Murray (FIU) will present the findings at the Board Retreat. Ana Arguello and Kathy Gallego will work together on the internal and external audiences. Lesli Cartaya-Franco and Francisco Rivera will work together on the board committees and board. Kathy Gallego established the first goal to put the data into layman's terms. Felipe Pinzon shared that along with Dr, Germaine Smith-Baugh from Urban League of Broward County, they have been presenting the report to key stakeholders in Broward County. Felipe Pinzon reiterated that they have not edited the wording of the data but that we do need to find easier terminology to present the findings to the community. Next week HUF and Urban League will work on setting the call to action for the elected officials, funders, and different audiences. Per Felipe Pinzon, we need to educate the community, along with the private and public sectors. We need stakeholders to not only be educated on the issues but care enough to change the problems. Goal 2 should be education and awareness and goal number 3 are to establish the specific call to action per each segment. By end of May, Kathy Gallego would like the communication plan complete, ready to share with the board and provide media samples. Felipe Pinzon mentioned that HUF needs client stories so the community and all the stakeholders can see a fact behind the data. Doing so, he believes will had much needed impact in the private sector. To share these great stories, we need to have specific amount of money allocated for PR and increase capacity. Lesli Cartaya-Franco asked if the communication plan should have another column for budgeting. Lesli Cartaya-Franco shared that the calls to actions will be set up as "meetings" to get stakeholders involved to discuss the issues. Like the leadership transition plan, this push of communication does not stop at the end of 2022. Kathy Gallego asked for the clients call to action to be different. Directors need to be involved in the conversation for plausibility.

Review of Marketing Strategic Plan 2016 – 202?

Lesli Cartaya-Franco asked the committee members to be present in May meeting to discuss the plan in detail.

Kathy Gallego shared there will be a new member joining the Development and Marketing team, Maggie. She will begin in early May. Lesli would like to see a list of her responsibilities for the Marketing side.

Adjourn

At 9:47am

Next Meeting: Thursday, May 12, 2022 @ 9am

Dr. Edward "Ned" Murray, Bio

Ned Murray, Ph.D., AICP is the Associate Director of the Metropolitan Center at Florida International University in Miami. Dr. Murray is a leading expert on economic and housing market issues in South Florida. He has authored many of the landmark affordable housing needs studies including the leading studies for Miami-Dade, Palm Beach, Broward and Monroe Counties. He was also the Principal Investigator on the Broward County Housing Linkage Fee Nexus Study and Rental Housing Study for Palm Beach and Martin Counties. Dr. Murray has recently completed and presented Housing Market Update and Municipal Scorecard studies for Palm Beach and Broward Counties and the South Florida Workforce Housing Needs Assessment. Dr. Murray developed the "Municipal Scorecard for Affordable Housing Delivery©" model which was used to evaluate affordable housing performance in Palm Beach and Broward Counties. Dr. Murray also has over twenty years of professional urban planning experience, including 12 years as a former Director of Planning and Development in Massachusetts. He holds a Ph.D. in Urban and Regional Planning from the University of Massachusetts at Amherst. Dr. Murray has authored and presented numerous papers on economic development, affordable housing and urban planning, including articles published in Economic Development Quarterly (EDQ), the Economic Development Journal, the Journal of Public Affairs Education and the Council for Urban Economic Development's Commentary.



I. INTRODUCTION AND EXECUTIVE SUMMARY

The *State of Hispanic and Immigrant Broward* provides the analytical framework for the 2021 Broward Equity Initiative. The analysis, performed in tandem with the *State of Black Broward* provides a comprehensive, holistic analysis of key population, economic, and social trends, factors, and conditions that allow for an informed discussion on racial and ethnic equity and disparity issues facing Broward County and its municipalities. The analysis connects various socioeconomic indicators and provides the underpinnings for the subsequent “Broward Equity Plan of Action”, which addresses the barriers and opportunities for meaningful community and human development policymaking.

Approach and Methodology

The *State of Hispanic and Immigrant Broward* is a data-driven assessment. The methodology for the report includes a detailed data and trend analysis of each of the following topic areas:

- a. Population and Demographic Trends
- b. The Economy
- c. Public Education
- d. Public Health
- e. Housing
- f. Criminal Justice and Safety
- g. Voter Engagement

The analysis is based on a variety of public and proprietary data sources to provide the most thorough analysis of the County’s and individual municipality’s demographic, economy, public health, crime, and voting trends. Data sources include the U.S. Census, American County Survey, Florida Department of Economic Opportunity (DEO) Quarterly Census of Employment and Wages (QCEW), Current Employment Statistics (CES), Local Area Unemployment Statistics (LAUS), Occupational Employment Statistics and Wages (OES), EMSI, Consumer Financial Protection Bureau (CFPB), Florida Department of Health, the Center for Disease Control, Florida Department of Corrections, Florida Department of Law Enforcement, Broward County Public Schools, National Center for Educational Statistics, and the Broward County Supervisor of Elections.

Analysis and Findings

The report found Broward County has experienced dramatic demographics shifts in the past thirty years marked by rapid suburbanization in the 1990s, a general aging of the White population and steady migration of Hispanic or Latino, Black or African American, and newer immigrant populations over the past two decades.

It is evident that racial and ethnic divides and disparities continue to persist despite laws that were enacted to prohibit segregation and discrimination. Sadly, the COVID-19 pandemic highlighted for all to see the disparities and inequities that continue to exist in Broward County and the nation. Evidence indicates the health, economic, and community impacts of the pandemic has been borne disproportionately by minority populations, individuals and families living in poverty, and noncitizen immigrants. The economic burden of the pandemic has also fallen more heavily on minority workers and business owners.

The *State of Hispanic and Immigrant Broward* and forthcoming “Broward Equity Plan of Action” provide an opportunity for all community leaders to raise the standards in matters of equity and inclusion. According to the Racial Equity Institute, “racial equity demands that we pay attention not just to individual-level discrimination, but to overall social outcomes.” This contrasts with the current state of affairs in which a person of color is more likely to live in poverty, be imprisoned, drop out of high school, be unemployed, and experience poor health outcomes and lack access to safe, decent, and affordable housing.

The following is a summary of the *State of Hispanic and Immigrant Broward’s* key findings:

Population and Demographics Trends

The report found that Broward County’s recent population growth is being driven by Hispanic and Black migration patterns. Since 2015, Broward County’s most significant population increases were among Hispanic or Latinos (15.6 percent/77,298 persons) and Black or African Americans (7.4 percent/38,010 persons). Broward County’s majority White population (60.7 percent) has grown by only 4.5 percent/15,948 persons. Hispanic or Latino and Black or African American persons now comprise 29.8 percent and 28.6 percent of Broward County’s population, respectively. Significantly, Broward County’s workforce age population (20-55 years of age) has become increasingly Hispanic or Latino and Black or African American.

Broward County’s Hispanic or Latino population is very diverse based on nationality. Cubans (20.7 percent) comprise the largest percentage of the County’s Hispanic or Latino population followed by Puerto Ricans (15.4 percent), and Colombians (14.6 percent). According to the 2019 ACS, the fastest growing Hispanic or Latino populations in the last five years includes Cubans (24,320 persons/25.8 percent growth rate), Venezuelans (17,649 persons/63.8 percent growth rate), and Dominicans (6,995 persons/22.3 percent growth rate).

Broward County's Hispanic or Latino and Black or African American populations reside throughout the County. However, concentrations of both population groups are evident based on historical settlement and newer migration patterns. Concentrations of Black or African American residents are mostly found in established Black communities and neighborhoods, while Broward County's growing Hispanic or Latino population is more concentrated in newer suburban locations.

The Economy

Strong, equitable, and inclusive economies deliver broad-based prosperity to their residents by providing Stable Long-Term Growth Economic Opportunity, Economic Mobility, and Economic Equity. Prosperity can be achieved when regardless of where one starts on the economic ladder, individuals and families can improve their economic conditions and build wealth, and where the benefits of economic growth are shared by residents across the income spectrum and where they live.

The *State of Hispanic and Immigrant Broward* report found clear evidence of persistent concentrations of income inequality in Broward County's Hispanic and Black communities. Income inequality has resulted in low median household and per capita incomes, higher poverty and unemployment rates.

- **The median household income of Hispanic or Latino households is at 87 percent of White households.**
- **The percentage of Hispanic or Latino families with children living in poverty is twice as high as White families and nearly four times higher among Black or African American families.**
- **Significantly, the labor force participation rates for Broward County's Hispanic or Latino (71.6 percent) and Black or African American (71.0 percent) populations are much higher than Broward County's White, Non-Hispanic (58.9 percent) population and that of the U.S. (61.8 percent).**

Public Education

According to the National Equity Project, "educational equity means that each child receives what they need to develop to their full academic and social potential". Equity in education is the process of reforming practices, policies, and procedures at the school and district levels to support academic fairness and inclusion, and ensure that every child has the resources, teachers, interventions, and supports they need to be successful.

According to the Washington Center for Equitable Growth, education is one of the most important long-term drivers of both economic growth and equity. Education adds to human capital (the education, training, and health of workers) thereby increasing labor productivity and the value of the worker. The quality of education that students receive also directly correlates to their quality-of-life years down the road. **Early education, in particular, has the power to shape a child's future and provide them with more resources.** It is for these reasons that it's crucial for local educators to address any barriers young students face to succeeding in school.

The *State of Hispanic and Immigrant Broward* report found Broward County Public Schools are more racially diverse than Broward's overall population. Significantly, Hispanic or Latino and Black or African American graduation rates have significantly improved in the last ten years. However, "unexcused absences" are significantly higher among Hispanic or Latino and Black or African American students than White students.

The report found significant disparities in:

- **Advanced Placement (AP) Exams passing scores between White students and Hispanic or Latino and Black or African American students.**
- **Most of Broward County Public Schools graded as C or D are located in communities with high concentrations of Hispanic or Latino and Black or African American populations.** This includes 22 of the "2021-2022 Lowest 300 Performing Elementary Schools" in the state.

Public Health

According to the National REACH Coalition, "equitable health care means that all individuals have access to affordable, high quality, culturally and linguistically appropriate care in a timely manner. This includes health care quality; patient education and empowerment; health care infrastructure; health care policy, and program administration."

Equitable health care in Broward County is being impacted by a variety of economic and social factors including poverty and the lack of affordable housing. Lower income households are often forced to choose between health care and buying food, medicine, and paying the rent.

The *State of Hispanic and Immigrant Broward* report found a wide disparity in infant mortality rates among Broward County's Hispanic or Latino and Black or African American populations than the White population.

According to the Florida Department of Health, there are substantially higher HIV and AIDS infections and deaths among Broward County's Hispanic or Latino and Black or African American residents than Whites. However, while HIV diagnosis rate among Broward County's Black or African American population has decreased from 90.1 per 100,000 population in 2010 to 50.9 in 2019.

- **HIV diagnosis rate among Broward County's Hispanic or Latino population has increased from 30.8 per 100,000 in 2010 to 36.0 in 2019.** While the percentage of Broward County's uninsured Hispanic or Latino and Black or African American populations has decreased in the last five years.
- **Hispanics or Latinos are three times more likely to be uninsured (18.2 percent) vs the county's uninsured (5.9 percent) white population. And Black or African American uninsured (10.1 percent) levels are double of the County's uninsured (5.9 percent) White population.**

Housing

The availability of quality affordable housing is critical in creating diverse and inclusive cities and counties. Affordable, safe, quality housing can provide the anchor for nearby jobs, education, public transportation, and health care. This should matter to cities and counties, not just on equity grounds, but because healthier and more educated residents benefit the local economy by forming a more robust and productive workforce.

Housing affordability also affects educational performance and attainment and the quality health care. Households with better affordability ratios generally have higher rates of savings, more cash, and/or higher levels of equity (in an owned home) that can be applied to education spending for their children. Cost burdened families are also more prone to unexpected health expenses that can throw a family into foreclosure or eviction.

- **The *State of Hispanic and Immigrant Broward* report found higher levels of cost-burden and overall housing distress (i.e., age, condition) in less affluent Hispanic or Latino and Black or African American communities.**
- **The report found homeownership rates are significantly lower among and Hispanics or Latinos and Black or African Americans than Whites.** The report also found significant fair housing and lending issues in Broward County.
- **Hispanic or Latino and Black or African American home purchase-loan denial rates are much higher than White applicants. High-cost owner-occupied home purchase loans are also more prevalent among Hispanic or Latino and Black or African American applicants than White applicants.**

Criminal Justice and Safety

Racial justice is the systematic fair treatment of people of all races that results in equitable opportunities and outcomes for everyone. A just and equitable criminal justice system allows all people to achieve their full potential in life, regardless of race, ethnicity, or the community in which they live. According to the Opportunity Agenda, “an equitable criminal justice system should ensure that all individuals feel safe and secure in their communities and be administered in a fair and just manner with a commitment to equal treatment and accountability.”

- **The *State of Black Broward* report found that Broward county’s overall arrests declined by 39.3 percent since 2011. Most crime activity by type in 2020 included drug arrests (4,226), larceny (2,678), simple assault (1,917), and DUI (1,064).**

According to the Florida Department of Juvenile Justice’s 2020 Delinquency Profile Dashboard, Broward County ranked 4th in Juvenile intake-arrests (2,735 arrests). Juvenile arrests were down 61 percent in Broward County and 54 percent statewide from 2015 to 2020 due in part to the COVID-19 pandemic. However, juvenile intake-arrests in Broward County by race showed a significant disparity between White and Black. In 2020, 71 percent (1,955) of juvenile arrests were Black compared to 11 percent (310 arrests) among White juveniles. Hispanics comprised 16 percent (449) of arrests. Statewide, 51 percent of juvenile arrests were Black, 33 percent white, and 16 percent Hispanic youth. A further analysis of juvenile arrest activity in Broward County, shows the highest volume of juvenile arrests occurred in Broward County zip codes with high concentrations of Blacks or African Americans.

Voter Engagement

Voting is the most basic right in our democracy, but too many people, especially people of color, are often locked out of the process through Jim Crow type voter suppression laws. As the cornerstone of American democracy, a fair and equitable election system would remove persistent barriers to voting and work towards a strong and modern voting system where all eligible citizens are motivated to vote, can do so with ease, and can reasonably trust that election outcomes are legitimate. The on-going struggle for racial justice has been put to the test in recent years. U.S. Supreme Court ruling in the 2013 Shelby County v. Holder Case has made it easier for states to pass voter restriction laws. The report found 361 bills have been filed in 47 states that would limit mail, early in-person, and Election Day voting with such constraints as stricter ID requirements, limited hours, and narrower eligibility to vote absentee. In Florida, on May 6, 2021, Florida legislators passed into law with immediate effect. The law will make it harder for Floridians to cast a ballot by mail, force voters to submit vote-by-mail requests more often than is currently required and eliminate secure vote-by-mail drop boxes.

The *State of Hispanic and Immigrant Broward* report found Broward County’s voting age population has increased by 20.5 percent since 2008 (192,476 voters). The County’s White voting age population has decreased by 8.2 percent (48,828 voters).

- **The County’s Hispanic or Latino and Black or African American voting age populations have increased by 98.8 percent/141,935 persons and 46.7 percent/ 98,569, respectively.**

The report found significant growth in Broward County’s Hispanic or Latino and Black or African American voter age population since 2008. Broward County’s voter turnout in the 2020 election was significantly higher by race and ethnicity than other recent elections.

IX. PATH FORWARD

The Broward County Equity Initiative provides an opportunity for leaders to hold our community to a higher standard in matters of racial equity and inclusion. As noted in the Introduction and Executive Summary, the purpose of the *State of Hispanic and Immigrant Broward* report, produced in tandem with the *State of Black Broward*, is to provide a holistic and integrated assessment of existing disparities and inequities in Broward County that will serve as the analytical underpinnings for future policy discussions and direction.

The *State of Hispanic and Immigrant Broward* and *State of Black Broward* reports found clear evidence that disparities and inequities exist in many forms in the County, including essential community functions. Broward County's racial and ethnic inequities and disparities encumber economic opportunity, educational attainment, quality healthcare, affordable housing, and equal justice among Black, Hispanic, and immigrant populations. The two reports are an important first step to align efforts towards applying an equity lens to address the imbalanced economic and social systems in a manner that leads to long-term, sustainable, equitable access for generations to come in Broward County.

The path forward will be guided and supported by community input at all levels with the objective of advancing equity and inclusion through an actionable policy framework. Following the roll-out of the reports, we will work to create spaces and opportunities for all business, government, faith, and community groups, as well as our families, to participate and hold Broward County accountable in matters of racial and ethnic equity and inclusion. These efforts will provide context for the Broward Equity Plan of Action, our forthcoming and final report.

The work in the months ahead is intended to sustain resident empowerment and equity and build social cohesion. The Broward County Equity Initiative will be a tool for community groups that seek to holistically integrate planning, community education, advocacy, and resident support in Black, Hispanic and immigrant communities and neighborhoods across Broward County.

Ultimately, our hope would be that collectively, we - business, government, faith, community groups, and families- can truly advocate for game-changing strategies in Broward County's communities to address social and economic barriers impacting our families and provide the resources necessary to help families achieve long-term, positive life outcomes.

You can show your active support in many ways:

- Share the report with others
- Invite a deeper conversation on the reports' findings
- Engage in existing networks of change that are of interest
- Support local organizations engaged in racial equity work

If you are interested in actively supporting or would like more information, you may reach us by calling 954.964.8884 or visiting www.hispanicunity.org



Hispanic Unity Florida
May 14th BOD Retreat

- **Name of presentation:** Deepening the connection to HUFs DEI Mission
- **Brief Description of The Valbrun Consulting Group (TVCG):**

A consulting firm that offers support in the areas of Diversity, Equity, Inclusion, racial Justice and anti-Racism, strategic planning, strategy management and organizational development. TVCG works specifically to build the capacity of individuals to lead for equity, create equitable environments, mitigate opportunity gaps, implement systems for improvement, and manage change for results that improve outcomes for underrepresented and marginalized populations.

- **Consultant Biographies:**

Ms. Michaele Pope is the Chief Operating Officer of The Valbrun Consulting Group. With close to 40 years of experience in education in the New York City and Broward County, Florida school systems - two of the largest school systems in the nation. Michaele brings deep knowledge and expertise to the field. Her experiences range from the classroom as a teacher, to leading district-wide initiatives for student and family success and working as senior advisor for DEI initiatives for non-profit organizations nationwide. She recently retired as the Chief of Student Support Initiatives & Recovery for Broward County Public Schools. She is a Certified Qualified Administrator, Intercultural Development Inventory (IDI) IDI, LLC, a Certified Facilitator, Fundamentals of Facilitation for Racial Justice, (IISC), Facilitating Restorative Practices in Schools, Communities and for Family Empowerment, (IIRP) and is State of Florida Certified in Educational Leadership (FDOE).

Dr. Amalio Nieves is an experienced leader with over 30 years of leadership in large urban school districts, including Chicago, Broward County and Boston. Dr. Nieves has successfully led initiatives aimed at fostering and sustaining organizational commitment to diversity, equity and inclusion and ensuring high quality equitable educational opportunities for all students. His expertise includes development and coordination of innovative strategies designed to integrate equity and the instructional knowledge of social emotional learning (SEL) using a Multi-Tiered System of Support (MTSS) model. Dr. Nieves is also experienced in the design and implementation of SEL and wellness for culturally, linguistically, and abilities diverse student populations. He has extensive experience in strategy, leadership, partnership development and a successful track record at helping educational systems promote equity and inclusive practices to ensure students' academic, behavioral, and social/emotional well-being.

HUF 2016-2022 Programs Strategic Plan

	Committees	Status	Program Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
1	Program	Priority	Create a programmatic decision tool to analyze the degree to which a new program aligns with the Mission.	VFD and VPP							
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)	VPP and Director							
4	Program	Priority	Strengthen the Data Management System – identify, launch and implement new database, staff training, increase capacity	CEO and AD							
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	VPP							
7	Program	Completed	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	VPP							
9	Program & PP & Advocacy	Completed	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							
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	CEO							
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							
16	Program	Completed	Services gaps: Identify service gaps in all core service areas	SVP							
17	Program	Completed	Services gaps: Prioritize service gaps	SVP							
18	Program	Completed	Services gaps: Create a plan to address services gaps	SVP							

HUF 2016-2022 Public Policy and Advocacy Strategic Plan

Item #	Committees	Status	Public Policy & Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020
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)	VPP					
2	Public Policy & Advocacy	Paused	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.	VPP					
4	Public Policy & Advocacy	Priority	Cultivate & grown relationships with state & congressional electeds and their staff, by connecting with them in person or virtually -	VPP					
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	Completed	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 2016-2022 Public Policy and Advocacy Strategic Plan

Item #	Committees	Status	Public Policy & Action Items - 2016-2022 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 2016-2022 Public Policy and Advocacy Strategic Plan

Item #	Committees	Status	Public Policy & Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020
			Parking Lot: Future Tactics & Tools						
	Public Policy & Advocacy	Parking Lot 1	Create a Grasstops & Grassroots advocacy networks with advocacy "trees" which identify the interests of the individuals/groups and their connections to elected officials and/or advocacy networks	Let's keep in the Parking Lot for now					
	Public Policy & Advocacy	Parking Lot 2	Develop expertise in researching public policy issues and the creation of policy papers or white papers	Let's keep in the Parking Lot for Now. This would shift HUF's focus to becoming policy experts. I don't think we're ready for that.					
	Public Policy & Advocacy	Parking Lot 3	Explore the purchase and use of lobbying tools such as "Lobby Tools"	This wont be necessary in the near future.					
	Public Policy & Advocacy	Parking Lot 4	Create process to research opposing points of view and create messaging which provide counter point of view and/or clarifies and promotes facts	This is interesting to explore this election year. With Development, we've identified 2 grants that could assist on a public facing campaign.					
	Public Policy & Advocacy	Parking Lot 5	With the database, engage our client base in grassroots advocacy	Added by OV					

HUF 2016-2022 Finance and Operations Strategic Plan

Item #	Committees	Status	Finance & Operations & Risk Management Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
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	Complete	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 2016-2022 Finance and Operations Strategic Plan

Item #	Committees	Status	Finance & Operations & Risk Management Action Items - 2016-2022 Strategic Plan	Responsible							
					2016	2017	2018	2019	2020	2021	2022
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 2016-2022 Governance Strategic Plan

Item #	Committees	Status	Development Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
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 + VP of Development (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 in-depth orientation program during each of their three terms (during year one, during years 2-3, and during years 4-6).								
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							

HUF 2016-2022 Governance Strategic Plan

Item #	Committees	Status	Development Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
11	Development - HUF STAFF	Completed	Accountability: Calendar quarterly development goals review								

HUF 2016-2022 Governance Strategic Plan

Item #	Committees	Status	Development Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
12	Development - HUF STAFF	Completed	Update job description and review with HUF team and Development Committee co-chairs								
13	Development - HUF STAFF	Completed	Secure consultant proposals and select consultants								
14	Development - HUF STAFF	Completed	Create hiring plan including documents to be used, outlets where position will be advertised, individuals with whom position opening will be shared and interview to hiring process, other screening tools, background check and negotiation process								
15	Development - HUF STAFF	Completed	Create on-board orientation for VP Development within HUF and with board members								
16	Development - HUF STAFF	Completed	Create ongoing (weekly, monthly) training/support for VP/Development with CEO and other key development team members								
17	Development - HUF STAFF	Completed	Create greet & meet annual calendar for VP/Development and board members and HUF funders								
18	Development - HUF STAFF	Completed	Create plan for community outreach for prospecting								
	Color Key										
	Completed										
	In Progress										
	Not Started Or Stalled										

HUF 2016-2022 Strategic Plan

Goal #	Committees	Status	Governance Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
1	Governance	Completed	Recruitment: Build candidate file: minimum two candidates for every open position (board expertise, committee leadership & board officers)	Governance Chair							
2	Governance	Completed	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							
3	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								

HUF 2016-2022 Strategic Plan

Goal #	Committees	Status	Governance Action Items - 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
12	Governance	Completed Process	Accountability: Conduct annual board and individual board member assessments (create process & assign responsibility)	Governance Chair							
13	Governance	Completed	Review and finalize current CEO Succession plan								
14	Governance	Completed	Share and review the CEO succession plan DRAFT with the board of directors for final approval								
15	Governance	Completed	Development plans for VP Program and Development Director	CEO							
16	Moved from Development		Tools & Resources: Every Board Member to participate in 2-hour in-depth orientation program during each of their three terms (during year one, during years 2-3, and during years 4-6).	Governance Chair							
17	Moved from Development	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							
18	Governance		Create on-boarding process for officers (conduct onboarding process annually with officer group)								
19	Governance		Developed an online New Board Member Onboarding Process during Covid-19	Josie Bacallao /Input from Committee							
20	Governance		Created new Online Board Engagmeent Dashboard	Angie Stone							
4	Moved to Board /Strategic Discussion		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"								
Color Key											
Completed											
In Progress											
Not Started Or Stalled											

HUF 2016-2022 Marketing Strategic Plan

Item #	Committees	Status	Marketing Action Items 2016-2022 Strategic Plan	Responsible								
					2016	2017	2018	2019	2020	2021	2022	
1	Marketing	Completed	Create and launch Brand Guidelines Manual									
2	Marketing	Completed	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	Completed	Create HUF's 40th Anniversary Plan									
4	Marketing	Completed	Revisit branding decision on retaining name. What are the results of the use of HUF? Can we fund research and marketing if we pursue name change?									
5	Marketing	Completed	Branding: Conduct Research among KEY HUF stakeholders including board of directors, employees, clients, donors/funders and potential donors/funders)									
6	Marketing	Completed	Prepare document to present to potential funders to support the research and marketing implementation of the project									
7	Marketing	Completed	Create 35th Anniversary plan to celebrate HUF anniversary									

HUF 2016-2022 Marketing Strategic Plan

Item #	Committees	Status	Marketing Action Items 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
8	Marketing	Completed	Implement Messaging Campaign to brand name decision. Plan will include brand and messaging training of staff and board								
9	Marketing	Completed	Recruitment: Relaunch Marketing Committee with a renewed focus and approach to support organization's current needs								
10	Marketing	Completed	Complete State of Hispanic and Immigrant Broward Research Paper in								
11	Marketing	Completed	Create & Execute a 2021 & 2022 MarCom Transition Plan								
12	Marketing	Completed	Refresh messaging and conduct messaging and elevator pitch for Board,								
13	Marketing	In-Progress	Continue to make adjustments to the State of Hispanic and Immigrant								
14	Marketing	In-Progress	Execute HUF's 40th Anniversary Campaign, including Ebook, social								
15	Marketing	In-Progress	Continue to support Public Policy & Advocacy Efforts with messaging and new initiatives								
16	Marketing	In-Progress	Conduct brand inventory and update/edit existing collateral with new								
17	Marketing	In-Progress	Establish brand guardians and train staff and board on usage								
18	Marketing	In-Progress	Increase storytelling of HUF and its mission - with consultant, extended								
19	Marketing	In-Progress	Solidify and increase HUF's social media presence on all social media platforms. Gather data								
20	Marketing	Priority	Create a robust digital plan to include google ads, SEO, content creation								
21	Marketing	Priority	Be part of the leadership succession plan for senior leadership positions								
22	Marketing	Pause	Refresh messaging and conduct messaging and elevator pitch for Board, leaders and staff								
23	Marketing	Pause	Communications: Secure PR Agency (pro bono) to develop comprehensive Communications Plan - should be revisited every year on a monthly basis								
24	Marketing	Pause	Position the agency as a subject matter expert of the two-generation (2Gen) approach, small business and citizenship program by sharing and								

HUF 2016-2022 Marketing Strategic Plan

Item #	Committees	Status	Marketing Action Items 2016-2022 Strategic Plan	Responsible	2016	2017	2018	2019	2020	2021	2022
					25	Marketing	Pause	Focus on gathering a larger library of content, both visual and audio			
26	Marketing	Pause	Create & Implement a comprehensive Marketing Plan + Communications Plan to refresh HUF Brand								
Color Key											
Completed											
In Progress											
Priority											
Pause											