



**Empowering a  
New Generation  
of Americans**

## **Board of Directors Meeting Package**

### **Meeting #8**

**Tuesday, October 11, 2022**

Join Zoom Meeting

<https://us06web.zoom.us/j/86348278582?pwd=T0ZELzg5YkJBBeU52VnlaaU5MUhVxdz09>

**Meeting ID:** 863 4827 8582

Passcode: 731671

#### **Mission**

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



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

Board Member	Aug 2021	Sept 2021	Oct. 2021	Nov. 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	April 2022	May 2022	June 2022	Sept 2022	
ABBATE, Anthony (Tony)	<b>No Board Meeting</b>	P	P	P	E	E	P	P	P	P	P	P	
ALVAREZ, Maritza		P	P	P	P	E	P	P	P	P	P	P	
ARGUELLO, Ana		P	E	P	P	P	E	P	P	P	A	A	
BARNARD, Maria			P	P	P	P	P	P	E	P	P	P	
BITTAR, Elsa		-	-	-	-	-	P	P	P	P	P	A	A
CARDOZO, Carolina		P	P	P	P	P	P	E	P	P	P	P	P
CUSHING, Giselle		P	P	A	E	A	A	A	P	P	P	P	P
ESPINOZA, Boris		-	-	-	-	P	P	P	P	P	E	E	P
FRANCO, Lesli		P	P	P	P	P	P	P	P	P	P	P	A
GUERRERO, John		E	P	P	P	P	E	P	P	P	P	E	P
HERZ, Dan		P	P	P	E	P	P	P	P	P	P	P	P
NASSE, Jeffrey		P	P	P	P	P	P	P	P	P	P	P	P
PARADOWSKI, Christina		P	P	P	P	P	P	P	P	P	P	P	P
RIVERA, Francisco		P	P	P	P	P	P	P	P	P	P	E	P
RODRIGUEZ, Lisette		P	P	P	P	P	E	P	E	P	P	E	P
RODRIGUEZ, Lucia		P	E	P	E	P	P	P	P	P	P	P	E
SCHEVIS, Daniel		P	P	P	P	P	P	P	P	P	P	P	P
STONE, Angie		P	P	P	P	P	P	P	P	P	P	P	P
<b>Total Board Members</b>			20	21	21	18	19	20	20	19	18	18	18
<b>Present</b>			17	16	18	14	15	16	17	17	17	12	14
<b>Excused: E</b>		2	3	1	4	2	3	1	2	1	4	1	
<b>Absent: A</b>		1	2	2	0	2	1	2	0	0	2	3	
<b>Board Members Present at the Meeting</b>		85% Zoom	76% Zoom	86% Zoom	77% Zoom	79% Zoom	80% Zoom	85% Zoom	89% Zoom	94% In-person	66% Zoom	77% Zoom	

# HUF Board & Committee Member Background Information Form

Please complete the following information if you are interested in being considered for board or committee membership at Hispanic Unity of Florida Inc. (HUF).

About HUF's Volunteer Leadership:

HUF's work is guided by a group of 17-21 volunteer board members and nearly a dozen additional board committee volunteers. HUF's board is what is known as a "working board."

HUF's most effective board members share these characteristics:

- They make it a priority to deepen their understanding of HUF's work so that they can then provide the best guidance on strategic decisions.
- They exhibit strong leadership outside the boardroom and engage in fundraising, advocacy and broad community outreach.
- They live and support a culture of inclusiveness and live HUF's values.
- They know and fulfill their unique – and critically important – roles and responsibilities.
- They cultivate a culture of trust, respect and mutual accountability within the board.

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\* Required

1. Email \*

[ana.rodriquez@bcbsfl.com](mailto:ana.rodriquez@bcbsfl.com)

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Untitled Title

2. Date Completing Form \*

[July 19, 2022](#)

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*Example: January 7, 2019*

3. I am interested in serving as a volunteer leader with HUF (either on its Board of Directors or on one of its committees) because: \*

[As a Hispanic immigrant I not only understand and have experienced the challenges that immigrants face in the US](#)

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[As a Director of Florida Blue, a truly committed organization that is dedicated to supporting the community, in particular immigrants who are who need resources to adapt in the US.](#)

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[In my current role as Director of the Florida Blue centers, we work tirelessly to support this same community so being able to serve on the Board of HUF will not only complement the work both organizations are doing but will also enable HUF to continue growing in the community.](#)

4. First Name \*

Ana

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5. Last Name \*

Rodriguez

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6. Primary Affiliation/Organization \*

Florida Blue/Blue Cross Blue Shield of Florida

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7. Additional Affiliation(s)/Organization(s)

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8. Mailing Address \*

8038 NW 46 Terrace,

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9. City, State and Zip Code \*

Doral, FL 33166

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10. Phone Number \*

786- 218- 9303 cell

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11. Age \*

*Mark only one oval.*

35 or younger

36 to 45

46 to 55

55+

12. Gender \*

*Mark only one oval.*

Female

Male

13. Professional Background \*

*Mark only one oval.*

For-profit Organization

Non-profit Organizaztion

Government (Local, State)

Government (Federal, Foreign)

Other: Not-For Profit

14. Previous HUF Relationship

*Check all that apply.*

Current or Previous Volunteer

Current or Previous Donor

Current or Previous Committee Member

Other: Current sponsor through Florida Blue

15. Expertise/Special Skills (Check all that apply) \*

Check all that apply.

- Accounting /CPA
- Business
- Strategic planning
- Management
- Marketing/Public Relations/Media expertise
- Nonprofit Board governance experience
- Non-profit management experience
- Banking/Financial Services
- Information Technology
- Legal/Compliance
- Risk Management
- Human Resources
- Public Policy/Advocacy/Government Relations experience
- Investment and Asset Management experience
- Other: \_\_\_\_\_

16. Other board service/board training

Previously on Board for the Women's Chamber of Commerce

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Previously Vice Chair for Beacon Council's New Leaders Taskforce

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17. Assessment of level of interest in serving \*

Mark only one oval.

1      2      3      4      5

Very Interested                  Not Interested at All

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18. Available Time and Commitment to serve \*

How much time/commitment are you able to share with HUF? Please consider travel & current commitments.

Mark only one oval.

1      2      3      4      5

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High Level of Time & Commitment      Low Level of Time & Commitment

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19. Assessment Fundraising Potential \*

Assessment of giving & getting potential

Mark only one oval.

1      2      3      4      5

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High Level of Fundraising      Low Level of Fundraising

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20. Referral or Connection Source

First and Last Name of individual you have a connection to at HUF.

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21. Additional Information

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This content is neither created nor endorsed by Google.





**Hispanic Unity of Florida**  
**Prospective Board Member Interview Questions**

NAME: Ana Rodriguez  
DATE: 9/16/21  
Interviewed by: Anthony Abbate and Angie Stone

**1. Why do you want to sit on this board?**

Community work, exercising role as connector in the community. Represent HUF as something she believes in and deserves attention and support.

**2. What is it about our mission/vision that attracts you?**

Community work. First experience with HUF was a visit through Florida Blue. Would love to be more involved. Moved from Colombia at age 3 to London then the US. Witnessing the immigration experience in the UK and then the US after completing university in the UK. Attracted to Miami. Resilience based on the children. After so much sacrifice, decided to move to a place where they did not feel so isolated. Migration as Brits was different. All our services, from immigration to health.

**3. What do you see bringing to this board that will make you a good director and why?**

Womens Chamber of Commerce, and accepted at Commonwealth Institute (Women's Edge) - being a female having to adapt, see the importance of leadership and how to interact and conduct life.

**4. What do you think is the most important job of a board director and why?**

Is HUF considering expanding? The need is great.

**5. Tell me what you've learned from the boards with which you've previously been involved. (If you've never served on a board before, tell me what you've learned in any other setting that required you to work as**

**part of a team.)**

On many occasions experienced the group moving in a certain direction and then gently sway opinion. Be aware of timing. Being prepared.

**6. How do you handle a situation in which everyone else seems gung ho to proceed with a project with which you see problems ahead?**

With a lot of respect and due diligence, not go with the popular vote, point out the opportunity to see it from another angle, plant seeds for thought.

**7. What are some of your favorite questions to determine whether a project is worth pursuing?**

Go back to the purpose of the organization.

**8. What information do you like to have before making go/no-go decisions?**

Important - conservative and do not want to show on political side. Communicate with constituents, as well as employer, getting inputs and approvals from all parties. Strength on written communications. Skittish about corporate concerns.

**9. How would you deal with a situation in which...? (One example might be, you heard the treasurer announce an anticipated deficit more than \$100,000.)**

It would seem as board member we would know what the priorities are, needs are, is there an analysis for how we arrived at the deficit and how can we recoup the costs? Short term? Would seeking a one-time donation resolve it - it's not always about what we can cut from the expense side.

**10. What would you tell your friends and family about our organization?**

Sharing with family and with colleagues, pride and excitement: do you realize what they do and that they exist? Pique interest. How do we support?

**11. How much time can you give to us?**

One day to volunteer - community service day is provided by employer. Florida Blue supports time to dedicate to HUF.

**12. What motivates you as a volunteer?**

Natural desire Honored to lead. How can we take things to the next level? Working with registered nurses, social workers, etc. through Florida Blue's 11 community centers in 8 county region she manages.

**13. What are your personal dreams or aspirations that could be enhanced by service on our board?**

Operational side of legal system. Master in Business, ¾ through PhD in business and strategic leadership. Health care experience with Sanitas prior to Florida Blue. Focus and passion is on operational and legal. Advocacy as well as marketing.

**14. What professional or personal constraints on your time or service might you anticipate?**

Balanced among few boards. No constraints identified.

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**Secondary Questions – Optional**

**Tell me about the accomplishments that you are most proud of as a board member.**

**What should be the top priority for you as a new board member?**

**What is your leadership style?**

**How do you define a successful board?**

**What things have frustrated you on other boards?**

**How would your other board members describe you?**

**What committees would you like to serve in?**

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## **Interviewer Summary**

### **Key Considerations:**

**To be shared and discussed at Governance Committee**

- 1. What unique or needed skill sets does individual bring to board? (Special skills, fundraising ability, access, funding, etc.)**

Legal, analytical, social networking.

- 2. Does the individual have the passion for our mission?**

Yes

- 3. Does the individual have the time and commitment to serve?**

Yes

- 4. What diversity does this individual bring to board? (Age, background, nationality, perspective, geography?)**

Young, female, Colombian-British.

- 5. Does this individual have the potential to be Chair of HUF in the future? (Consensus builder, previous board OFFICER experience, management experience)**

Yes

- 6. Does someone on the board know this person? Her/his recommendation?**

**Recommendation: Yes Or No for board membership?**

**If yes, what committee will she/he serve on?**

Advocacy (primary) or Marketing

**Assigned Mentor:** (Chair of advocacy)



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New Generation  
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# Annual Report



**Empowering a  
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# 2021

*Adapting and Thriving through COVID-19*

# HUF & the Continuation of COVID-19 Pandemic

## *Strength in Unity*

While it was a year of adapting and thriving, at HUF it was also a year of transition and new beginnings. Several senior leadership positions were filled with new faces and others were very well-deserved internal promotions. Simultaneously, we worked on re-openings at the agency level to commence providing on-site services, ensuring the safety of our clients and staff.

Our communities face great challenges. We are coping with an ongoing health crisis, potentially long economic challenges such as high inflation, straining household budgets, a housing shortage driving up rents and home prices, and historic levels of division in our country. Our roadmap for growth is ever evolving to adjust to the immediate needs of our community and clients as we all continue to pick up the pieces of where we left over two years ago. Hispanic Unity of Florida is constantly developing a model for transformative scale, outlining innovative approaches to achieving community impact and plans for sustainable funding.

HUF's vision for the next five years will build on the strong foundation we have created together. We strengthen and grow HUF's programs and services to assist more families with a faster response rate to meet their needs.



*Felipe Pinzon*  
2022 President & CEO



*John Guerrero*  
2021 Chair, Board of Directors

In 2020 I announced my retirement effective December 2021. The Board of Directors selected Felipe Pinzon, long-term HUF leader and the individual being groomed to succeed me, as the agency's new President and CEO. 2021 was a year of transition. Felipe was named Executive Director, co-lead the agency and worked jointly on every project and major decision. Today, Felipe Pinzon is HUF's President & CEO and I am enjoying retirement. It is only fitting that Felipe recap HUF's accomplishments in 2021, but more importantly, share his vision for the agency moving forward. I am grateful to Felipe, HUF's exceptional team of staffers, our dedicated board members, collaborative partners, and supportive funders for all the support you've given HUF – and me – for the past 18 years.

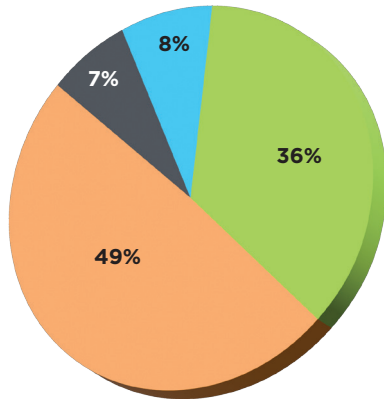


*Josie Bacallao*  
Past President & CEO

# Financials

## Revenue

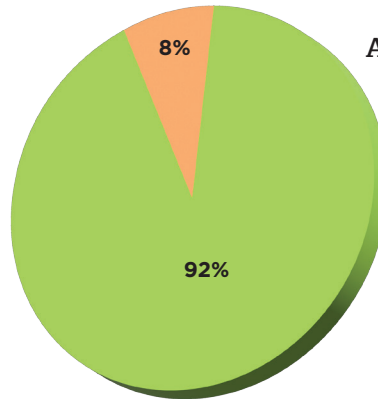
- Foundations  
\$2,306,024
- Government  
\$3,147,254
- Contributions  
\$448,780
- Other  
\$497,754
- Special Events  
\$22,000



**Revenue Total**  
\$6,421,812

## Expenses

- Program Services  
\$6,083,567
- Admin & Fundraising  
\$548,634



**Expenses Total**  
\$6,632,201

**20,629**  
Number of Individuals Served

# Vision & Mission

## Our Vision

Everyone is empowered to live their American dream.

## Our Mission

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

# Our Approach

For the past several years, HUF has been serving families using a two generation (2Gen) approach, which builds family well-being by intentionally and simultaneously working with children and their parents together. The 2Gen approach centers on the whole family to create a legacy of educational success and economic prosperity that passes from one generation to the next<sup>1</sup>.

1. <https://ascend.aspeninstitute.org/2gen-approach/>

# *Economic Development*

**11,574**  
Individuals Served

## **COVID Update**

HUF's Community Health Workers (CHW) focused on providing vaccine education and access to our community resources, including on-site vaccinations. We served a total of **4,426<sup>2</sup> individuals** in our efforts.

## **Main Number Continued to Serve as Emergency Hotline**

Community members made **4,498<sup>3</sup> calls** seeking information regarding HUF services, vaccination information, and requesting emergency assistance. Open communication during the pandemic was an important step to ensure families were directly connected to services they needed as quickly as possible.

## **Center for Working Families (CWF): Workforce Development**

We began to see an increase in requests for employment services at the beginning of 2021, although it was challenging to connect with clients as many were fearful of enclosed spaces. We assisted **199 individuals** with resumes, job readiness workshop trainings, and job searches.

## **Health and Public Benefits: Income Supports**

### **Comprando Rico y Sano**

Food insecurity and the need for access to health and application assistance continued to be a primary focus of our public benefits team in 2021. CHW submitted **2,740 SNAP** (food stamps) applications in 2021.

CHW facilitated 18 in-person and virtual charlas (nutrition workshops) with an emphasis on increasing fruit and vegetable consumption and meal preparation at home. They also conducted cooking demonstrations and grocery shopping tours.

### **Te Ayudo**

During 2021, **297 individuals** successfully submitted applications (and were approved) for affordable health coverage. HUF's mission during this time was to provide underserved individuals & families, including immigrants, with the knowledge to access healthcare options and navigate the health insurance and health care system. Clients learned to maximize coverage and other resources to increase their quality of life and improve their own health outcomes.

2. 1,107 Pfizer doses in total. Estimate determined assuming each individual received 1.5 doses

3. Estimate based on average calls answered by the VITA hotline for 12 weeks (3,345) and on the average calls answered by the HUF Hotline for 50 weeks (5,650). HUF is assuming 50% of the calls answered ended up in clients receiving some type of services, therefore, 50% of the callers were served in some other way.





## Broward Tax Pro

### Volunteer Income Tax Assistance (VITA) Program

As the pandemic continued through 2021, HUF began providing in-person tax preparation with many health & safety precautions. The VITA program served **1,638 families**, and submitted tax returns to the IRS through in-person, drop-off, and virtual options. More than \$1.9 million were refunded to working families who saved over \$500,000 in tax preparation fees.



## Financial Capability and Wealth Building

HUF responded to families and small businesses' needs, by providing information about financial assistance to weather the pandemic.

### Financial Coaching Program

**382 individuals** participated in virtual group and one-on-one sessions to set realistic financial goals, such as increasing savings, reducing debt, and establishing or improving credit scores.

### First Time Home Buyers Program

**336 individuals** participated in monthly virtual orientations learning the steps to achieve homeownership, how to prevent foreclosure, and landlord and tenant rights and responsibilities. Nine individuals became loan ready through our program and are pending home purchasing due to recent economic shifts.

### Emerging Entrepreneurship (EE) Program

HUF continued its partnership with Broward SCORE to deliver business education workshops online and in Spanish. In 2021, Emerging Entrepreneurs reached **1,556 individuals** through 35 workshops including four cycles of "Pasos Sencillos" on how to start a business.



# *Civic Engagement*

**2,511<sup>4</sup>**  
Individuals Served

During 2021, citizenship education and naturalization application assistance were provided virtually and in-person. Voter registration and other legal services - through HUF's partnerships - were also provided.

## **Pathways to Citizenship Program**

- Provided citizenship education to **1,339 individuals** through online video conferencing, seven classes per week .
- HUF successfully submitted **621 N-400 applications (Application for Naturalization)**
- HUF helped **426 individuals** become American citizens

## **Voter Registration & Legal Services**

- **1,172 individuals** received voter registration assistance and legal services



4. Estimate determined assuming each individual that attended citizenship classes also applied and became a citizen.

# Education

**2,046**  
Individuals Served

## Family Strengthening Program (FSP)

FSP is a parent-education program that teaches the importance of nurturing behaviors and promotes healthy physical and emotional development in children. We served **320 individuals**, including children and parents/caregivers.

## Unity 4Kids (U4K) Early Learning Center

U4K remained closed for much of 2021 due to the high positivity COVID-19 rate in Broward County. Families were referred to other HUF programs and community resources to meet their emergent needs. U4K safely reopened in August 2021, and served **34 individuals**, including parents and children.

## English for Speakers of Other Languages (ESOL)

This program is designed for adult students, 18 years and older, to communicate competently in English and perform in the skill areas of listening, speaking, reading, and writing. **140<sup>5</sup> students** learned English via in-person ESOL classes in partnership with Broward County Public Schools, between August and December.

## Unity 4Teens (U4T) Program

Our year-round program for middle and high school age youth provides education and enrichment activities. As schools reopened in the later part of the year, our focus continued to be connecting with families and assisting them in accessing resources. The academic year started with in-person classes in August 2021 and so did our recruitment efforts for in-person youth development programming. We worked with a total of **830<sup>6</sup> students** from Apollo, Attucks, McNicol and Olsen Middle schools and **722<sup>6</sup> students** from Miramar, Deerfield Beach and Hollywood Hills High School.



5. ESOL in-person classes started in August. Estimate based on the enrollments between 08/2021 and 04/2022.

6. Estimate determined assuming HUF served each youth and at least one of their parents/caregivers.

# *Public Policy & Advocacy*

As our clients and community continued to grapple with the COVID-19 pandemic, HUF's Public Policy & Advocacy efforts remained focused on immediate solutions.

Part of HUF's efforts to address the needs of our clients is to look for permanent, broad systemic changes by informing, educating, and working with our elected officials, stakeholders, and community partners.

## **HUF helps establish Broward County Community ID**

HUF and community partners came together to establish a Community ID for individuals who cannot easily apply for a state identification card, such as victims of domestic violence, homeless individuals, those returning to society from incarceration, and immigrants.

## **2021 Public Policy Agenda & Advocacy with Elected Officials**

HUF's annual Public Policy Agenda recommends solutions to the issues our community faces and is used as a guide to meet with elected officials, may it be in Broward, Tallahassee, or Washington DC. Having face to face meetings and building positive relationships with officials from all political parties is part of the work we do. These relationships allow us to share client stories while we advocate for our recommended solutions. The agenda focuses on education, healthcare, and economic sustainability, mirroring HUF's programs.



# 2021 Highlights

Our 2021 highlights include a quick view of our most profound accomplishments. We reflect on our mission statement and yearly goals to attain a better understanding of the impact we've had on our community. We will continue to find innovative ways to be a "Force for Good".

## Transition in Leadership

- **President and CEO**

Josie Bacallao, HUF's President & CEO since 2004, retires December 2021.

HUF's Board of Directors chose Felipe Pinzon as Executive Director in 2021 and he assumed the role of HUF's new President & CEO as of January 2022.

- **Vice President of Fund Development**

Shani Wilson was promoted as HUF's Vice President of Development in April 2021. She is now part of HUF's Senior Leadership Team.

- **Vice President of Programs and Public Policy**

Andres Connell joined HUF as the new Vice President of Programs in May 2021.

## Reopening

During the height of the COVID-19 pandemic, HUF provided services remotely. In June 2021, we were able to finally reopen our doors to provide in-person services to the most vulnerable families, safely and successfully.

## Temporary Protected Status (TPS)

The Miami-Dade Board of County Commissioners awarded Hispanic Unity of Florida \$500,000 to provide free Temporary Protected Status (TPS) services to immigrants and their families residing in Miami-Dade County.

## COVID-19 Outreach and Education

HUF launched a COVID-19 Outreach and Education initiative and deployed tri-lingual (Spanish, Creole, Portuguese) Promotores de Salud who have "boots on the ground" experience building the foundation for community health outreach to those who are most "difficult to reach" through traditional methods and channels.

## COVID-19 Vaccination Site

In partnership with the Florida Health Department, HUF launched an on-site COVID-19 vaccination site. Hundreds of immigrants and other members of vulnerable population were able to get vaccinated at our location.

## State of Hispanic and Immigrant Broward

To commemorate The Jim Moran Foundation's 20th anniversary of improving the quality of life for the youth and families of Florida, Hispanic Unity of Florida (HUF) received a \$500,000 grant to advance racial equity in Broward County. This investment was directed at building HUF's capacity to work effectively with stakeholders to lead critical conversations about racial equity and to propose transformative solutions that address them. Urban League of Broward County, Jorge M. Perez Metropolitan Center at Florida International University, and Hispanic Unity of Florida, partnered to analyze social and economic inequities among Hispanic, immigrant, and Black communities in Broward County.

## Data Management: A data-driven and outcomes-oriented agency

During 2021, HUF worked to build a strong foundation around data management and strengthen its data-driven culture by standardizing & implementing procedures and data collection tools. Measuring and evaluating programmatic and financial performance positions HUF as an outcomes-oriented agency. HUF selected a provider to for its central data management system, and aims to better serve clients by becoming more efficient and effective with collected data.

## Technology to better serve clients

During 2021, HUF analyzed its communications platform and transitioned from a traditional phone system to a Voice over Internet Protocol (VoIP) system. This improved communication processes, call quality, and afforded HUF the opportunity to use data analytics to improve its customer service.

# Annual Empowerment Partners

## Mission-Capacity Level | \$250K-\$4M+



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## Visionary Level | \$100K-\$249K



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## Investor Level | \$75K-\$99K



## Leader Level | \$50K- \$74K



## Influencer Level | \$25K-\$49K



## Supporter Level | \$15K-\$24K



## Friend Level | \$10K-\$14K





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Hollywood, FL 33021

**[www.hispanicunity.org](http://www.hispanicunity.org)**

**954.964.8884**



**Hispanic Unity of Florida  
Board of Directors Meeting Minutes  
Tuesday, September 13, 2022**

**Call to Order/ Roll Call**

Began at 4:00pm.

**Chair Welcome & Presentations**—Presented by Christina Paradowski

Christina Paradowski welcomed the members of the Board and provided some updates. Lucia Rodriguez is now working with JP Morgan Chase, Ana Arguello with Loud and Live, Francisco Rivera with Sony Pictures Entertainment, and Maria Barnard is now the Vice President of Strategy and Finance at JM Family Enterprises. Additionally, she mentioned those Board and Staff members whose birthdays are in September.

Christina also recognized Catalina Avalos, former Board member, Board member emeritus, and pro bono attorney of HUF for over 10 years. She thanked her for the legal pro bono services provided, on behalf of HUF's Board, Staff, and Clients. She also congratulated her for being appointed by the Governor to serve as a Judge on the Broward County Court. Catalina thanked HUF's Board and Staff and talked about her positive experience with the agency for almost 20 years. She also showed the attendants the plaque sent to her as a recognition, which she keeps in her chambers. Catalina was the first Colombian judge in the US and comes from an immigrant background.

Finally, Christina thanked Juliana Esguerra for representing HUF in NALCAB'S 2022 National Conference in Washington DC. She mentioned Juliana was invited to make a presentation on Data Management Systems and share the great work HUF has done during the past 2 years around this topic.

**Mission & Updates**—Presented by Andres Connell and Eduardo Pineda

- Food Security Initiative: Eduardo Pineda mentioned that in an attempt to fight food insecurity, the agency currently offers its *Comprando Rico y Sano* and Unity 4Nutrition programs. *Comprando Rico y Sano* intends to increase the health and well-being of families and individuals by promoting healthy eating habits and facilitating access to SNAP (Supplemental Nutrition Assistance Program), through trusted and culturally competent *Promotoras de Salud*. These staff members not only help families to get enrolled in SNAP, but also provide an educational component around nutrition, healthy cooking, and grocery tours.

SNAP is the largest food safety net program in the United States and 12% of Floridians participate in it. He mentioned that during the past 6 years, HUF has helped over 10,000 families to apply for SNAP (over 30,000 individuals), and on average, 400 families benefit every year from its educational component. Given that it might take more than 1 month to get approved for SNAP, HUF recently launched its Unity 4Nutrition program, which focuses on food distribution. Since November 2021 the program has distributed more than 50,000 pounds of food and has impacted more than 5,500 individuals, including more than 2,200 children.

Andres Connell mentioned that from a Public Policy and Advocacy perspective, HUF also continues working to guarantee food security. 23% of adults reported their kids are food insecure, and the largest benefits associated with food security in Florida have expired, have changed, are insufficient, or have been erased. Carolina Cardozo asked about the requirements to apply for SNAP, and Boris Espinoza asked how HUF fights misconceptions and stigmas associated with applying for these benefits. Felipe Pinzon indicated the agency helps its clients understand that the ultimate goal is to take them out of the system. The idea is to help them access these benefits only until they are stable.

- Miami Dade County TPS Project Update: Andres Connell reminded the Board that in 2021, Miami-Dade County approached the agency to ask for support in facilitating TPS applications for individuals that qualify for this type of status. HUF has been working with America for Immigrants Justice and Catholic Legal Services to serve 450 individuals. The project will end on September 30<sup>th</sup>. The agency and its partners have already surpassed the goal of the contract, after a successful event that took place on August 6<sup>th</sup> at the Miami-Dade College West Campus. Staff members have been reminded of the end of the project to give them enough time to apply for other jobs at HUF or in other organizations.

Felipe Pinzon indicated he has been in touch with Mayor Daniella Levine-Cava and her staff since there is additional funding planned for 2023. This funding does not seem to be for TPS. He will notify the Board about this as soon as he has more information.

- Hispanic Heritage Month: Kathy Gallego shared with the Board that the Hispanic Heritage Month, which runs from September 15 until October 15, intends to celebrate the histories, cultures, and contributions of American citizens whose ancestors came from Spain, Mexico, the Caribbean, and Central and South America. As a celebration, Maxeme Tuchman, founder of Caribu, and recipient of the American Dreamer award during HUF's 2019 Emerging Entrepreneur Summit will offer free subscriptions to the agency's clients during this special month. Additionally, HUF had the initiative of recognizing its own contributors. Kathy presented a video developed to attain this purpose, recognizing partners, Board members, and staff.

#### **Governance Committee**—Presented by Tony Abbate

Tony Abbate indicated that the Governance Committee recommends Christian Reyes as a new member of HUF's Board of Directors. He has strong professional experience and is well aligned with the agency's mission. He would be able to serve on the Marketing or Finance Committee and even on the Governance Committee in the future.

#### **Motion**

**Anthony Abbate motioned to approve Christian Reyes to HUF Board of Directors. A second was made by Dan Schevis. Motion passed.**

#### **Public Policy & Advocacy** ---Presented by Carolina Cardozo & Felipe Pinzon

Felipe Pinzon reminded the Board that back in April, he had the opportunity to meet with Senator Lauren Book and share with her HUF's mission, programs, and services, as well as the findings of the "State of Hispanic and Immigrant Broward" report. One of the outcomes of this meeting was the posterior State Elected Officials Roundtable, in which 10 State senators participated, and during which HUF and The Urban League of Broward County shared the research's main findings. In conjunction, both agencies asked for funds to keep advancing their missions.

Representative Marie Woodson championed the application for appropriations from both agencies. Even though funds were not approved, State elected officials keep supporting the initiative, and therefore, HUF has decided to increase its internal capacity to understand how the process works and navigate the system, as well as learn how to better work with Republican elected officials. HUF's partners that have secured this type of funds have all worked with lobbyists to attain this purpose.

HUF will be working with Ashley Boxer, Founder and President of The Boxer Strategy, to advance lobbying efforts on behalf of HUF, and be able to secure state appropriations in the future. HUF will be applying again in January of 2023. Felipe mentioned he shared this initiative with the Public Policy & Advocacy Committee and its members fully support this decision. Carolina Cardozo indicated Felipe has done his due diligence and following this path is the only way to keep growing. Christina Paradowski mentioned Ashley Boxer is well connected and well respected by both sides of the aisle.

**Finance Committee**—Presented by Lisette Rodriguez & Leonor Romero

- IRS 990 update: Lisette Rodriguez thanked Leonor Romero and the Finance team for their great job. Leonor Romero indicated HUF has provided the auditors with everything the need in relation to the 990. They have gotten HUF an extension from the IRS until November.

**Fund Development**—Presented by Shani Wilson

- Broward College Mural Project: Shani Wilson announced HUF has completed a focus group with clients, staff, and Board members to advance the Broward College Mural Project at the 5840 Building. The artist, Marie Franco, who is an immigrant and incredibly talented, will present mockups in the next few weeks to the agency. The mural will be ready by the end of October. Shani specially thanked Boris Espinoza for traveling all the way to Hollywood to attend this focus group and provide his input.
- Board Fundraising Efforts: Shani Wilson indicated the members of the Board have donated almost \$15,000 through Annual Bord gifts, have fundraised almost \$2,000 through diverse efforts, and have secured \$235,000 through corporate contributions during 2022. She reminded them of the importance of their involvement in the donor recognition process and showed them the different steps of the process and the proposed schedule. She also shared with them the Board member toolbox.
- Donor Recognition Event: Shani Wilson asked the members of the Board to save the date for the Donor Recognition event that will take place on Thursday, November 17.

**Consent Agenda**—Presented by Christina Paradowski

Tony Abbate requested a change to the June Board Meeting Minutes (governance section)

**Motion**

**Dan Schevis motioned to approve the Consent Agenda with the edits requested by Tony Abbate. A second was made by Angie Stone. Motion passed.**

**Executive Session**

**Adjourn**

At 5:25pm

**Hispanic Unity of Florida**  
Finance Committee Minutes  
September 15, 2022

**Attended Via Zoom:**

5 Members Present: Alejandro Alvarez Loscher, Lisette Rodriguez, Chuck Tatelbaum, Rodney Bacher and Christina Paradowski

3 Members Excused: Arnold Nazur, Emma Pfister and Myrna Monserrat

6 Non-Voting Members Present: Andres Connell, Juliana Esguerra, Felina Rosales-Furer, Leonor Romero, Felipe Pinzon and Shani Wilson

**Open the Meeting**

By Lisette Rodriguez at 8:31am

**Approval of August 2022 Meeting Minutes**

**Motion**

**Chuck Tatelbaum motioned to approve the August 2022 minutes. A second was made by Rodney Bacher. Motion passed.**

**Programs Performance**

**Scorecard:** Andres Connell shared our biggest concern is open positions we need to fill, there are 8 vacancies. These openings hurt our maximization of contracts. There are challenges with filling Success Coaches. Due to COVID, employees want more flexibility. We are updating job descriptions and filtering more during interviews. Our FSP is at capacity and a thriving solid program. Our Youth Force has 95% capacity filled rate. We were approached by another middle school to expand our after-school program. LEAP High program is at 77% capacity. We are now able to offer after-school programming to freshman through senior classes. The high school students self-select after-school programs and this is conflicting with other curricular activities after school. Felipe shared with being on a unit-based program, we are paid by "number of children" in the classroom. If we get into Pembroke Pines, as requested by the school, we would start with 35 children and have hopes of that program expanding.

Economic Development; CWF was not doing too well in the past. As of today, Eduardo Pineda has taken CWF to full capacity. There is still a bit of past catch up with \$8K short of maximizing the contract. VITA numbers were hurt by COVID, we have a game plan in mind as Ana Maria Ceballos left HUF and now Alpha Balde will assume the VITA Program Manager. He has 9 years of experience in the VITA circuit. Funders are excited about the new vision for the program and look forward to pre-pandemic numbers. Felipe shared we were invited to reapply to Jim Moran Foundation application which we do every 3 years with a 9% increase. We await that approval.

Civic Engagement is doing very well, Andres shared that on a call with USCIS gave nothing but praise about Magaly Alvarado and Raisa Garcia as they are the model in the nation. The TPS program was a one-year contract to assist 450 residents file applications. Currently, Miami-Dade

County Mayor's Office is working on a line item in their budget to reinstate the program and HUF's TPS work.

### **Fund Development Update. Presented by Shani Wilson.**

Our budget for 2022 is just over \$8.3M and this year we are tasked with raising more than \$1.7M, including \$560,000 in unrestricted funds and \$1.1M in restricted or grant funding. To date, we have secured more than 50% of our \$560,000 unrestricted fundraising goal. With respect to our \$1.13M grant revenue goal, we have secured more than 112% of our goal, or \$1,269,853 since the beginning of the year. This is a \$33K increase from last month. Last month, we shared our goal to update our revenue tracking tools to parse out data on a monthly basis versus quarterly. We have completed this for unrestricted funding and plan to do the same for grants in the coming months. In addition, as part of TD Bank's Pro Bono Marathon, we have submitted a proposal to the Taproot Foundation to get insight and assistance on our revenue tracking processes from subject matter experts. We are hoping to improve our processes and close the gap between Development and Finance data with efficiency and integration. We will know if we are selected in a few weeks. We are on track to meet our unrestricted revenue goal before the year by closing out pitches, continuing to raise bottom-line dollars through grants, and executing our end of year giving campaign. Some achieved unrestricted goals for 2022 were secured during 2021.

Save the Date for a Donor Recognition event Thursday, November 17<sup>th</sup> at HUF.

### **June 2022 Monthly Financial Statements. Presented by Leonor Romero.**

Leonor shared that she is working on catching up and recalibrating the finance team on new processes and getting to know each other's workflow. She presented a new updated dashboard. Leonor shared we have secured almost all the funds regarding CSC and SAMIS database. We are right now at \$195K operating gain, \$106K is our surplus. 80% of our grants' receivable has been collected as of June. Rodney Bacher asked about the statement of activities verse statement of financial position where there was a different number in the two statements. He was concerned about the breakdown. Leonor will get back to the committee. Leonor believes it has to do with the temp restricted funding as the reports are part of the excel generated links/formulas.

Providing Leonor's response to Rodney's question, then Leonor will email the committee regarding electronic voting of June financials.

### **CFO Updates—Presented by Leonor Romero**

- a) **IRS 990 Timeline:** At this time, our 990-2021 data has been provided to the auditors. However, due to the audit firm's prior deadlines, we are not on cue to work on the 990-2021 until October/November. We do have the IRS extension. More funders have started requiring the 990. In turn, Leonor has been in talks with our Auditors for 2022's 990-Audit. We will start earlier by aligning the data of the 990 with the audit to allow for an earlier 990-completion.
- b) **Monitoring Reports:** We were monitored by two funding sources, Volunteer Florida and IRS. For Volunteer Florida that covered the AmeriCorps' Program and the first year of funding. There were no findings. Additionally, we have been awarded funding for year two. Leonor will be working with Managers on policies and procedures as some

recommendations did derive from this review. The monitoring by the IRS covered our VITA program and there were no findings. There are two additional monitoring reviews that occurred so far this year still pending final approval. The monitoring reports will continue to be shared with this committee and the board.

### **Old Business/New Business**

Lisette asked the committee if we can start the meeting on 9am verse 8:30am. Chuck shared there will be an impact on him when he has court hearings. Felipe shared many members and staff are having challenges regarding the start time. Chuck shared the unity of the whole is more important. The consensus is that 9am start time will begin October 2023. The committee would like “action” voting items the first items on the agenda.

### **Close of Meeting**

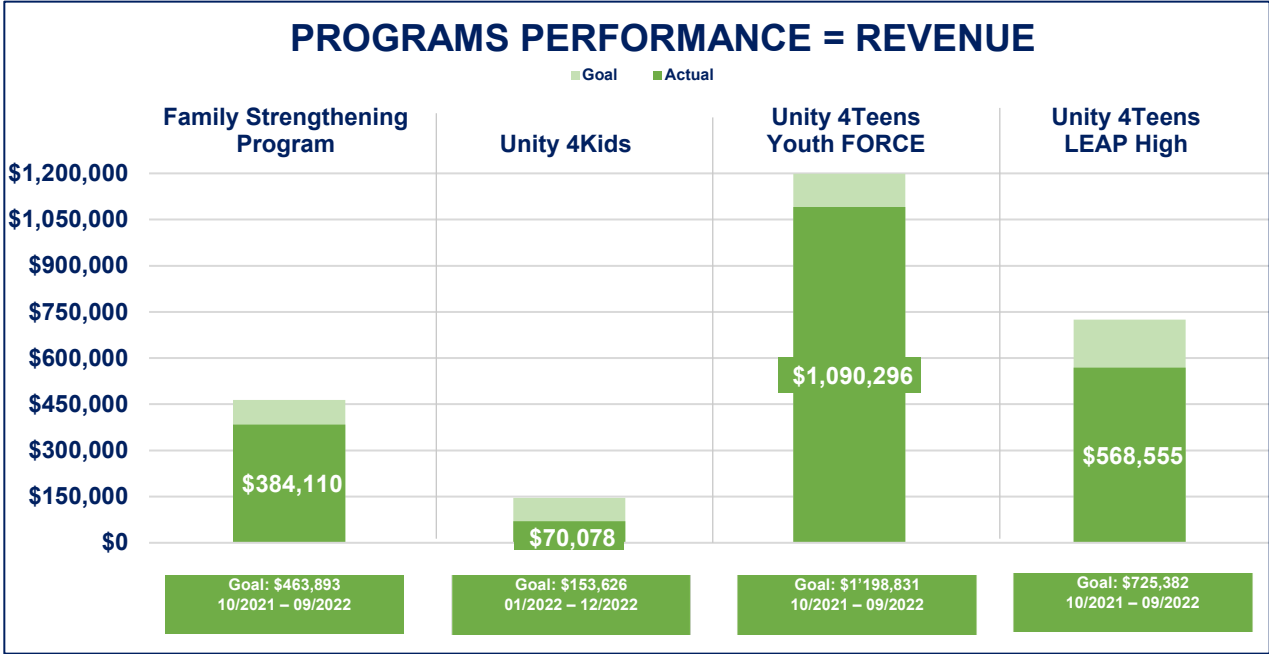
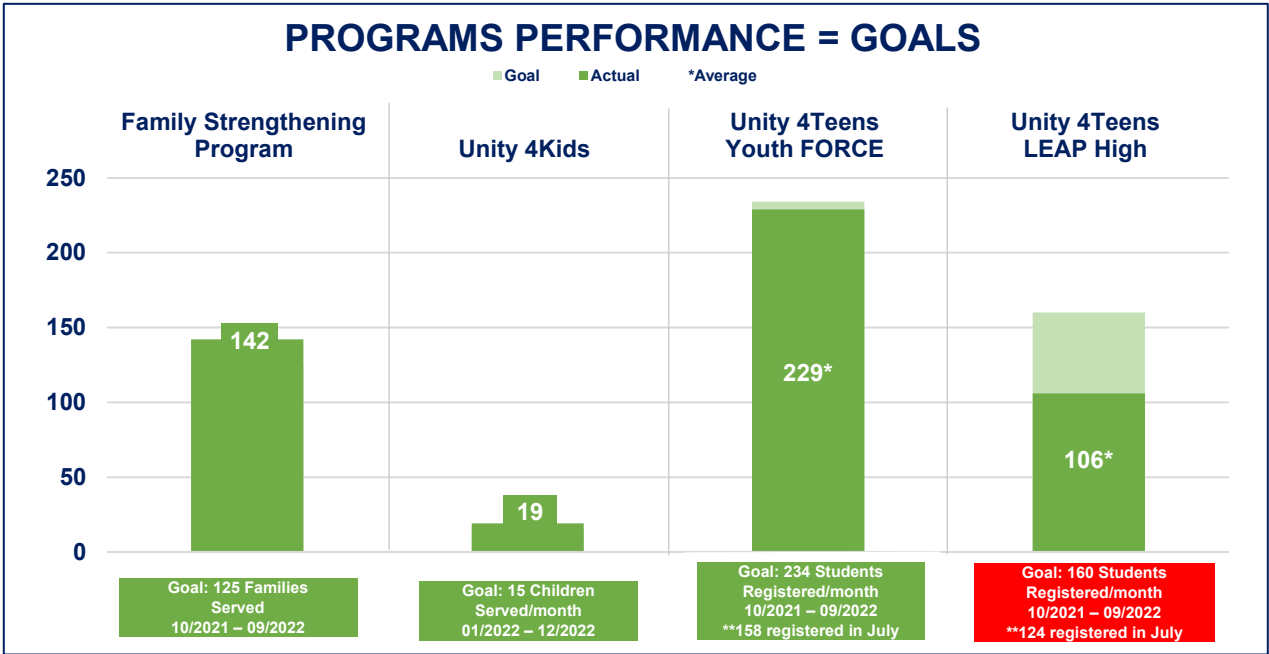
Meeting ended at 9:27am



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# EDUCATION JULY 2022

\*Note: Projections and goals have been adjusted due to the COVID-19 pandemic



Based on current results and if future projections are met:

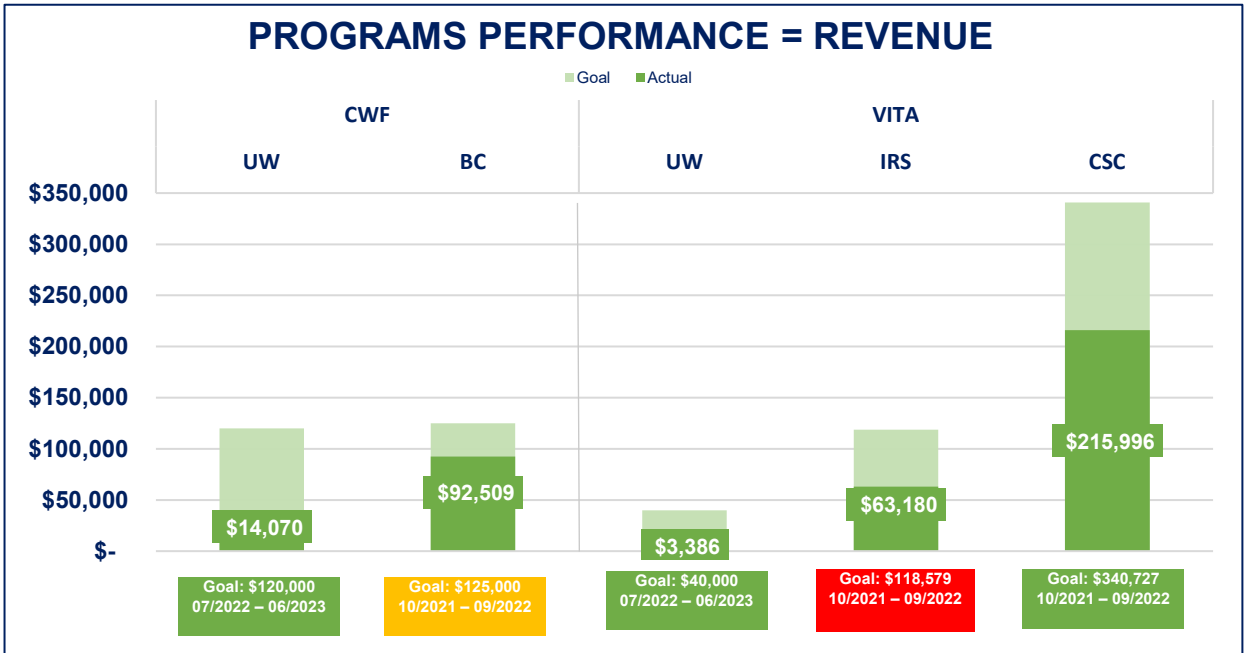
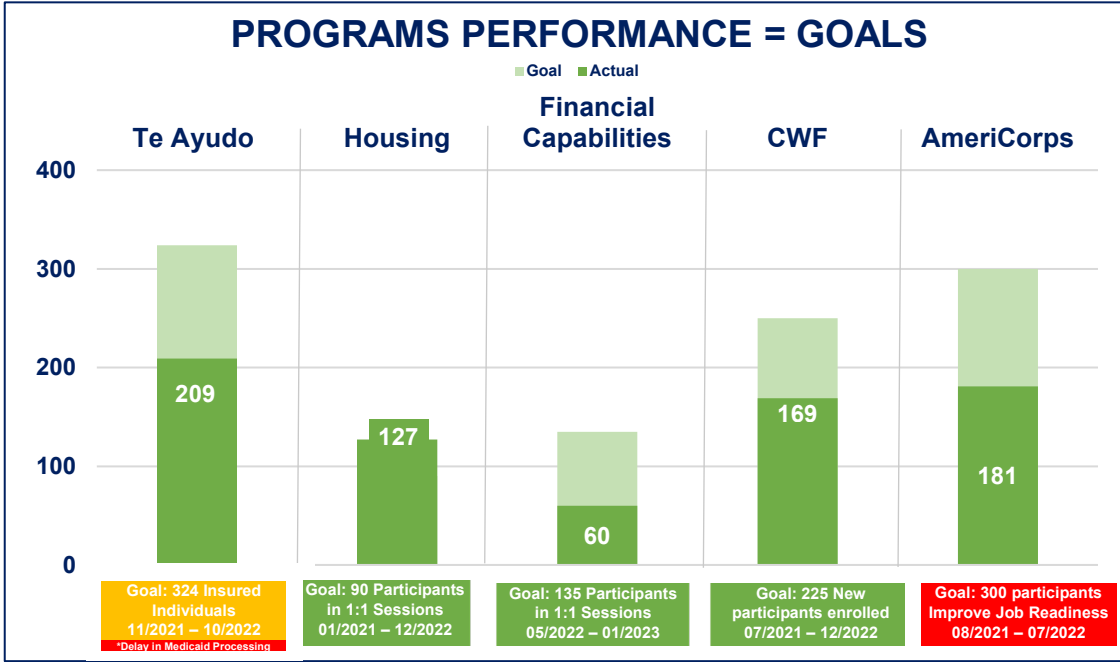
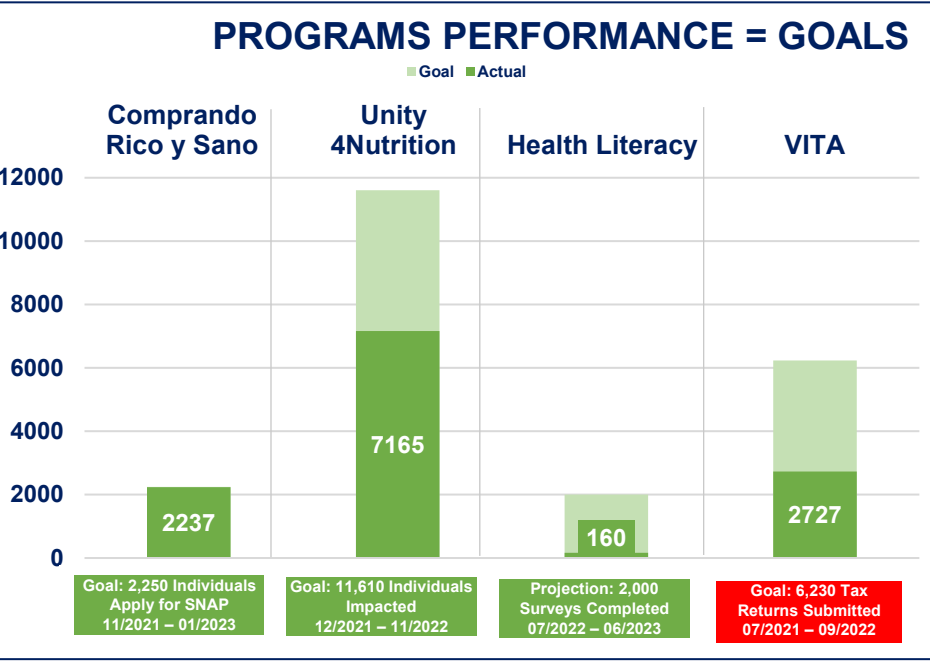
- On track to meet goals/projections
- Close to being on track to meet goals/projections
- Not on track to meet goals/projections

\*Unity 4Teens Program Performance Goals are based on the average students registered.



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# ECONOMIC DEVELOPMENT JULY 2022



Based on current results and if future projections are met:

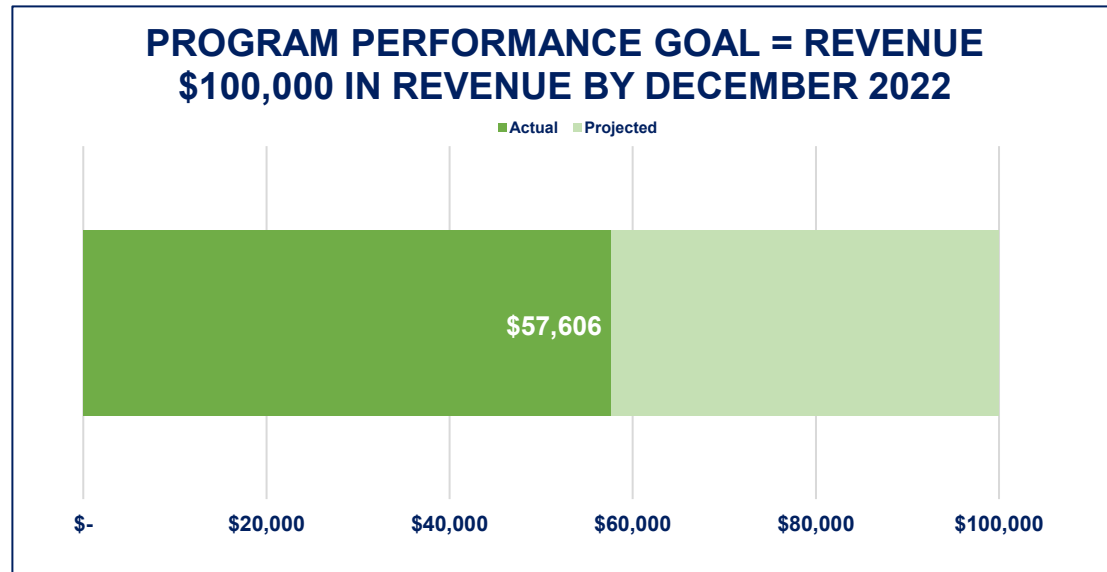
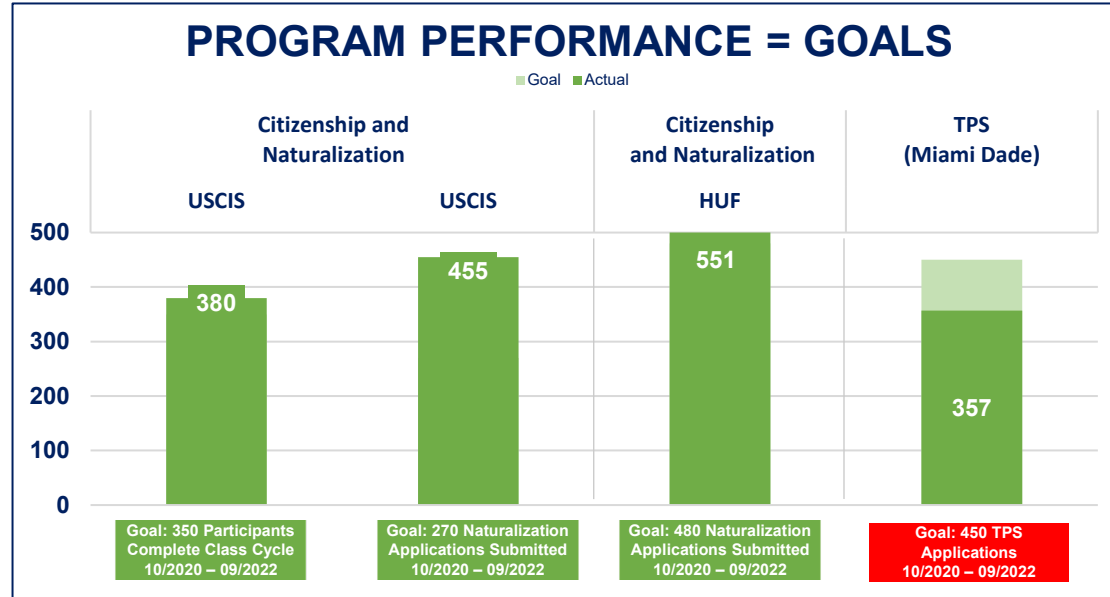
- On track to meet goals/projections
- Close to being on track to meet goals/projections
- Not on track to meet goals/projections





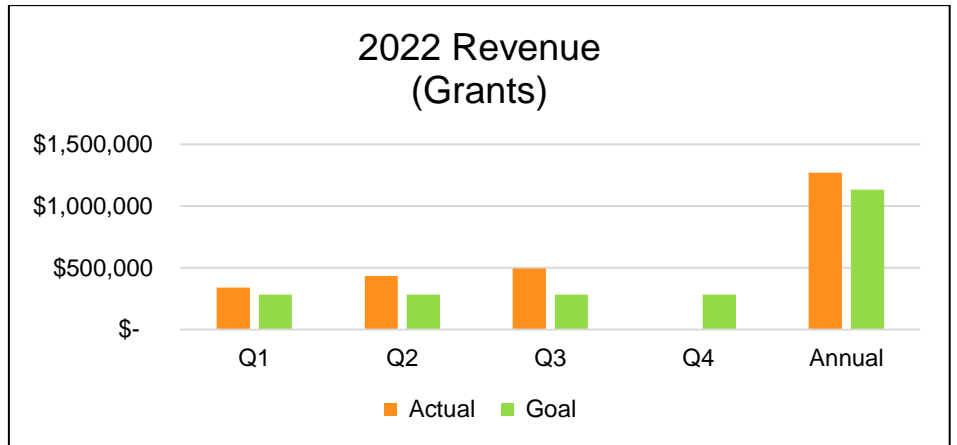
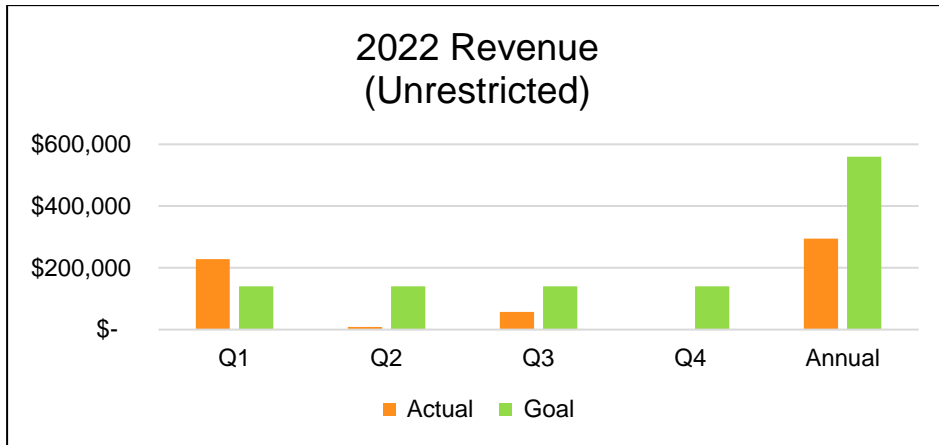
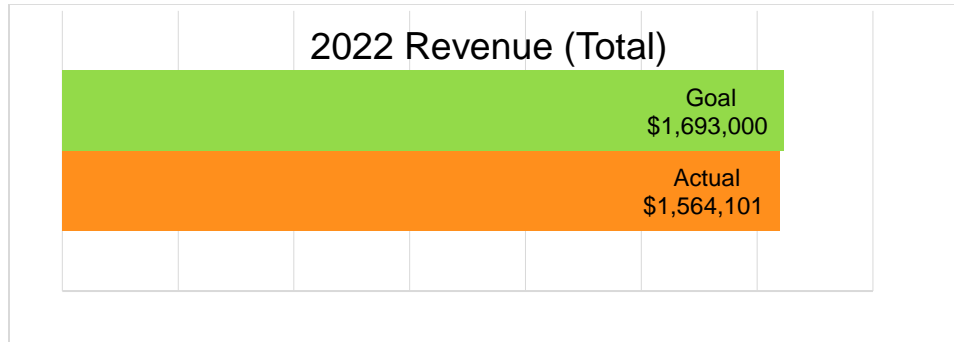
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# CIVIC ENGAGEMENT JULY 2022



Based on current results and if future projections are met:

- On track to meet goals/projections
- Close to being on track to meet goals/projections
- Not on track to meet goals/projections



Unrestricted			Temporarily Restricted (Grants)		
	Actual	Goal		Actual	Goal
Q1	\$227,834	\$140,000	Q1	\$340,506	\$283,250
Q2	\$8,884	\$140,000	Q2	\$433,746	\$283,250
Q3	\$57,530	\$140,000	Q3	\$495,601	\$283,250
Q4	\$0	\$140,000	Q4	\$0	\$283,250
<b>Annual</b>	<b>\$294,248</b>	<b>\$560,000</b>	<b>Annual</b>	<b>\$1,269,853</b>	<b>\$1,133,000</b>

**Breakdown of Unrestricted Revenue**

<b>Type</b>	<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2022 Variance</b>
Annual Campaign	\$17,500	\$10,554	\$(6,946)
Circle of Friends	\$70,000	\$46,288	\$(23,712)
Corporate	\$275,000	\$126,900	\$(148,100)
Corporate (MY)	\$25,000	\$25,000	\$-
Events	\$65,000	\$10,000	\$(55,000)
Major Gifts	\$65,000	\$50,000	\$(15,000)
Major Gifts (MY)	\$40,000	\$25,000	\$(15,000)
Miscellaneous	\$2,500	\$506	\$(1,994)
<b>Total</b>	<b>\$560,000</b>	<b>\$294,248</b>	<b>\$(265,752)</b>

**Breakdown of Temporarily Restricted (Grant) Revenue**

<b>2022 BUDGET</b>	<b>2022 ACTUAL</b>	<b>2022 Variance</b>
\$ 1,133,000	\$1,269,853	\$136,853

<b><u>Program</u></b>	<b><u>BUDGET</u></b>	<b><u>ACTUAL</u></b>	<b><u>Variance</u></b>
PP&A			
CWF			
Public Benefits			
VITA			
Emerging Entrepreneurs			
FSP			
U4T - MS			
U4T - HS			
Citizenship			
Administrative			



Grant Pipeline			Grants Submitted			Grants Awarded		
Month	# of Requests	\$ Value of Requests	Month	# of Requests	\$ Values of Requests	Month	# of Awards	\$ Value of Awards
September	5	\$ 755,000	February	1	\$ 25,000	January	3	\$ 151,000
October	12	\$ 475,000	April	1	\$ 8,000	February	5	\$ 100,900
November	6	\$ 87,000	May	5	\$ 343,580	March	11	\$ 910,377
December	1	\$ 50,000	June	3	\$ 180,234	April	1	\$ 6,500
TBD	8	\$ 193,257	July	4	\$ 525,000	May	4	\$ 225,634
<b>Grand Total</b>	<b>32</b>	<b>\$ 1,560,257</b>	August	3	\$ 325,000	June	4	\$ 345,000
			Q4, 2021	3	\$ 60,000	July	2	\$ 48,000
			<b>Grand Total</b>	<b>20</b>	<b>\$ 1,466,814</b>	August	1	\$ 46,450
						<b>Grand Total</b>	<b>31</b>	<b>\$ 1,833,861</b>
Pitch Pipeline			Pitches Submitted			Pitches Awarded		
Month	# of Requests	\$ Value of Requests	Month	# of Requests	\$ Value of Requests	Month	# of Awards	\$ Value of Awards
September	8	\$ 42,500	March	2	\$ 255,000	March	1	\$ 15,000
<b>Grand Total</b>	<b>8</b>	<b>\$ 42,500</b>	April	1	\$ 5,000	April		
			August	1	\$ 5,000	May	1	\$ 10,000
			<b>Grand Total</b>	<b>4</b>	<b>\$ 265,000</b>	August	2	\$ 28,500
						<b>Grand Total</b>	<b>4</b>	<b>\$ 53,500</b>

**Governance Committee Meeting  
MINUTES  
Friday, September 2, 2022**

**Attendance:** Maritza Alvarez, Anthony Abbate, Melida Akiti, Christina Paradowski, Elsa Bittar, Angie Stone, Felipe Pinzon and Felina Furer

**Excused:** Maria Barnard, Maria Elena Ferrer, Giselle Cushing and Carolina Cardozo

**Call to Order/ Roll Call**

Began at 9:00 AM

**Approval of June 2022 Minutes**

**Motion to approve the June minutes by Christina Paradowski. A second was made by Angie Stone. Motion passed.**

**Recruitment, Development & Engagement**

a) 2022 BoardLead Update:

- i) Christian Reyes: Interview & Recommendation. Tony shared that he and Maria Bernard interviewed Christian Reyes. He also shared that Christian is an immigrant from Nicaragua. He was energetic and passionate during the interview and is interested in participating in many of HUF's committees. Elsa Bittar (also with JP Morgan/Chase) shared that he is very involved in the community, and she highly recommended him to the HUF Board.

**Motion to recommend Christian Reyes to the HUF Board of Directors by Melida Akiti. A second was made by Christina Paradowski. Motion passed.**

b) Board Member Cultivation

- i) Ana Rodriguez: Florida Blue. Felipe Pinzon shared she recently visited HUF on a tour and was impressed with HUF and interested in joining HUF's board. He also shared she is very involved in the community and that Florida Blue has been a great partner and supported HUF over the past 16 years. Felipe recommended the Governance Committee to interview Ana and assess if she is a right fit to join. Ana lives in the City of Doral. Tony and Angie will interview Ana. Felina will assist with scheduling the interview.

- c) Mentorship Program: Angie Stone shared that she is working on connecting board members and proposed a connection schedule and welcome for new board members. Assisting with soft reminders and light structure to have mentee

own the connections and timing. Tony believes the mentors should be assigned verse chosen by new member. Perhaps an informal social to meet one another. The committee also agreed to allow new board members to attend the committee meetings to find the right fit of a committee verse picking right away. Angie and Maria will work together to come up with a comprehensive plan. Christina suggested bringing this to the board at the November meeting.

### **Old/New Business**

- a) Bylaws – By Christina Paradowski
  - i) Quorum: Christina suggested to address this subject as sometimes it hurts committees' meetings. Tony would like to know what the committees' viewpoints are. The committee agreed to discuss this matter at the Oct. meeting.
  - ii) Proxy: Bylaws do not allow for proxy voting. The committee agreed to discuss this matter at the Oct. meeting.
  - iii) Board and Committee meetings – the committee discussed the odea of having hybrid meetings staring in the near future. Christina asked if HUF should set in person vs. remote limits. Angie stated that she believes we need to not limit hybrid attendance as it is a personal choice. HUF will have the capacity to have hybrid meetings in the 5840-conference room by November. Leave as is, no changes to be made regarding in person or virtual participation.

**Next Meeting: Friday, October 7, 2022 @9am**

**Hispanic Unity of Florida**  
**Public Policy & Advocacy**  
**Committee Meeting**  
**MINUTES**  
**Friday, September 9, 2022**

**Present:** Carolina Cardozo, Dick Blattner, Dr. Maria Bernard, Nazbi Chowdhury, Megan Turetsky, Christina Paradowski, Dr. Jeff Nasse, Otto Valenzuela, Andres Connell, Felipe Pinzon and Felina Rosales-Furer

**Excused:** Robby Holroyd and Dan Schevis

**Roll Call**

Began at 9:00am

**Approve May 2022 Minutes**—Presented by Otto Valenzuela

**Motion**

**Dr. Jeffrey Nasse motioned to accept the April minutes. A second was made by Dick Blattner. Motion passed.**

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

Activities Recap:

- Black and Hispanic Immigrant Broward Reports: HUF held a roundtable with state electeds to showcase the Black and Hispanic Immigrant Broward report. We shared the report in person to educate them and work together to find solutions. We discussed the landscape of FL to find solutions to the findings in the report. A candid conversation was had where the issues and potential solutions were discussed. Legislators committed to making connections to other electeds outside of Broward to listen to findings to partner for work to shape solutions. Everyone was supportive to go after state funding for HUF.
- HUF/Urban League of Broward Local Support: Senator Lauren Book very supportive of HUF and helped host the Roundtable to educate other legislators understand more of Broward's racial inequities. A challenge but an opportunity was that no Republicans accepted our invitation. We need to make a bridge to work with them and meet in person. At the roundtable, the possibility to apply for a one time state appropriation. At the roundtable, several representatives were open to sponsoring a request from HUF/Urban League and ultimately, Rep. Marie Woodson became sponsor. The turnaround time to submit the application was less than two weeks and HUF/Urban League staff all worked together to submit on time with the help of Urban League's lobbyist. This is the first time HUF has applied for an appropriations request from Tallahassee. The budget commission will meet today but HUF is not on the recommended list for funding. This was a good first experience to the appropriations request process.
- Medicaid Expansion 2024 ballot initiative: Catalyst Miami is part of a coalition in Florida working to get Medicaid Expansion on the 2024 ballot. This would expand healthcare access to over 1 million people. The ballot initiative is being attempted as the Florida Legislature has refused to approve Medicaid Expansion. Catalyst Miami has reached out to HUF to become a ballot collection center that would expand our civic engagement activities in the community. This would run for the entirety of 2023. Details to follow from Catalyst Miami.
- Mayor of Tamarac Michelle Gomez visited HUF to learn about the Hispanic/Immigrant Broward Study and hopefully expand HUF services already being offered in that city.
- The Biden Administration made a decision yesterday on Public Charge which is to roll back what was currently in place from the previous Administration. This is good for our community and there is nothing to fear in applying for public benefits. HUF has been granted funding to help inform the community not to be scared and continue to enroll for benefits if you are eligible.  
Felipe shared along with No Kids Hungry are working to help clients navigate their fear of Public Charge. The ruling goes into effect November 21, 2022. The message is very complicated and it is important to share the correct messaging. We will have funding and partner with a Nationwide partner to spread the news of eligibility for benefits and not to fear of public charge effecting immigration status.

## State of Florida Appropriations Request Project—Felipe Pinzon

HUF will work on this again for 2023. To do this again we need to build capacity. Felipe met with Ashley Boxer in April, they discussed public policy and where we want to take HUF. We hope she will be the connector to those we have trouble meeting with and the long game would be to gain funding. Ashley worked with Broward Health and Memorial as their advocacy person, and she now owns her own consulting company. Felipe is working with her to lay out goals and move forward to build. We will use the 2Gen approach to align with what the state goals are. Ashley submitted a proposal for a one time project for \$15k fee which has been adjusted to \$9k to begin.

Nazbi Chowdhury shared advocacy consultants are very expensive, we got a good deal. He has worked with Ashley and she is wonderful. Carolina thinks this is great to hire on Ashley and it is time to acknowledge HUF has grown and we need the help. She believes we need to taper back our expectations for gaining state funding, it is a long game. Dr. Nasse believes it is money well spent to gain the professional aid. Will the Boxer Consulting be coming to HUF to brief the committee the board? Top priority is to create Republican relationships, the proposal process and work to gain appropriations. Otto shared we are reaching out to the Miami and Broward Republicans. The 2023 policy agenda will be heavily lay out the 2Gen approach and the proposal approach components. Economic Development is a big component and HUF will still champion a few immigrant items.

Megan Turetsky said KidCare will be CSC top issue and they believe will happen this session.

### Other Business

- **Discussion: Reschedule November's meeting to Friday, November 4<sup>th</sup> @10:30am?**

The meeting will be moved to November 4<sup>th</sup> @10:30am as there were no conflicts from the committee members.

### Adjourn

At 9:52am

**Next Meeting: Friday, October 8, 2022 @ 9am**