



**Empowering a
New Generation
of Americans**

Board of Directors Meeting Package

Meeting #1

Tuesday, January 24, 2023

@4pm

Join Zoom Meeting

<https://us06web.zoom.us/j/84903878249?pwd=dFRsRGJYTWIKQ3Nrd2pYd3NwRUpDdz09>

Meeting ID: 849 0387 8249

Passcode: 193610

Mission

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

Hispanic Unity of Florida
Board of Directors Meeting
AGENDA
Tuesday, January 24, 2023

Join Zoom Meeting

<https://us06web.zoom.us/j/86348278582?pwd=T0ZELzg5YkJEU52VnlaaU5MUnVxdz09>

Meeting ID: 863 4827 8582

Passcode: 731671

We will start the meeting promptly at 4pm

4:00pm	Call to Order/Roll Call	Christina Paradowski & Felina Furer
4:05	Chair Welcome and Presentations <ul style="list-style-type: none">• Installation of New Officers• Strategic Plan Update• 211 Community Choice Award – use this link to vote for HUF	Christina Paradowski
4:20	Mission Moment <ul style="list-style-type: none">• VITA	Eduardo Pineda & Elizabeth Dorante Information
4:35	Public Policy & Advocacy Committee <ul style="list-style-type: none">• PP&A 2023 Agenda	Carolina Cardozo and Otto Valenzuela Action pg. 1
4:45	Finance <ul style="list-style-type: none">• 2023 Budget Review	Lisette Rodriguez and Leonor Romero Action pg. 6
5:15	Fund Development <ul style="list-style-type: none">• Recap of End of Year Campaign & 2023 Stewardship• Mural Project Update	Shani Wilson Information
5:25	Consent Agenda <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>	Christina Paradowski Action
	i. Board Meeting Minutes, Dec 2022	pg. 19
	ii. Dec 2022 BOD meeting, electronic vote recap	pg. 21
	iii. Dec 13 Executive Committee Meeting Minutes	pg. 22
	iv. Dec 20 Executive Committee Meeting Minutes	pg. 24
	v. Finance Committee Minutes, Dec 2022	pg. 26
	vi. September 2022 Financial Statements	pg. 29
	vii. Governance Committee Minutes, Dec 2022	pg. 39
	viii. Public Policy & Advocacy Committee, Minutes, Dec 2022	pg. 41
	ix. Open Letter to Senators Rubio and Scott	pg. 43
	x. Program Scorecard, November 2022	pg. 45
	xi. Fund Development Scorecard, December 2022	pg. 48
5:30	Executive Session	Christina Paradowski
5:45	Adjourn	

19 Active Board members / 10 required for quorum and vote

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

Board Member	Nov. 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	April 2022	May 2022	June 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022
ABBATE, Anthony (Tony)	P	E	E	P	P	P	P	P	P	P	P	E
ALVAREZ, Maritza	P	P	E	P	P	P	P	P	P	E	P	P
ARGUELLO, Ana	P	P	P	E	P	P	P	A	A	A	A	E
BARNARD, Maria	P	P	P	P	P	E	P	P	P	E	E	P
BITTAR, Elsa	-	-	-	P	P	P	P	A	A	P	E	E
CARDOZO, Carolina	P	P	P	P	E	P	P	P	P	P	P	E
CUSHING, Giselle	A	E	A	A	A	P	P	P	P	P	E	E
ESPINOZA, Boris	-	-	P	P	P	P	E	E	P	P	A	P
FRANCO, Lesli	P	P	P	P	P	P	P	P	A	A	P	P
GUERRERO, John	P	P	P	E	P	P	P	E	P	P	E	P
HERZ, Dan	P	E	P	P	P	P	P	P	P	E	P	P
NASSE, Jeffrey	P	P	P	P	P	P	P	P	P	P	E	E
PARADOWSKI, Christina	P	P	P	P	P	P	P	P	P	E	P	P
REYES, Christian	-	-	-	-	-	-	-	-	-	P	P	E
RIVERA, Francisco	P	P	P	P	P	P	P	E	P	P	P	E
RODRIGUEZ, Ana	-	-	-	-	-	-	-	-	-	-	P	P
RODRIGUEZ, Lisette	P	P	P	E	P	E	P	E	P	P	P	E
RODRIGUEZ, Lucia	P	E	P	P	P	P	P	P	E	P	P	E
SCHEVIS, Daniel	P	P	P	P	P	P	P	P	P	P	P	E
STONE, Angie	P	P	P	P	P	P	P	P	P	P	E	E
Total Board Members	21	18	19	20	20	19	18	18	18	19	20	20
Present	18	14	15	16	17	17	17	12		13	12	8
Excused: E	1	5	2	3	1	2	1	4	1	4	6	12
Absent: A	2	1	2	1	2	0	0	2	3	2	2	0
Board Members Present at the Meeting	86% Zoom	70% Zoom	79% Zoom	80% Zoom	85% Zoom	89% Zoom	94% In-person	66% Zoom	77% Zoom	68% Zoom	60% Zoom	40% In Person

2023 Public Policy Platform: Florida

HISPANIC UNITY OF FLORIDA

DRAFT - pending review and approval by the PP&A Committee (Jan 20, 2023)



Empowering a
New Generation
of Americans

HEALTH - ECONOMIC DEVELOPMENT - EDUCATION

2023 Public Policy Platform

Hispanic Unity of Florida's (HUF) Vision is that everyone be empowered to live their American Dream and its Mission is empowering immigrants and others to become self-sufficient, productive and civically engaged.

But our Vision and Mission will never be fulfilled without all of our families having equal access to the tools and benefits they are rightfully entitled to.

HUF's 2023 Public Policy Agenda seeks to highlight the multi-generational issues our community is facing and how these issues are barriers to reaching our full potential, as individuals and as a community.

Hispanic Unity of Florida and the Urban League of Broward County partnered with Florida International University's Metropolitan Center to produce two comprehensive reports: [The State of Black Broward](#) and [The State of Hispanic and Immigrant Broward](#).

These studies provide 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.

HUF has used the findings of these studies to explain why these issues are being highlighted in this Policy Agenda and the importance of addressing such issues.

Our organization focuses on the areas of Economic Development, Education, and Healthcare. These areas mirror the Programs at HUF that provide direct service assistance to our community.

Our hope is that collectively, we – families, business, government, faith, and community groups – can truly advocate for game-changing policies that address social and economic barriers impacting our children and adults.

DRAFT - pending review and approval by the PP&A Committee (Jan 20, 2023)

Economic Development

Strong, equitable, inclusive economies deliver broad-based prosperity to their residents by providing:

-Stable Long-Term Growth — job and employment growth that is less susceptible to wide and/or rapid declines, so that household wealth and income is protected during national economic downturns and shocks as recently experienced with the COVID-19 pandemic and prior “Great Recession.”

-Economic Opportunity in the form of a variety of jobs and occupations paying competitive wages and incomes that increase rapidly with improved skills and experience.

-Economic Mobility — regardless of where one starts on the economic ladder, individuals and families can improve their economic conditions and build wealth.

-Economic Equity — growth whose benefits are shared by residents across the income spectrum and where they live.

Key HUF 2023 Legislative Priority

- **Support two-generational approach to provide multi-generational support for families.** HUF’s innovative 2Gen model provides a framework of tools, resources and integrated services that builds family well-being and maximizes the potential that lies within each child and the adults in their lives so that families and communities thrive.

We seek to develop more effective policies for families with young children in poverty by aligning targeted social services that support child development with workforce development services to increase family economic self-sufficiency.

Recommendations:

- Support career training, skill building, and apprenticeship programs that support low-income families in developing necessary skills to attain high-wage jobs.
- Take into account the impact of Florida’s new minimum wage law on social service program participants by continuing to model “fiscal cliffs” accounting for minimum wage increases in accordance with the constitutionally mandated timeline.

- **Support Affordable Housing.**

Equitable housing incorporates the values of inclusion, equal access to opportunity, and diversity in communities ensuring that all people – regardless of race, ethnicity, family status or disability – have a range of choices for where to live now and in the future.

According to the 2018 Broward County Affordable Housing Needs Assessment, the housing affordability demands in Broward County and its municipalities did not improve despite impressive post-recession job growth numbers and low unemployment. **The study found 53.9 percent of Broward County households are cost-burdened making Broward County one of the most unaffordable places to live in the U.S.**

The significant growth of severely cost-burdened renters is most pressing problem due to three market conditions: 1) the increasing demand for renter housing throughout the City resulting in low vacancy rates and a spiraling increase in rent prices, 2) the lack of affordable rental housing production, and 3) rent prices are increasing faster than wages.

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.

Significant disparities exist in Broward County’s education attainment based on race and ethnicity. Only 31.3 percent of Hispanic or Latino residents and 21.5 percent of Broward County’s Black or African American residents 25+ years of age have a bachelor’s degree or higher compared to 40.2 percent of Whites.

Key HUF 2023 Legislative Priority

- **Prioritize early childhood education.** The Office of Early Learning (OEL) must engage with early learning stakeholders across the state to determine the plan they will submit to the Legislature and the Administration for Children and Families for use of these funds.

Recommendation:

- Support boosting funding for both School Readiness and the Voluntary Pre-K program to better serve more families and buoy childcare operators.

- **State financial aid for college students who are undocumented.** Support opening eligibility to both merit- and need-based financial aid and in-state tuition to all undocumented students who are currently eligible for in-state tuition, including DACA (Deferred Action for Childhood Arrivals) and Temporary Protected Status (TPS) recipients, at both the undergraduate and graduate level.

Health

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.

Key HUF 2023 Legislative Priority

- **Close the access gap to affordable healthcare, with a focus on vulnerable low-income populations.** Currently, 1.1 million Floridians do not qualify for any healthcare coverage. Many families are priced out of healthcare options and are forced to rely on hospital system's emergency rooms, a costly option for both consumers and providers. Solutions must be found that would prove beneficial not just for immigrant families, but for all Floridians.

Recommendations:

- Florida should expand Medicaid, as per the Affordable Care Act, to low-income adults under 138% of the Federal Poverty Line.
- Incorporate Affordable Care Act consumer protections into state law, including protecting Floridians with pre-existing conditions from future price shocks.
- Support the elimination of the five-year waiting period for pregnant women to access Medicaid via the Immigrant Children's Health Improvement Act (ICHIA).
- Support the elimination of the five-year residency in Florida rule for Legal Permanent Residents to access Medicaid.

Key HUF 2023 Legislative Priority

- **Remove barriers to KidCare (CHIP) enrollment.** An estimated 343,000 children are eligible but not enrolled.

Recommendations:

- Increase income eligibility for KidCare premium subsidies so more families may have access to KidCare. Currently, families with income above 215% of the poverty level (\$47,214 for a household of 3) are ineligible. Most states have a higher income eligibility limit with a median level of 255% of the poverty level (\$55,998 for a three-person household).
- Remove barriers to enrollment: Prohibit "lock out" of households from KidCare if a payment is missed.

- **Culturally Appropriate Mental Health Counseling.** The pandemic is exacerbating the gap in Florida's mental health resources. Suicide-related calls have increased among Florida's youth and more Floridians are reporting anxiety or depression.

Recommendation:

- Support mental health initiatives for English Learners, and all students, to mitigate the risks of stress on their social-emotional well-being.



2023 Budget

DRAFT - pending review and approval by
the Finance Committee (Jan 19, 2023)

Table of Contents

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- 6. 2023 Budget Summary**
- 7. Total Operating Budget Itemized**
 - a. Total Programs**
 - b. Total Support**

2023 HUF Overall Budget Assumptions

Highlights

- **Projected Operating budget of \$8,703,965** (revenues) or approximately \$1.0 million higher than last year's \$7.7 million forecast. HUF has experienced incredible growth in the past seven years. This trend projects the same growth over past two years of 13% in revenues.
- **86%** of HUF's program grant revenues are already secured. This ratio is comparable and slightly higher than 2022's 83% and 2021's 82%.
- HUF will raise **\$1.7 million**
 - **\$1.1M** will be from grants and
 - **\$560K** from corporations, events, individuals, and small businesses
- In 2022 HUF secured several "new" grants which total \$740K in revenues for 2023; additionally, \$1.3M has been committed to cover operations beyond 2023

Revenues

- **Donations:**
 - **Temporarily Restricted** revenues include grants secured and based on historical experience grants expected to be secured as detailed on the Program Funding Projection budget schedule.
 - **Unrestricted revenues** include those individual, corporate and foundation dollars most likely to be secured based on history and additional board support.
- **Fee Income** includes revenues for pre-k student's tuition and immigration application fees.
- **Overall revenues** are expected to increase by \$1M million or 13%; with 56% of grants covered via unit cost deliverables; federal funding tied to COVID not continued past terms of existing grants. This includes a drop in one-time funding \$350K (\$500K over two years) from TJMF Research during 2022.

Expenses

- **Program expenses** are based primarily on grantor's contracts which include direct expenses to operate the program and allowable indirect (shared) expenses.
- **Occupancy Costs** - building repairs and maintenance, depreciation, property insurance, mortgage interest, storage rent, and utilities by \$25K primarily due to increases in rent and mortgage interest.
- HUF launched database system in mid-2022 and costs associated are now included in the budget for 12-months totaling \$54K. IT increased by \$121K vs. prior year budget as trending in 2022 to reflect needs due to increased staffing capacity.

Human Resources

Staffing

Staffing requirements were assessed for development, programs, and finance with phases impacted in 2022 for competitive pay including \$15/minimum wage adjustment. Two positions are new, and their salaries are included in the budget to support operations. All other possible additional staffing positions are because of new grants.

Salaries and Benefits

- Cost of living and merit increases were budgeted for employees. Increases are in the 3% + or – range.
- Our policy is to give performance appraisals in August – September with annual increases to begin Oct 1.
- No increases anticipated for unemployment tax and Worker’s Comp.
- Health insurance HUF’s contribution up to 10% increase for current employee only rate (6/1 renewal)
- Mileage reimbursement increase to .655 in 2023 per mile.
- HUF’s 401K program to be revisited; budget reflects an estimated 10% employer match for only participating contribution by employee not to exceed 10% of their annual salary (or 1% max of annual salary, estimated \$23K). This benefit has been cancelled for years and relaunching HUF-match per existing policy allows HUF to plan for contribution election, bill grants for grant-funded share if allowable, gauge interest, and help with retention. HUF match contribution is required to be funded monthly regardless of vesting.

Capital Improvements

HUF will engage with the board in a strategic discussion regarding additional administrative space as HUF continues to grow. Monthly contributions of \$1,500 will continue to the capital fund in 2023 to fund primarily building improvements and purchases.

Building Improvements

5811: \$3,200 for conference room updates for in session client sessions.

5840: \$8,000 estimated to retrofit office space needs for three spaces.

\$30,000 estimated for AC replacement to be depreciated over 15-year life. Actual timeline will be tied to HVAC assessment; while this is a capitalized item, we need to secure cashflow. The goal will be to increase cost for program use on this upgrade.

Gulfstream Early Learning Center: TBD partially secured with attrition of grant funds.

Equipment

In 2023 HUF is expected to purchase 12 computers to replace workstations that will soon become obsolete since they will not be able to support Microsoft 11, an operating system that has several features designed to protect computers and other systems from hackers

and other malicious actors. This will guarantee HUF's technology continues functioning to advance the agency's mission. The goal is to offset with grant attrition for those grant-funded equipment.

Truist capacity grant secured for partial IT infrastructure.

Financing

The line of credit at year-end has a \$306K balance. We will continue to use the line of credit as needed for prepaying expenses for cost reimbursement grants or delays of foundation/corporation awards.

TJMF Reserve Fund

The \$130K balance that must be used/spent by December 2023 is in this year's budget

Funding will be used to increase capacity at different levels and cover the cost of strategic projects, including:

- HUF's strategic plan \$40,000
- Human Services Consultant \$24,000
- Staff training and development \$10,000
- Staff recruitment/talent \$21,000
- Software: Financial \$20,000
- Software: Donor tracking \$15,000

2023 Fund Development & Marketing Budget Assumptions

Fund Development

The following revenue assumptions are a conservative attempt to balance HUF's return to in-person activities, as well as concerns for a potential economic recession. The year ahead includes a restart of HUF's Entrepreneur Summit (fundraising event) and opportunity to apply for State of Florida appropriations funding (this is HUF's first attempt; related revenues & expenses are *excluded* from annual budget). In response to threats of an economic recession, HUF will take steps to preserve revenue and adjust projections accordingly. Overall, the priority for development is to maintain operational funding.

HUF will raise approximately \$8.7M in 2023. 86% of revenues (\$6.7M) are secured, \$1.1M will come from grants (restricted) and \$560,000 will come from corporations and individuals (unrestricted).

HUF's Interim VP of Programs, VP of Development and Senior Grants Manager will meet monthly to review HUF priorities, research and pitches to funders, foundations, government, and major donors.

Grants **\$1,126,223**

HUF will continue to focus on retaining and deepening support from existing grantors and growing our portfolio with new funders. Program funding accounts for the largest revenue source of HUF's \$8.4M budget (\$7.7M); \$6.7M is secured and \$1.1M remains to be secured. HUF will also retain, and as appropriate, modestly grow client fees.

Corporate Partnerships & General Operating Support **\$310,000**

HUF will continue to focus on retaining and deepening support from existing corporate partners and acquiring new partners.

Individual Giving **\$170,000**

HUF board members remain instrumental to the sustainability and growth of the Circle of Friends (goal = \$50,000). All full-time HUF staff are encouraged to participate in the workplace giving campaign managed by United Way Broward County and asked to designate HUF as their 'charity of choice' for payroll deducted gifts. In addition to workplace giving campaigns, development staff will maintain peer-to-peer pages for current board members to raise funds for the annual campaign, as well as leverage enthusiasm around "Giving Tuesday" (11/28/23) as part of end-of-year ask, which will include e-blasts & social media with client stories and impact.

Events **\$80,000**

HUF will revive its in-person Entrepreneur Summit during the Fall of 2023 (in August, September, or October). Past events have drawn 250-300 attendees interested in the event's theme of "Get Informed. Get Inspired. Get Connected."

Marketing: Strategic Communication, Branding and Funder Marketing and Recognition

The priority for marketing is to launch by end of year a new bilingual website that will integrate multiple program websites into one main website, will have e-newsletter integration capabilities, and a live event calendar.

The following projects are also key for 2023:

- Programs
 - Broward Tax Pro and Extended Service – In-person support and running the program for about 10 months
 - Vaccine Equity and supplement
 - Heal Program – Mental health program
 - Citizenship – TPS/Miami-Dade expansion
 - Open Enrollment
- Executing templates for the brand guardians
 - Add a new phase to the brand guidelines to include protocols on shirts and logo color use
- End Of Year Campaign
- 10th Entrepreneur Summit
- 2022 Annual report – Overhaul and establish a new timeline for report due earlier in the year
- Hispanic Heritage Month
- HUF Mural – capture this historic moment for HUF
- Public Policy & Advocacy – Support as needed

On the communications front, we will start the process of growing the constant contact platform database and secure a process with the CRM system. Marketing also aims to accomplish a Marketing handbook to help the agency with all the growing marketing needs and limited marketing department capacity. We will continue to increase our expertise and frequency of storytelling – with a focus on short and compelling videos as well as. Marketing will also find solutions to increase media coverage for many of these major initiatives and projects by establishing new relationships, directly with media personnel.

2023 Program Budget Narrative – Highlights

OVERALL

Staff Training & Development

- This new year has started with almost all positions filled. Only have 10 vacancies across all programs; directors and managers continue to give their best effort to ensure these positions are filled in a timely manner with the most qualified staff.
- Programs will train new and existing staff on the Family-Centered model to continue efforts to standardize the way services are provided by success coaches across departments. The idea is also to make training a priority and a strategy to increase quality of services and a retention strategy

ECONOMIC DEVELOPMENT

Center for Working Families (CWF): the main goal of this program is to help low-income families reach financial stability. The CWF approach brings together – or bundles – access to a full range of essential economic supports, including income enhancement and work supports, employment services, housing opportunities for first buyers and counseling, and asset building services in one convenient location to help families build self-sufficiency, stabilize their finances, and move up the economic ladder.

- We are very happy to report the renewal of The Jim Moran Foundation for the Center for working Families in the amount of \$381,500 for the next 3 years

Public Benefits: Assistance with applications for public benefits to increase food security, and healthcare access for eligible families.

- We continue helping the community access food and health services through Te Ayudo and Comprando Rico y Sano programs.
- We secured a grant from Florida Blue for \$100K that will allow us to continue doing more mission in these areas.

Volunteer Florida (AmeriCorps): The AmeriCorps program addresses critical community needs that align with HUF's strategic priorities including economic opportunity, healthy futures, education, volunteerism, and community engagement. Our members help increase capacity by responding to crisis in many ways such as projects to fight food insecurity, respond to the increasing need for public benefits, performing community outreach and education initiatives, assistance in HUF's educational, assistance with special internal and external projects

- In Q1 this contract will be reassessed to determine if financially viable.

Health & Well-being: Focusing on providing health and well-being opportunities for the community, this area centers its efforts in outreach and education within the community.

- This year our budget reflects a full year grant from United Way for \$250K for mental health.
- We secured a grant from Broward County which is really a pass-through Federal Grant, to provide health literacy services which ends in June 2023. We do not anticipate it being renewed. Nevertheless, we are doing our due diligence in reaching out to see what else we can do together. Because we anticipate it sunsetting, this means those positions will be eliminated. We are already brainstorming on how to support staff in getting other job opportunities whether at Hispanic Unity or elsewhere.

Volunteer Income Tax Assistance (VITA): FREE tax preparation services to the low to moderate income communities of Broward County. IRS-Certified Volunteer Tax preparers assist individuals and families to identify tax credits they are eligible for, to maximize return refunds and bring critical dollars back to the community for those most in need.

- After three years of virtual and hybrid services, this program is back in person and will officially launch on January 23rd.
- The program experienced a 100% change in leadership. Despite this new leadership is under development, it places qualified and caring staff in leadership positions while counting on their experience providing services.

EDUCATION

Unity 4Kids (U4K): a preschool center (and VPK provider) designed to provide children of low-income families with early literacy and school readiness services. U4K is a licensed and certified early childhood education center offering a literacy-enriched environment - in dual language - to instill a lifelong love of learning in the youth served. The Center is Nationally Accredited.

- Program continues running on a deficit that is close to \$75K.
- Our goal continues to be offering high quality of services as well as maximizing registration to be able to bring approximately \$150K in client fees and third-party payments (VPK and the State of Florida Food & Nutrition program)

Family Strengthening (FSP): a research-based family strengthening and training program, designed to build nurturing parenting skills as an alternative to help prevent unfavorable or harmful parenting practices.

- The Children's Services Council and 100% of the total program revenues is secured except for FSP that is set to renew for 10/23. HUF has exceeded the goals of the FSP program so we do not anticipate concerns with securing those funds when RFP is released.

Unity 4Teens (U4T) – Middle Schools. U4T is a year-round program – after-school and summer –for at-risk middle school age youth. U4T serves youth who attend Apollo, Attucks, Olsen, McNicol and Pines Middle Schools. The program has been designed to provide education and enrichment activities to help students attain academic and social

success, reduce risk behaviors, and learn skills so they may grow into self-sufficient, productive adults.

Unity 4Teens (U4T) – High Schools. U4T is a year-round program – after-school and summer – that provides structured academic and support services that foster positive youth and family development. The program focuses on assisting youth in developing the skills and abilities to successfully transition to post-secondary education and employment. U4T serves youth who attend Deerfield, Hollywood Hills, and Miramar High Schools.

- All three programs Youth FORCE, LEAP High and Family Strengthening are performing according to projections. Based on projections and performance, we forecast these three budgets will be maximized at the end of their fiscal years.
- For the Family Strengthening Program, there will be a Request for Proposal (RFP) released during the first quarter of 2023. The new contract would start October 1, 2023. Based on the current wait list and the continuously increase for services geographically speaking, we are actively brainstorming to propose an expansion.
- The Youth FORCE and LEAP High programs' Request for Proposal will be extended one more year to give providers the opportunity for a smooth and successful transition into full in-person programs.

CIVIC ENGAGEMENT

Citizenship: HUF's Civic Engagement program provides high quality citizenship classes with a qualified teacher, a curriculum approved and recommended by the USCIS, small classes and a convenient class schedule. The Civic Engagement program assists clients with the preparation for the naturalization process, including one-on-one assistance with the N-400 form (citizenship application), the citizenship interview, legal advice, and referrals. In collaboration with public library systems and other partners citizenship classes are offered in Broward and Miami-Dade Counties.

- Funding from Miami Dade County has made possible to continue the partnership with Catholic Legal Services of Miami; this agency is the host of this grant that will be retro-active to 10/22. Hispanic Unity has committed to offer and complete 75 Temporary Protective Status (TPS) and 75 work permit renewals.
- To fulfill our commitment with Catholic Legal Services, the Civic Engagement Department will increase its capacity by adding a Paralegal and a Community Outreach Specialist.
- The team has projected bringing \$115K in client fees and is considering adding new services such as Cuban Adjustment of Status Cuban Parole to attract additional clients.

4 - Program Funding Projections Schedule - Budget 2023

Area	Program/Funder	Secured or Estimate	Receipt Estimate (by quarter)	Estimate	Secured	Total
Citizenship - Citizenship Education & Natur	Unidos (Comcast)	<u>Secured</u>		-	\$ 17,778	\$ 17,778
Citizenship - Citizenship Education & Natur	Unidos (Comcast)	<u>Estimate</u>	Q3	22,222	\$ -	\$ 22,222
Citizenship - Citizenship Education & Natur	Florida Blue	<u>Secured</u>		-	\$ 100,000	\$ 100,000
Citizenship - Citizenship Education & Natur	Am/Ex (UW)	<u>Estimate</u>	Q4	50,000	\$ -	\$ 50,000
Citizenship - Citizenship Education & Natur	Admire Law Firm (Pamela)	<u>Estimate</u>	Q2	10,000	\$ -	\$ 10,000
Citizenship - Citizenship Education & Natur	New Funder "TBD"	<u>Estimate</u>	N/A	40,000	\$ -	\$ 40,000
Citizenship - Citizenship Education & Natur	New Funder "TBD"	<u>Estimate</u>	N/A	71,000	\$ -	\$ 71,000
Citizenship - Citizenship Education & Natur	NALEO	<u>Secured</u>		-	\$ 23,225	\$ 23,225
Citizenship - Citizenship Education & Natur	NALEO	<u>Estimate</u>	Q3	23,225	\$ -	\$ 23,225
Citizenship - Citizenship Education & Natur	Miami-Dade County	<u>Secured</u>		-	\$ 75,000	\$ 75,000
Citizenship - Citizenship Education & Natur	UnidosUS, NAC (GOTV)	<u>Secured</u>		-	\$ 5,000	\$ 5,000
Citizenship - Citizenship Education & Natur	UnidosUS, NAC (GOTV)	<u>Estimate</u>	Q3	5,000	\$ -	\$ 5,000
Citizenship - Citizenship Education & Natur	USCIS	<u>Secured</u>		-	\$ 150,000	\$ 150,000
Education - Unity 4Kids		<u>Secured</u>		-	\$ -	\$ -
Education - Unity 4Kids	Cornelia T. Bailey	<u>Estimate</u>	Q1	25,000	\$ -	\$ 25,000
Education - Unity 4Kids	Ansin Foundation	<u>Estimate</u>	Q4	10,000	\$ -	\$ 10,000
Education - Unity 4Kids	New Funder "TBD"	<u>Estimate</u>	N/A	10,000	\$ -	\$ 10,000
Education - Unity 4Kids	Holman Enterprises	<u>Estimate</u>	Q4	20,000	\$ -	\$ 20,000
Education - Unity 4Kids	Tate Family Foundation at Broward Cor	<u>Secured</u>	TR	-	\$ 20,000	\$ 20,000
Education - Unity 4Teens (Youth FORCE)	Broward Sheriff's Office, LETF	<u>Secured</u>		-	\$ 7,500	\$ 7,500
Education - Unity 4Teens (Youth FORCE)	Broward Sheriff's Office, LETF	<u>Estimate</u>	Q3	2,500	\$ -	\$ 2,500
Education - Unity 4Teens (Youth FORCE)	City of Hollywood, LETF	<u>Secured</u>		-	\$ 7,500	\$ 7,500
Education - Unity 4Teens (Youth FORCE)	City of Hollywood, LETF	<u>Estimate</u>	Q3	2,500	\$ -	\$ 2,500
Education - Unity 4Teens (Youth FORCE)	New Funder "TBD"	<u>Estimate</u>	N/A	175,000	\$ -	\$ 175,000
Education - Unity 4Teens (Youth FORCE)	CSC, Unity 4Teens (Youth Force) Renew	<u>Secured</u>		-	\$ -	\$ -
Education - Unity 4Teens (Youth FORCE)	CSC, Unity 4Teens (Youth Force) Renew	<u>Secured</u>		-	\$ 1,929,835	\$ 1,929,835
Education - Unity 4Teens (LEAP High)	Batchelor Foundation	<u>Estimate</u>	Q3	25,000	\$ -	\$ 25,000
Education - Unity 4Teens (LEAP High)	City of Hollywood, General Funds	<u>Secured</u>		-	\$ 10,433	\$ 10,433
Education - Unity 4Teens (LEAP High)	City of Hollywood, General Funds	<u>Estimate</u>	Q4	3,478	\$ -	\$ 3,478
Education - Unity 4Teens (LEAP High)	Comcast	<u>Secured</u>		-	\$ 20,000	\$ 20,000
Education - Unity 4Teens (LEAP High)	Other to secure gap w/ Comcast	<u>Estimate</u>	N/A	5,000	\$ -	\$ 5,000
Education - Unity 4Teens (LEAP High)	Broward College, Promise Neighborhood	<u>Secured</u>		-	\$ 110,000	\$ 110,000
Education - Unity 4Teens (LEAP High)	CSC, Unity 4Teens (Leap High) Renew	<u>Secured</u>		-	\$ -	\$ -
Education - Unity 4Teens (LEAP High)	CSC, Unity 4Teens (Leap High) Renew	<u>Secured</u>		-	\$ 1,022,695	\$ 1,022,695
Education - FSP	CSC, FSP Renewal FY 22/23	<u>Secured</u>		-	\$ 394,675	\$ 394,675
Education - FSP	CSC, FSP Renewal FY 23/24	<u>Estimate</u>	Q4	131,558	\$ -	\$ 131,558
Economic Development - CWF	New Funder "TBD"	<u>Estimate</u>	N/A	125,000	\$ -	\$ 125,000
Economic Development - CWF	Frederick A. DeLuca Foundation	<u>Secured</u>		-	\$ 150,000	\$ 150,000
Economic Development - CWF	Broward County (final option renewal pe	<u>Secured</u>		-	\$ 93,750	\$ 93,750
Economic Development - CWF	Broward County CWF "renewal"	<u>Estimate</u>	Q4	31,250	\$ -	\$ 31,250
Economic Development - CWF	Capital One	<u>Estimate</u>	Q1	25,000	\$ -	\$ 25,000
Economic Development - CWF	Citi	<u>Estimate</u>	Q2	20,000	\$ -	\$ 20,000
Economic Development - CWF	JP Morgan Chase	<u>Secured</u>		-	\$ 120,000	\$ 120,000
Economic Development - CWF	JP Morgan Chase	<u>Estimate</u>	Q3	30,000	\$ -	\$ 30,000
Economic Development - CWF	NALCAB	<u>Estimate</u>	Q2	20,000	\$ -	\$ 20,000
Economic Development - CWF	The Jim Moran Foundation	<u>Secured</u>		-	\$ 381,500	\$ 381,500
Economic Development - CWF	TIAA Bank	<u>Estimate</u>	Q1	15,000	\$ -	\$ 15,000
Economic Development - CWF	TK Foundation	<u>Secured</u>		-	\$ 113,990	\$ 113,990
Economic Development - CWF	TK Foundation	<u>Estimate</u>	Q3	33,135	\$ -	\$ 33,135
Economic Development - CWF	UnidosUS, Digital Skills	<u>Secured</u>		-	\$ 20,000	\$ 20,000
Economic Development - CWF	UnidosUS, Digital Skills	<u>Estimate</u>	Q3	15,000	\$ -	\$ 15,000
Economic Development - CWF	UnidosUS, Keeping People Housed	<u>Secured</u>		-	\$ 16,333	\$ 16,333
Economic Development - CWF	UnidosUS, Keeping People Housed	<u>Estimate</u>	Q3	11,667	\$ -	\$ 11,667
Economic Development - CWF	UnidosUS, HUD	<u>Secured</u>		-	\$ 24,750	\$ 24,750
Economic Development - CWF	UnidosUS, HUD	<u>Estimate</u>	Q3	8,250	\$ -	\$ 8,250
Economic Development - CWF	United Way of Broward, CWF	<u>Secured</u>		-	\$ -	\$ -
Economic Development - CWF	United Way of Broward, CWF	<u>Secured</u>		-	\$ 120,000	\$ 120,000
Economic Development - CWF	Wells Fargo	<u>Estimate</u>	Q2	35,000	\$ -	\$ 35,000
Economic Development - VITA	Bank of America	<u>Estimate</u>	Q2	20,000	\$ -	\$ 20,000
Economic Development - VITA	TBD: for VITA to recoup BOA \$40K py	<u>Estimate</u>	N/A	20,000	\$ -	\$ 20,000
Economic Development - VITA	CSC, VITA FY 22/23	<u>Secured</u>		-	\$ -	\$ -
Economic Development - VITA	CSC, VITA FY 23/24	<u>Secured</u>		-	\$ 357,764	\$ 357,764
Economic Development - VITA	IRS, VITA	<u>Secured</u>		-	\$ -	\$ -
Economic Development - VITA	IRS, VITA	<u>Secured</u>		-	\$ 118,580	\$ 118,580
Economic Development - VITA	Third Federal Savings and Loan	<u>Secured</u>		-	\$ 15,000	\$ 15,000
Economic Development - VITA	Third Federal Savings and Loan	<u>Estimate</u>	Q4	15,000	\$ -	\$ 15,000
Economic Development - VITA	United Way of Broward, VITA	<u>Secured</u>		-	\$ -	\$ -
Economic Development - VITA	United Way of Broward, VITA	<u>Secured</u>		-	\$ 40,000	\$ 40,000
Economic Development - Health & Wellness	Broward County (final option renewal pe	<u>Secured</u>		-	\$ 223,885	\$ 223,885
Economic Development - Health & Wellness	UnidosUS, Comprando Rico y Sano	<u>Secured</u>		-	\$ 51,585	\$ 51,585
Economic Development - Health & Wellness	UnidosUS, Comprando Rico y Sano	<u>Estimate</u>		20,438	\$ -	\$ 20,438
Economic Development - Health & Wellness	Florida Blue Foundation	<u>Secured</u>		-	\$ 100,000	\$ 100,000
Economic Development - Health & Wellness	Health Foundation South Florida	<u>Secured</u>		-	\$ 100,361	\$ 100,361
Economic Development - Health & Wellness	United Way of Broward, Community Mer	<u>Secured</u>		-	\$ 250,000	\$ 250,000
Economic Development - Health & Wellness	Urban Institute	<u>Secured</u>		-	\$ 34,454	\$ 34,454
Economic Development - AmeriCorps	Volunteer Florida/AmeriCorps	<u>Secured</u>		-	\$ 204,877	\$ 204,877
Other	Annie E. Casey Foundation, PP&A	<u>Estimate</u>	Q1	50,000	\$ -	\$ 50,000
Other	Kresge - Equity, Infrastructure & Databa	<u>Secured</u>		-	\$ 166,000	\$ 166,000
Other	UnidosUS - ACA Med PP & A	<u>Secured</u>		-	\$ 20,800	\$ 20,800
Other	Truist - Technology remaining into 2023	<u>Secured</u>		-	\$ 63,400	\$ 63,400
				1,126,223	6,680,670	7,806,893
					-	-
				14%	86%	

HISPANIC UNITY OF FLORIDA, INC.
Comparison of 2023 Proposed Budget vs 2022 Estimated Actual

	1	2	3	4= 1+2+3	5	6 = 4-5	7 = 6/5		
	2023 Operating Budget	Capital	Reserves	2023 Grand Total	2022 Estim Actual	Over (Under)	% Var > 10%	Justifications over 10%	
Revenues									
1	Donations - UNR	420,000		420,000	344,398	75,602	22%		
2	Donations - TR	896,570		896,570	1,048,749	(152,179)	-15%		
3	Satisfaction of Restrictions	1,423,169		1,553,169	1,481,537	71,632			
4	Fundraising Events	80,000		80,000	0	80,000	100%	Entrepreneur Summit - Fall 2023 (cancelled 2022)	
5	Grant Income	5,581,230		5,581,230	4,980,685	600,545	12%		
6	Rental Income	52,596		52,596	54,173	(1,577)			
7	Voluntary Pre-K	21,600		21,600	0	21,600	100%	An evaluation of the program in April	
8	Interest & dividend income	0		0	9,796	(9,796)	-100%	2021 - Amtrust Bank, Boca Raton - dividend & 2022	
9	Fees & Miscell Income	228,800		228,800	200,517	28,283	14%		
10	Total Revenues	8,703,965	0	130,000	8,833,965	8,119,855	714,110	9%	Without "reserves" net change 7%
Expenses									
11	Salaries and benefits	6,613,236		6,613,236	5,327,666	1,285,570	24%	Increase in 2023 based on existing/future employees required for programs, administration, and development; full staffing '23 vs. attrition '22; level compensation with existing staffing applied in 21-22; includes \$23K in 401K - major attrition w/ leadership transitions vs. recruitment needs	
12	Marketing / Advertising / PR	101,506		101,506	66,181	35,325	53%	VITA marketing	
13	Bank service charges	9,000		9,000	7,992	1,008	13%	actual 2022 not final	
14	Depreciation	145,000		145,000	149,012	(4,012)			
15	Capital Improvement Exp (Depreciation Exp)		17,600	17,600		17,600	100%	per aging facility needs and staffing growth	
16	Information Technology	209,156		209,156	138,452	70,704	51%	includes Database - full year in 2023	
17	Insurance	83,059		83,059	74,215	8,844	12%	estimated increase per anticipate market changes (excludes claim risk)	
18	Interest expense	62,000		62,000	59,226	2,774	5%		
19	Licenses/permits/dues-subscriptions	24,774		24,774	16,948	7,826	46%	per revised forecast for 2023	
20	Mileage reimbursement	34,169		34,169	21,309	12,860	60%	based on more staffing in person programming needs & increase in mileage per IRS	
21	Office expense	72,159		72,159	65,803	6,356	10%	per revised forecast for 2023	
22	Postage and shipping	4,948		4,948	5,245	(297)			
23	Printing	31,366		31,366	57,694	(26,328)	-46%	Outreach materials, VITA materials, Community Flyers	
24	Professional fees	163,452	85,000	248,452	564,980	(316,528)	-56%	Primarily subcontracts on Miami-Dade \$300K not in 2023	
25	Program expenses	599,957		599,957	454,499	145,458	32%		
26	Occupancy/Rent/Utilities/Repairs/Maint	266,806		266,806	274,315	(7,509)			
27	Staff events/meetings	7,955		7,955	7,688	267			
28	Software/Equipment	41,938	35,000	76,938	34,747	42,191	121%		
29	Special Fundraising events	27,500		27,500	7,920	19,580	247%	Entrepreneur Summit - Fall 2023 (cancelled 2022)	
30	Staff training and development	55,802	10,000	65,802	46,734	19,068	41%		
31	Telephone	128,771		128,771	132,950	(4,179)			
32	Total Expenses	8,682,554	17,600	130,000	8,830,154	7,513,576	1,316,578	18%	Without reserves net change 16%
33	Increase (Decrease) in UNR Assets (NET)	\$ 21,411	\$ (17,600)	\$ -	\$ 3,811	\$ 606,279	(602,468)		Due to secured TR for upcoming year

2023 Budget Summary

HISPANIC UNITY OF FLORIDA, INC.

Net Budget 2023

	Operating	Capital	Reserves	Total
Administration	(400,289)	(17,600)	-	(417,888)
Development	293,632			293,632
Total Support	(106,657)	(17,600)	-	(124,256)
Total Economic Develop	46,926			46,926
Total Education	78,773			78,773
Total Citizenship	2,367			2,367
Total Programs	128,066	-	-	128,066
Total Projected Increase To UNR Assets	21,410	(17,600)	-	3,810

**Hispanic Unity of Florida
Board of Directors Meeting Minutes
Tuesday, December 6, 2022**

Call to Order/ Roll Call

Began at 4:34pm.

Chair Welcome & Presentations—Presented by Christina Paradowski

- Unity4Kids Holiday Event: Christina thanked Board members for their donations to the children. And reminded them that the event is scheduled on Dec 7th.
- John Guerrero: Special Presentation: Christina presented John with an artwork piece to recognize his 6 years of service to the HUF's Board and committees.

Christina also wished a Happy Birthday to Anthony Abbate (Dec 12th) and Ana Rodriguez (Dec 31st)

Governance Committee—Presented by Christina Paradowski

- Article V, Rules Governing Voting & Proxy: No discussion, as there was not any questions or comments.
- Board Member Scorecard: No discussion, as there were not any questions or comments. An electronic vote will be required due to lack of quorum.

Finance Committee—Presented by Leonor Romero

- Gift Acceptance Policy/Cryptocurrency—A proposed and new policy was presented to the Board members for their review and approval. This new policy will allow HUF to accept Cryptocurrency donations. Cryptocurrency donors and donations will be vetted by HUF senior management staff and the Finance Committee and the agency will turn cryptocurrency donations into cash immediately.
- The Giving Block is the platform HUF will use to accept cryptocurrency donations. The fee is \$2,500 per year, plus 5% of the total donation. The contract is for 12 months and may be renewed in 2023.

Lesli Franco suggested to also start accepting NFT's.
An electronic vote will be required due to lack of quorum.

Fund Development—Presented by Shani Wilson

- Donor Recognition Event Update: Shani thanked Board members for attending our tropical themed brunch on Nov 19. It was a great in person event to thank our donors.
- 2022 End of Year Campaign: Shani shared that HUF launched its end of year campaign and are running social media and email marketing campaigns through the end of the month. Each Board member has a customized webpage to share among their networks and fundraise for HUF. The agency has raised \$10K so far! She asked Board members reach out to their networks.

2023 Strategic Plan—Presented by Felipe Pinzon

HUF reached out to three consulting firms to ask to respond to the agency's RFP. The agency received two proposals which be reviewed by the Executive Committee and a final decision will be made by December.

Consent Agenda—Presented by Christina Paradowski

An electronic vote will be required due to lack of quorum.

Adjourn
At 5:05pm

Hispanic Unity of Florida, Inc.

Email Vote finalized week of 12/12/22
Board of Directors for Actions from 12/6/22 Board meeting
75% Vote

Action

1. Do you approve the proposed revisions to Article V of the Bylaws (regarding proxy voting and quorum when a proxy vote is used) as approved by the Governance Committee and first presented to the Board at the November 2022 Board meeting and provided again in the December 2022 Board package?
Tally: 15= Yes, 0= No, 5= did not vote
2. Do you approve the proposed revised Board Engagement Scorecard as approved by the Governance Committee and first presented to the Board at the November 2022 Board meeting and provided again in the December 2022 Board package?
Tally: 15= Yes, 0= No, 5= did not vote
3. Do you approve of the proposed Gift Acceptance Policy as approved by the Finance Committee and presented to the Board in the December 2022 Board package?
Tally: 14= Yes, 1= No, 5= did not vote
4. Do you approve of Consent Agenda presented to the Board in the December 2022 Board package?
Tally: 15= Yes, 0= No, 5= did not vote

Y = Yes, N = No, Blank = did not vote

Board Member		1	2	3	4
1	Abbate, Anthony	Y	Y	Y	Y
2	Alvarez, Maritza	Y	Y	Y	Y
3	Argüello, Ana	Y	Y	Y	Y
4	Barnard, Maria	Y	Y	Y	Y
5	Bittar, Elsa				
6	Cardozo, Carolina	Y	Y	N	Y
7	Cushing , Giselle	Y	Y	Y	Y
8	Cartaya Franco, Lesli	Y	Y	Y	Y
9	Espinoza, Boris	Y	Y	Y	Y
10	Guerrero, John	Y	Y	Y	Y
11	Herz, Dan	Y	Y	Y	Y
12	Nasse, Jeffrey	Y	Y	Y	Y
13	Paradowski, Christina	Y	Y	Y	Y
14	Reyes , Christian				
15	Rivera, Francisco	Y	Y	Y	Y
16	Rodriguez, Ana				
17	Rodriguez, Lisette				
18	Rodriguez, Lucia	Y	Y	Y	Y
19	Schevis, Dan	Y	Y	Y	Y
20	Stone, Angie				

Executive Committee Meeting
MINUTES
Tuesday, December 13, 2022

Attendance: Carolina Cardozo, Anthony Abbate, Christina Paradowski, Felipe Pinzon, Juliana Esguerra, and Felina Furer.

Excused: John Guerrero and Lucia Rodriguez.

Absent: Lisette Rodriguez.

Call to Order/ Roll Call

Began at 10:33 AM

Executive Committee to discuss rating tool and select one of the two consultants for the 2023 HUF Strategic Vision and Plan.

Felipe Pinzon presented to the Executive Committee the results of the evaluation of the proposals submitted by potential consultants in response to the Request for Proposals (RFP) released on November 4, 2022, intended to identify a qualified consultant that will guide HUF in the design and execution of a comprehensive three-to-five-year strategic vision and plan in 2023.

Two consulting firms submitted proposals to the agency as part of this process: VeraCruz Advisory and Group Victory.

Felipe mentioned that 3 out of the 5 individuals who evaluated the proposals rated VeraCruz Advisory higher than Group Victory. This consulting firm got an average score of 52 points or 87%, while Group Victory got an average score of 51 points or 84%. In the Qualifications, Scope of Proposal, and Work Plan sections, VeraCruz got a higher score, while only in the Budget section Group Victory received a higher evaluation.

Christina Paradowski mentioned that if the budget section was removed, her vote would be for VeraCruz. Their proposal was more personalized to HUF, while Group Victory's proposal was very generic. However, the budget this firm presented was much higher. Felipe indicated VeraCruz Advisory was the consulting firm hired in 2015 to guide this same process. Back then, the Board of Directors approved paying them \$25K. The Board was very pleased with the final product. It ended up being the best strategic plan in the agency's history. Thanks to it, HUF was able to grow as much as it has in the past years. He also highlighted the firm increased its fee by \$17K more than 7 years later.

Felipe mentioned if HUF selects VeraCruz, it would not have to start from scratch and would work with the same team that helped the agency back in 2015. Carolina Cardozo highlighted that their prior history with HUF is of great value.

Christina Paradowski indicated that Group Victory's proposed project team made her a little uneasy. Heidi Alzate was part of HUF's team back in 2017-2018 and left for personal reasons. Since then, she went into consulting. She indicated this might generate a conflict of interest. Felipe indicated that he is concerned about the qualifications of some of the team members proposed by Group Victory as well. While Stephen Ferrante is a great professional, two of the other team members are not that strong. Heidi Alzate worked for HUF for 5 months and left a really bad impression on the agency. A year ago Stephen reached out to Felipe for some references. Felipe told him he could give him anything, but nothing related to Heidi. Even though this happened, Stephen included her in the proposed team. Felipe would be able to work with her if needed, but it could be difficult. Christina Paradowski noted that HUF does not appear in Heidi Alzate's resume. On the other hand, Felipe mentioned Luciano Todeshini is brilliant but has little experience in strategic planning. He knows him very well, as he works for the Greater Ft. Lauderdale Alliance.

Felipe highlighted Group Victory's budget is very low in comparison to the one presented by VeraCruz (\$18K-\$20K). This is of concern, as it might be reflected in the quality of the final product. Tony Abbate mentioned he is concerned as well, as "you get what you pay for". He also indicated he believes VeraCruz's proposal was more complete and since this consulting firm worked with HUF in the past, it could have more impact on the agency.

Christina Paradowski asked if the agency has a budget in mind for this process. Felipe Pinzon mentioned the agency needs to execute \$130K from The Jim Moran Foundation by the end of 2023. He indicated the foundation would be very pleased to know the agency would use these funds for its strategic plan. Felipe also indicated he would negotiate VeraCruz fees if possible.

Carolina Cardozo mentioned that she liked the assessment of HUF's culture proposed by Group Victory. She did not see this in VeraCruz's proposal. Therefore, she asked Felipe to negotiate this piece with the consulting firm, if selected.

Tony Abbate asked if the references presented by both consulting firms have been contacted. Felipe agreed to contact them and present some highlights to the Executive Committee during the next meeting. He also agreed to reach out to VeraCruz to find out more about the reimbursements specified in the budget.

The Executive Committee agreed to meet again next Tuesday, December 20th @10am for a final vote.

Executive Committee Meeting
MINUTES
Tuesday, December 20, 2022

Attendance: Carolina Cardozo, Lisette Rodriguez, Lucia Rodriguez, Christina Paradowski, Anthony Abbate, Felipe Pinzon, Juliana Esguerra, and Felina Furer.

Excused: N/A.

Absent: John Guerrero.

Call to Order/ Roll Call

Began at 10:00 AM

Executive Committee to discuss rating tool and select one of the two consultants for the 2023 HUF Strategic Vision and Plan.

Felipe Pinzon presented to the Executive Committee once again the results of the evaluation of the proposals submitted by potential consultants in response to the Request for Proposals (RFP) released on November 4, 2022, intended to identify a qualified consultant that will guide HUF in the design and execution of a comprehensive three-to-five-year strategic vision and plan in 2023. VeraCruz received a higher overall score.

He shared with the Executive Committee he followed up with VeraCruz Advisory and they agreed to assess HUF's culture and make recommendations on this topic, as requested. They also agreed to lower their cost to \$6K per month.

He then presented a recap of the comments made by VeraCruz Advisory's and Victory Group's clients after being contacted as references from these consulting firms. The overall comments made about both firms were positive.

He reminded the members of the Executive Committee that even though both consulting firms are led by two amazing professionals, there is an individual in Group Victory's team that many at HUF could not work with. He also reminded the members of the Committee that VeraCruz Advisory guided HUF during the last strategic planning. They also provided the agency with a financial model.

Christina Paradowski mentioned she felt Group Victory's proposal was very generic, while VeraCruz's proposal showed a more in-depth connection with HUF and a better understanding of the agency's needs. The budget proposed could translate into a better quality of the final product as "you get what you pay for". Tony Abbate agreed with Christina and mentioned that since VeraCruz is not local, they would be able to take a step back and give an external look at HUF. This could be positive for the agency.

Carolina Cardozo and Lisette Rodriguez mentioned they want the selected vendor to have the best working relationship with HUF's management team. Lucia Rodriguez indicated that the history that HUF has with VeraCruz is also important. In terms of costs, if the agency has the funds to pay this consulting firm, it should go with VeraCruz.

Motion

Lisette Rodriguez voted to use VeraCruz Advisory as the consultant for HUF's 2023 strategic plan. Anthony Abbate made a second to the motion. Motion Passed.

Christina Paradowski asked Felipe Pinzon to let VeraCruz know they were selected as a vendor, in order to start the process promptly in 2023. She mentioned the Board should expect to review the strategic plan at HUF's Board of Directors retreat in May.

Felipe will create a working plan with VeraCruz and will provide an update to the Board of Directors at the January board meeting.

Hispanic Unity of Florida
Finance Committee Minutes
December 15, 2022

Attended Via Zoom:

5 Members Present: Lisette Rodriguez, Myrna Monserrat, Christina Paradowski, Chuck Tatelbaum, and Arnold Nazur.

3 Members Excused: Alejandro Alvarez Loscher, Emma Pfister and Rodney Bacher

0 Members Absent:

7 Non-Voting Members Present: Christian Reyes, Elizabeth Dorante, Felina Rosales-Furer, Leonor Romero, Felipe Pinzon, Juliana Esguerra and Shani Wilson

Open the Meeting

By Lisette Rodriguez at 9:02am

Approval of November 2022 Meeting Minutes

Motion

Chuck Tatelbaum motioned to approve the November 2022 meeting minutes. A second was made by Arnold Nazur. The motion passed.

Programs Performance

Scorecard: Elizabeth Dorante shared we still have a few staff vacancies. We went from 12 open positions to 9 now. Many positions are slowly being filled across all programs. LEAP High Program in October had 97 youth versus 127 needed for the contract. The recruitment efforts are showing increases as we have 3 new coaches. Unity4Kids program lost 2 families due to moving to North Florida, we are 5 kids short of full capacity. Center for Working Families has a new Manager working to ramp up numbers. VITA has surpassed numbers in October to maximize funding. Te Ayudo is making a huge impact due to food distribution efforts. In Civic Engagement, there is an increase of revenue as it is surpassing projections of \$10k. Three programs funded by CSC went back to pre-COVID contract, from cost reimbursement to unit cost. We are working on amendments with the contract with CSC after analyzing data of attendance and cost management units.

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 80% of our unrestricted fundraising goal. With respect to our \$1.13M grant revenue goal, we have secured more than 121% of our goal. Adjustments have been made for Q4 budgets and agreements as last month we reported 134% goal.

We are wrapping our work with a volunteer group with TDBank, and have a finalized tool in excel that we will begin using in 2023.

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. There is an unfavorable balance in Development area as of September's financials, but we have secured \$135K after that timeline into present day. We are making conservative estimates with \$25K coming in from pending proposals. We have launched our end of year giving campaign and so far, have raised \$10K; board members each have their own link to help give.

Florida Blue gave us \$100K for Citizenship program to be used for new and existing expenses. The Jim Moran Foundation gave us \$381k per year for the next 3 years to continue their support for the Center for Working Families (CWF) Program.

September 2022 Monthly Financial Statements. Presented by Leonor Romero.

Leonor shared good news! She is working on hiring two new finance staff members and we are in the final stage of securing two candidates as vacancies have been exor a while now. Thanking the accomplishments of the team to include Jessy, Darlene, and Shazida. Shazida Singh has got her Masters in HR and we are proud of her achievement.

Line of Credit renewed with same terms as prior year, and we have not relied on borrowing against it since last month's YTD balance.

For September 2022 financials she referred to the actual report. Actual is \$358K for Operating moving in the right direction.

The year-to-date projected operating surplus was \$625K. Our year-to-date actual was \$904K reflecting a favorable variance of \$279K. Note, this net includes \$928K received-to-date for future allocations

As we move forward Leonor makes sure not to duplicate reporting and she is working to have financial details broken down so Programs/Admin know True Program Costs.

Arnold asked by end of year will there be a deficit? Leonor said no; we are forecasting \$600K net that includes Jim Moran secured, releases of other Temporary Restrictions. This includes the secured new funding for 2023 as reported by Shani from Jim Moran in continuing CWF program.

For the year ending, we've reviewed the actual activity of grants and so forth, a total of \$606k we are operating at \$353k? It could be higher as more money is coming in. She has been working on true financial program costs that have been coupled with Admin and the understanding of only showing what a grant funds vs what the total program area costs. This will include delineating even further the correct allocation and understanding True Program Costs; one example is Information Technology breakout, Support vs. Database needs. In Economic Development we have sub-areas that we can carve such as CWF, VITA, Health/Public Benefits, and Housing. Lisette asked about the programs that have deficits, and if we discuss if we should continue? Felipe shared the only program that having financial issue is Unity4Kids which this committee voted to continue. Yes, we do it all the time, we do not go after contracts that do not cover our real costs anymore. Lisette asked to show employee's dedicated time divided up differently especially with the real reporting of program cost.

Motion

Arnold Nazur motioned to accept the September 2022 Monthly Financial Statements. A second was made by Chuck Tatelbaum. The motion passed.

CFO Updates—Presented by Leonor Romero

- a) **Budget 2023 Timeline:** we are going to be showing the estimated total of the growth. The unit cost is going to be a reality in 2023, being careful to analyze in the forecast. Operating, Capital Improvement and Jim Moran Funding (\$131k: mission capital that has to be used by end of 2023) will be the 3 umbrellas of the budget. We are looking into bringing back the 401 (k) to a 10% match of what person's salary is. Including Juneteeth as a paid holiday for the agency, looking into making that happen. The Database Management system will be launching next year. The 2023 budget will be very detailed by area for example technology, programs, etc. The budget will be presented to this committee at the January 19th meeting.
- b) **Gift Acceptance Policy:** The board approved it. Potentially we will revise a language such as NFT's of other options. Next steps, we have an agreement with The Giving Block and can now accept donations. Felipe spoke with the donor yesterday who indicated they would donate tomorrow.
- c) **Credit Card Policy Revision:** Leonor worked on updating policy to reduce the risk for the agency and have best practices. We do not want to weigh down the programs with too many steps and reviewing changes will be presented.

Old Business/New Business

- a) **Insurance Claim:** We may have liability exposure, but we do not have more information right now. A child slipped after school after HUF program in the summer. We received a letter from an attorney for our proof of insurance. Chuck says there cannot be any further communications with staff and the client. Elizabeth shared the child is no longer in our program or that school anymore.
- b) **Thank You Chuck & Emma!** Lisette thanked Chuck for all his service and efforts on the committee. Chuck will assist with the 2023 budget as he can. Leonor thanked Emma for all her time and efforts as well. We are lucky to have had both their commitment for so long.

Close of Meeting

Meeting ended at 10am

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

FOR THE EIGHT MONTHS ENDED SEPTEMBER 30, 2022
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2021)

Prepared by: L. Romero 12/9/22
FOR REVIEW BY CEO/FINANCE COMMITTEE
SOURCE: SAGE PEACHTREE @ 9/30/22 / TR SCHEDULE

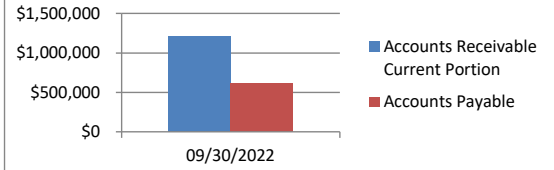
9/30/2022 Dashboard

Revenue YTD Compared to Previous YTD

09/30/2022

	Revenue YTD as of 9/30/2022	Revenue YTD as of 9/30/2021	Year Over Year Chng
Unrestricted Revenue	\$5,478,577	\$2,297,980	\$3,180,597
Restricted Revenue	(\$109,182)	(\$452,307)	\$343,125
Total Revenue	\$5,369,395	\$1,845,673	\$3,523,723

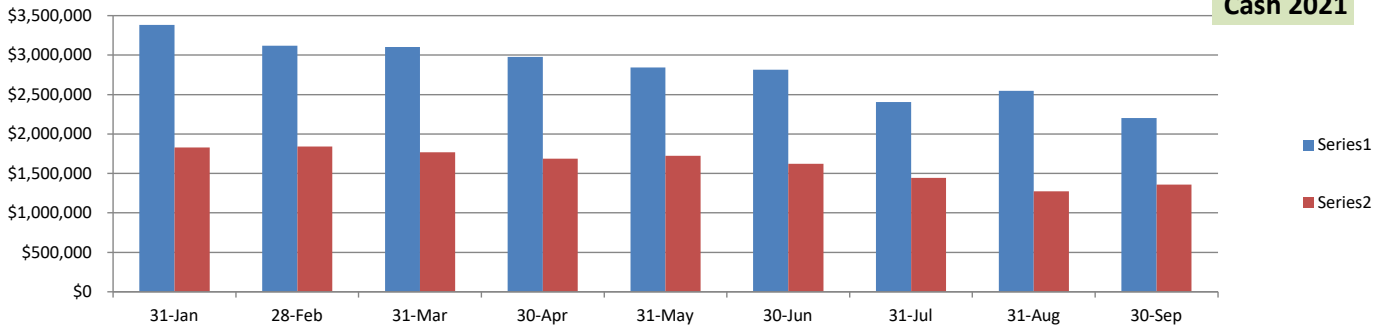
Accounts Receivable Vs Payables August 31, 2022



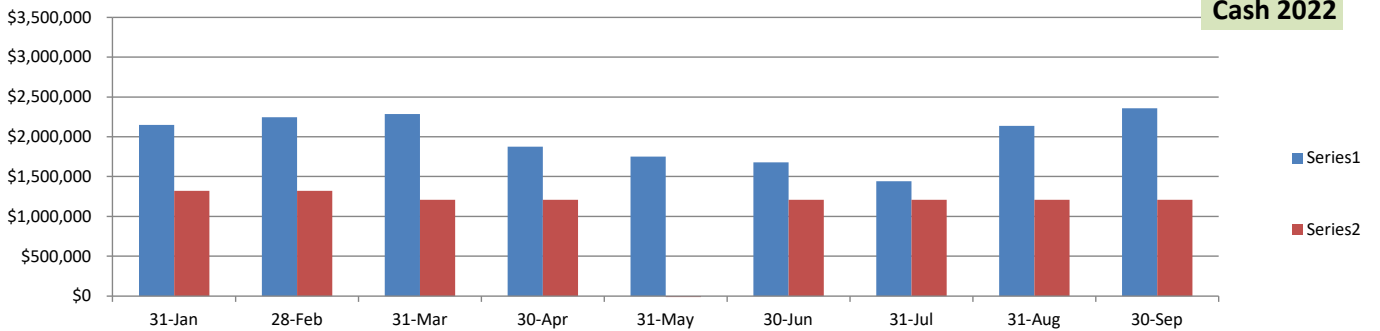
\$1.38

0.82352941

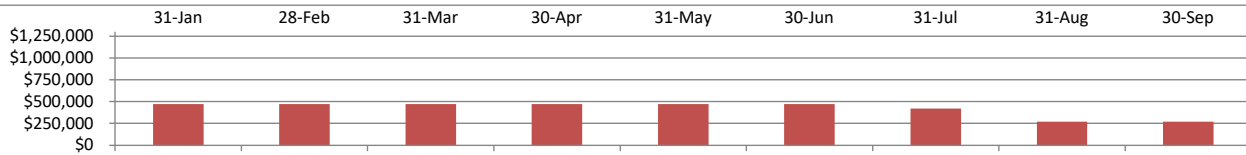
Cash 2021



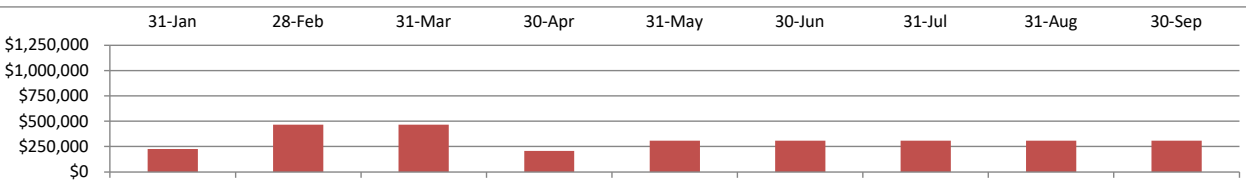
Cash 2022



Line of Credit Usage 2021



Line of Credit Usage 2022



Hispanic Unity of Florida, Inc.

Notes to Financials

9/30/2022

UNR Net Assets

YTD Actual Agency Deficit (357,695)

Reconciliation of UNR Net Assets:

1 Gain/(Loss) From Program Operation	1,253,175
2 Gain/(Loss) from Support Services	(349,264)
Inc(Dec) in UNR Net Assets	\$ 903,911

Includes:

From Net Assets "Released Prior Year"	(1,040,443) for current year operations
From Net Assets "Released Current Year"	(221,163)

The year-to-date projected operating surplus was \$625K. Our year-to-date actual was \$904K reflecting a favorable variance of \$279K. Note, this net includes \$928K received-to-date for future allocations

- 1) Development YTD had a unfavorable budget variance \$124K; however, \$133K has been secured unrestricted during 10/22-12/9/22
- 2) Programs YTD had a favorable variance of \$493K includes Donors with Restrictions for future allocations for \$809K .
- 3) Admin YTD had a favorable budget variance of \$256K, includes Donor with Restrictions for future allocation for \$119K.

Programs:

Program's total contributions-to-date toward administrative and shared fixed costs to the agency totals \$1.8M

Temp Restrictions overview "remaining"	Programs	Supportive	Total
prior year reserves for future use	614,820	141,986	756,806
current year reserves for future use	812,512	118,750	931,262
Subtotal as of 9/30/22	1,427,332	260,736	1,688,068
Secured "not yet reported"			
<i>Unrestricted not yet reported</i>	133,304	<i>10/22 through 12/9/22</i>	
<i>Grants Secured for future use</i>	625,006	<i>10/22 through 12/9/22</i>	

Cash

Year to date cash decreased by (\$287K) as a result of the following activities:

\$ (357,696) <i>Inc/(Dec) in Net Assets</i>
485,876 <i>Adjustments to reconcile increase (decrease) in net assets</i>
128,180 <i>Net cash provided (consumed) by operating activities</i>
(19,061) <i>Investing Activities</i>
281,132 <i>Financing Activities</i>
\$ 390,251 <i>Inc/(Dec) in Cash</i>

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
FOR THE EIGHT MONTHS ENDED SEPTEMBER 30, 2022
(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2021)

<u>ASSETS</u>	<u>2022</u>	<u>2021</u>
Current Assets		
Cash	2,356,998	\$ 1,966,747
Grants receivable, net	1,076,708	835,991
Unconditional promises to give, net	142,892	344,947
Prepaid expenses	<u>49,449</u>	<u>25,220</u>
 Total Current Assets	 <u>3,626,048</u>	 <u>3,172,905</u>
Non-Current Assets		
Long term conditional promises to give	79,966	104,966
Property and equipment, net	1,205,560	1,298,258
Deposits and Other Assets	<u>33,367</u>	<u>33,725</u>
 Total Non-Current Assets	 <u>1,318,893</u>	 <u>1,436,949</u>
 Total Assets	 <u>4,944,941</u>	 <u>\$ 4,609,854</u>
 <u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities		
Accounts payable and accrued expenses	613,712	\$ 202,061
Mortgage payable, current	18,659	18,658
Line of credit	<u>306,339</u>	<u>11,339</u>
 Total Current Liabilities	 <u>938,710</u>	 <u>232,058</u>
Noncurrent Liabilities		
Mortgage payable, net of current portion	<u>743,199</u>	<u>757,068</u>
 Total Non-Current Liabilities	 <u>743,199</u>	 <u>757,068</u>
 Total Liabilities	 <u>1,681,909</u>	 <u>989,126</u>
Net Assets		
Without Donor Restrictions	1,574,965	1,823,479
With Donor Restrictions	<u>1,688,068</u>	<u>1,797,249</u>
 Total Net Assets	 <u>3,263,032</u>	 <u>3,620,728</u>
 Total Liabilities and Net Assets	 <u>4,944,941</u>	 <u>\$ 4,609,854</u>

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
FOR THE EIGHT MONTHS ENDED SEPTEMBER 30, 2022
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2021)

	Without Donor Restrictions	With Donor Restrictions	Total	2021 Total
Support:				
Contributions	\$ 281,632	\$ 1,153,754	\$ 1,435,386	\$ 2,752,404
Special events	15,000	-	15,000	22,000
Grants from government agencies	3,333,753	-	3,333,753	3,147,254
Other grants and fees	381,023	-	381,023	246,612
Miscellaneous	202,448	\$ 1,785	204,233	253,542
Donations, in-kind	-	-	-	81,189
Net assets released from restrictions:				
Satisfaction of time restrictions	1,261,607	(1,261,607)	-	-
Satisfaction of program and purpose restrictio	3,114	(3,114)	-	-
Total Revenues and Other Support	<u>5,478,577</u>	<u>(109,182)</u>	<u>5,369,395</u>	<u>6,503,001</u>
Expenses (Functional)				
Program services	5,268,924	-	5,268,924	6,083,567
Management and general	400,896	-	400,896	594,450
Fundraising	57,271	-	57,271	35,373
Total Expenses	<u>5,727,091</u>	<u>-</u>	<u>5,727,091</u>	<u>6,713,390</u>
Change in Net Assets	(248,514)	(109,182)	(357,696)	(210,389)
Net Assets - Beginning of Year	<u>1,823,479</u>	<u>1,797,249</u>	<u>3,620,728</u>	<u>3,831,117</u>
Net Assets - End of Year	<u>\$ 1,574,965</u>	<u>\$ 1,688,067</u>	<u>\$ 3,263,032</u>	<u>\$ 3,620,728</u>

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
FOR THE EIGHT MONTHS ENDED SEPTEMBER 30, 2022
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2021)

	<u>2022</u>	<u>2021</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ (357,696)	\$ (210,389)
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	112,117	143,394
Provision for uncollectible promises to give	-	-
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(240,717)	(511,509)
(Increase) decrease in unconditional promises to give	227,054	265,000
(Increase) decrease in prepaid expenses	(24,229)	21,701
(Increase) decrease in security deposits and other assets	-	477
Increase (decrease) in accounts payable and accrued expenses	<u>411,651</u>	<u>(9,166)</u>
Total adjustments	<u>485,876</u>	<u>(90,103)</u>
Net Cash Provided by Operating Activities	<u>128,180</u>	<u>(300,492)</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment, net of retirements	<u>(19,061)</u>	<u>(43,606)</u>
Net Cash (Used In) Investing Activities	<u>(19,061)</u>	<u>(43,606)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of LOC	295,000	(458,726)
Borrowing (Repayment) of mortgage	<u>(13,868)</u>	<u>(17,668)</u>
Net Cash Provided by Financing Activities	<u>281,132</u>	<u>(476,394)</u>
Increase (decrease) in Cash	390,251	(820,492)
Cash - Beginning of Year	<u>1,966,747</u>	<u>2,787,239</u>
Cash - End of Year	<u>\$ 2,356,998</u>	<u>\$ 1,966,747</u>

Temp Restricted Schedule
As of 9/30/22

Awards Brought Forward to 2021	AREA	CC	December 31, 2021	Increase/ (Decrease)	Additions	Increase/ (Decrease)	September 30, 2022
Frederick Delucca Original Dates 9-1-2020 to 8-31-21. Started in Jan 2021 thru April 2022	ST	514	61,581	(34,823)			26,758
JM Family 2022	Dev	010	35,000	(35,000)			0
Moran Foundation 01/01/21-12/31/21	CWF	503	10,120	(10,120)			0
Moran Foundation 1-1-22 to 12-31-22	CWF	503	350,000	(202,500)			147,500
Susie & Alan Levan Family Foundation 5-1-22 - 4-30-23	Dev	010	25,000	(25,000)			0
TJMF - 9-01-18 - 8-31-23	Admin	000	130,170	-			130,170
Truist Foundation Database Management System use by end of 202	Admin	000	18,950	(7,134)			11,816
Unidos-RICO 11-1-20 to 1-31-22	PB	537	2,991	(2,991)			(0)
UW - JP Morgan Chase October 2020 to April 2022 Use in 2021	romeO	507	58,712	(58,712)			(0)
American Heart Assoc- Voices for Healthy Kids Travel 202	EFWP	333	2,000	-			2,000
American Heart Assoc- Voices for Healthy Kids Travel 202	EFWP	333	2,000	-			2,000
American Heart Assoc- Voices for Healthy Kids Travel 202	EFWP	333	2,000	-			2,000
American Heart Assoc- Voices for Healthy Kids Travel 202	EFWP	333	2,000	-			2,000
Bank of America Pathway to Home Ownership 9-2021 1-1-22 to 6-30-22	CWF FE	578	50,000	(50,000)			0
Batchelor Fdn 9-8-2021 to 9-30-22	U4T - HS	481	23,572	(23,572)			0
Comcast NBCUniversal Fdn 9-8-21 to 10-7-22	U4T - HS	440	23,593	(15,063)			8,530
Development - To 2022 - October	Dev	010	1,458	(1,458)			0
Development - To 2022 - November	Dev	010	71,707	(71,707)			0
Development - To 2022 - December	Dev	010	44,604	(44,604)			0
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 11/10/2021- Received Release Nov21-Oct22	PBW	550	29,565	(29,565)			(0)
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 1-5-2023 Release Nov22-Oct 23	PBW	550	45,148	(12,176)			32,973
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 1-5-2024	PBW	550	45,148	-			45,148
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 1-5-2025	PBW	550	30,099	-			30,099
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 6/30/2022	PBW	550	45,148	-			45,148
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 6/30/2023	PBW	550	45,148	-			45,148
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 6-30-2024	PBW	550	45,148	-			45,148
Jim Moran Foundation Research Grant 1-1-21 to 12-31-22	CWF	531	384,158	(266,147)			118,011
NALCAB 6-29-21 to 6-1-22	FCWP	574	11,580	(9,225)			2,355
NALEO 7-1-21 to 6-30-22	EZZP	606	23,962	(23,962)			0
No Kid Hungry 08-01-2021 to 07-31-2022	PBW	547	78,127	(78,127)			0
Tate Foundation 2022 Community Fd	UKEP	173	20,000	(20,000)			0
Tate Foundation 2023 Community Fd	UKEP	173	20,000	-			20,000
Tate Foundation 2024 Community Fd	UKEP	173	20,000	-			20,000
Tate Foundation 2025 Community Fd	UKEP	174	20,000	-			20,000
Unidos Digital Innovation 7-1-21 to 4-30-22	CZZP	608	18,559	(18,559)			0
			1,797,249	(1,040,443)	-	-	756,806

Added in 2022	New 2022 TR Grants						
UnidosUS - Comprando Rico y Sa - UnidosUS-RICOYS 1120 - 0422-3	PBWP	237			7,000	-	7,000
UnidosUS - Comprando Rico y Sa - UnidosUS-RICOYS 1120 - 0622-923	PBWP	537			109,500	(33,614)	75,886
Share our Strength - Tax credits for low-income families 4/1/22-12/31/22	VSWP	317			100,000	(62,816)	37,184
Unidos COV 19 Rapid Relief - COVID-19: 8/21- 12/21-2	EFWP	332			3,050	-	3,050
TD Charitable Foundation - Grant to Support FinCap Program	CFWP	500			7,500	-	7,500
Wells Fargo Foundation - CWF Grant to support Financial	CFWP	500			35,000	-	35,000
Community Foundation of Broward - Mitigating Data Issues Program	CFWP	506			25,000	(5,000)	20,000
Orange County Community Foundation	CFWP	508			147,125	(13,135)	133,990
The Annie E. Casey Foundation - Grant - FinCap/CWF	CFWP	515			42,500	-	42,500
Capital One - Grant for - Financial Capability and Wealth Building	HCEP	540			25,000	-	25,000
Unidos Medic Grant	AAAS	013			15,000	-	15,000
Cornelia T. Bailey Foundation - To Provide Support for the U4K Program	UKEP	171			25,000	(25,000)	-
The Wawa Foundation - To Support the Comprando Rico y Sa	PBWP	537			1,000	-	1,000
The Aspen Institute - Donation 2Gen	CFWP	500			1,000	-	1,000
Bank of America - Bank of America Grant for Vit	VSWP	300			40,000	-	40,000
Florida Health Justice Project - Grant: to support Immigrants process	CZZP	156			5,000	(5,000)	-
Kresge Foundation (The) - Kresge Foundation - Database	YDEP	000			150,000	(50,000)	100,000
TIAA Bank - Grant from TIAA Bank for first-time	CFWP	500			10,000	-	10,000
Citi Foundation - Grant for Center for Working Families	CFWP	509			20,000	-	20,000
Share Our Strength - No Kid Hungry (Marketing/Advocacy)	CFWP	574			50,000	(9,680)	40,320
WeCount! - Florida Protecting Immigrant Families (4060)	PAWP	975			10,000	-	10,000
UnidosUS - Citizenship Savings - Grant Civic Engagement Citizenship	CZZP	156			3,750	-	3,750
Unidos US Digital Skills for Life	CFWP	511			35,000	-	35,000
American Health Healthy for Life: Initiative	PMWP	535			2,000	-	2,000
Florida Blue Foundation - GRANT Comp Rico y Sa	PMWP	551			100,000	(16,918)	83,082
JP Morgan Chase Foundation - Workforce 2022-2023 General Ops	CFWP	577			150,000	-	150,000
Bank United - Bank United FinCap	CFWP	500			8,000	-	8,000
Batchelor Fdn 9-8-2022 to 9-30-23	U4T - HS	481			25,000	-	25,000
					1,152,425	(221,163)	931,262

\$ 1,797,249 \$ (1,040,443) \$ 1,152,425 \$ (221,163) \$ 1,688,068

YTD Satisfaction of Time Restrictions **\$ (1,261,607)** 1,688,068

Breakout

Prior Year Carry over Restrictions	1,797,249
CY Restricted contributions revenues - FROM TB	1,153,754
CY Restricted Miscellaneous revenue - FROM TB	1,785
Available restricted revenues	2,952,788
Release of Restrictions	(1,261,607) FS
Remaining Available Restricted Net Assets	1,691,181
Temp Restricted Net Assets @ Y/E	(1,688,068)
Satisfaction of program and purpose restrictions	3,114 FS

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES - TOTAL
FOR THE EIGHT MONTHS ENDED SEPTEMBER 30, 2022

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)	
Revenues							
Donations - UNR	\$ 176,661	\$ 36,250	\$ 140,411	\$ 280,632	\$ 326,250	\$ (45,618)	
Donations - TR	26,329	59,921	(33,592)	1,154,754	1,082,642	72,112	refer to TR / new foundation efforts
Satisfaction of Restrictions	135,107	102,543	32,564	1,261,608	935,017	326,591	includes prior year release of \$1,052,259
Fundraising Events	-	5,417	(5,417)	15,000	48,750	(33,750)	
Grant Income	407,626	382,224	25,402	3,714,776	3,963,442	(248,666)	Program billing was down due to attrition of \$262K shortfall for clients in some program areas. Some schools were lower and unable to recoup funds.
Interest Income	11	58	(47)	9,796	525	9,271	Includes a dividend from Amtrust for \$9.7K; otherwise, rates are extremely low 0.01% on Money Market Funds
Rental Income	4,969	4,383	586	40,463	39,447	1,016	
Voluntary Pre-K	3,466	0	3,466	24,981	52,002	(27,021)	U4K low enrollment
Fees & Miscell Income	15,242	11,250	3,992	128,992	129,852	(860)	Citizenship fees rec'vd to-date
Total Revenues	769,411	602,046	167,365	6,631,002	6,577,927	53,075	
Expenses							
Salaries and benefits	457,553	480,528	(22,975)	3,968,041	4,530,660	(562,619)	Underage due to offsetting revenues.
Advertising	8,817	1,326	7,491	43,073	11,936	31,137	per "new grant" not in original budget
Bank service charges	733	825	(92)	7,992	7,425	567	
Building repairs/maint	23,048	15,307	7,741	149,243	156,327	(7,084)	
Depreciation	12,417	10,756	1,661	111,759	109,842	1,917	
Dues Subscriptions	1,920	1,697	223	11,408	16,479	(5,071)	
Information Technology	12,449	8,015	4,434	103,505	78,365	25,140	Overage: tied to higher demands, will adjust with other attrition lines moving forward and/or bill grants directly for their share; cost increases with increase of users - tied to "new funding"
Insurance	6,250	5,270	980	55,513	51,472	4,041	
Interest expense	4,879	3,226	1,653	40,806	31,931	8,875	
Licenses and permits	950	100	850	950	978	(28)	
Mileage reimbursement	2,377	2,311	66	16,175	20,484	(4,309)	
Miscellaneous	(8)	(4)	(4)	(98)	(2)	(96)	
Office expense	5,195	6,152	(957)	57,620	55,142	2,478	
Postage and shipping	870	171	699	4,614	2,522	2,092	
Printing	3,656	3,912	(256)	43,883	163,970	(120,087)	
Professional fees	27,023	48,342	(21,319)	502,403	444,446	57,957	
Program expenses	33,065	35,982	(2,917)	357,759	420,975	(63,216)	Underage due to offsetting revenues.
Public relations	6,653	667	5,986	18,243	6,000	12,243	
Rent	3,537	1,453	2,084	32,482	17,283	15,199	
Staff events/meetings	0	854	(854)	4,053	7,687	(3,634)	
Software	5,000	0	5,000	19,747	0	19,747	Database Management System
Special fundraising events	0	2,083	(2,083)	55	18,750	(18,695)	no events to-date
Staff training and development	5,065	2,357	2,708	39,422	28,956	10,466	
Telephone	6,026	4,407	1,619	55,537	41,371	14,166	The budget was prepared before the cost benefit analysis to reflect changes strategically made to better service HUF.
Telephone - Cell/HotSpots	6,697	4,945	1,752	53,261	51,504	1,757	
Utilities	3,665	2,378	1,287	29,645	23,274	6,371	
<i>Worst Case-Admin Net Effect</i>		122	(122)				
Total Expenses	637,837	643,182	(5,345)	5,727,091.00	6,298,882	(571,791)	
Increase (Decrease) in UNR Assets	\$ 131,574 (\$ 41,136)	\$ 172,710	903,911	\$ 279,045	\$ 624,866		

Programs	\$ 1,253,175
Support	\$ (349,264)
Total	\$ 903,911

Increase (Decrease) in UNR Assets \$ 903,911 subtotal

Less:

Net Assets "Released Prior Year" Without Donor Restrictions (1,040,443)

Net Assets "Released Current Year" Without Donor Restrictions (221,163)

YTD Actual Agency Deficit (357,696) includes Depreciation \$112K

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES - PROGRAMS
FOR THE EIGHT MONTHS ENDED SEPTEMBER 30, 2022

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR		0	0	367	0	367
Donations - TR	26,329	57,838	(31,509)	1,138,754	1,063,892	74,862
Satisfaction of Restrictions	127,973	95,876	32,097	1,026,705	875,017	151,688
Grant Income	404,713	382,224	22,489	3,714,776	3,963,442	(248,666)
Rental Income	4,969	4,383	586	40,463	39,447	1,016
Voluntary Pre-K	4,100	0	4,100	24,981	52,002	(27,021)
Fees & Miscell Income	14,608	11,250	3,358	130,427	129,852	575
Total Revenues	582,692	551,571	31,121	6,076,473	6,123,652	(47,179)
Expenses						
Salaries and benefits	383,264	398,608	(15,344)	3,348,529	3,793,372	(444,843)
Advertising	8,137	122	8,015	16,237	1,098	15,139
Building repairs/maint	19,481	13,759	5,722	130,885	142,397	(11,512)
Depreciation	11,022	9,668	1,354	99,201	100,054	(853)
Dues Subscriptions	0	225	(225)	1,820	3,237	(1,417)
Information Technology	10,332	6,658	3,674	85,909	66,149	19,760
Insurance	5,718	4,784	934	50,914	47,095	3,819
Interest expense	4,300	3,226	1,074	35,304	31,931	3,373
Licenses and permits	0	0	0	0	78	(78)
Mileage reimbursement	2,377	2,099	278	15,128	18,571	(3,443)
Office expense	4,448	4,911	(463)	43,751	43,967	(216)
Postage and shipping	868	50	818	4,000	1,431	2,569
Printing	3,397	3,491	(94)	41,143	160,182	(119,039)
Professional fees	20,401	37,110	(16,709)	409,055	343,364	65,691
Program expenses	33,065	35,982	(2,917)	357,252	420,975	(63,723)
Rent	3,008	1,114	1,894	27,878	14,230	13,648
Software	5,000	0	5,000	10,000	0	5,000
Staff training and development	2,984	2,357	627	27,886	28,956	(1,070)
Telephone	5,598	4,013	1,585	51,283	37,824	13,459
Telephone-Cell/HotSpots	4,983	3,417	1,566	42,748	37,751	4,997
Utilities	2,341	2,091	250	24,375	20,689	3,686
<i>Worst Case-Admin Net Effect</i>	0	5,539	(5,539)	0	49,855	(49,855)
Total Expenses	530,724	539,224	(8,500)	4,823,298	5,363,206	(539,908)
Increase (Decrease) in UNR Assets	\$ 51,968	\$ 12,347	39,621	\$ 1,253,175	\$ 760,446	492,729

Toward Administrative and Fixed Costs

\$ 1,804,067

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES - SUPPORT
FOR THE EIGHT MONTHS ENDED SEPTEMBER 30, 2022

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR	\$ 176,661	\$ 36,250	\$ 140,411	\$ 280,265	\$ 326,250	(\$ 45,985)
Donations - TR	0	2,083	(2,083)	16,000	18,750	(2,750)
Satisfaction of Restrictions	7,134	6,667	467	234,903	60,000	174,903
Fundraising Events	0	5,417	(5,417)	15,000	48,750	(33,750)
Grant Income	0	0	0	0	0	-
Interest Income	11	58	(47)	9,796	525	9,271
Rental Income	0	0	0	0	0	-
Voluntary Pre-K	0	0	0	0	0	-
Fees & Miscell Income	0	0	0	(1,435)	0	(1,435)
Total Revenues	183,806	50,475	133,331	554,529	454,275	100,254
Expenses						
Salaries and benefits	74,289	81,920	(7,631)	619,512	737,288	(117,776)
Advertising	680	1,204	(524)	26,836	10,838	15,998
Bank service charges	733	825	(92)	7,992	7,425	567
Building repairs/maint	3,567	1,548	2,019	18,358	13,930	4,428
Depreciation	1,395	1,088	307	12,558	9,788	2,770
Dues Subscriptions	1,920	1,472	448	9,588	13,242	(3,654)
Information Technology	2,117	1,357	760	17,596	12,216	5,380
Insurance	532	486	46	4,599	4,377	222
Interest expense	579	0	579	5,502	0	5,502
Licenses and permits	950	100	850	950	900	50
Lobbying	0	0	0	0	0	0
Mileage reimbursement	0	212	(212)	1,047	1,913	(866)
Miscellaneous	(8)	(4)	(4)	(98)	(2)	(96)
Office expense	747	1,241	(494)	13,869	11,175	2,694
Postage and shipping	2	121	(119)	614	1,091	(477)
Printing	259	421	(162)	2,740	3,788	(1,048)
Professional fees	6,622	11,232	(4,610)	93,348	101,082	(7,734)
Program expenses	0	0	0	507	0	507
Public relations	6,653	667	5,986	18,243	6,000	12,243
Rent	529	339	190	4,604	3,053	1,551
Special fundraising events	0	2,083	(2,083)	55	18,750	(18,695)
Staff events/meetings	0	854	(854)	4,053	7,687	(3,634)
Staff training and development	2,081	0	2,081	11,536	0	11,536
Telephone	428	394	34	4,254	3,547	707
Telephone - Cell/HotSpots	1,714	1,528	186	10,513	13,753	(3,240)
Utilities	1,324	287	1,037	5,270	2,585	2,685
<i>Worst Case-Admin Net Effect</i>	<i>0</i>	<i>(5,417)</i>	<i>5,417</i>	<i>0</i>	<i>(48,750)</i>	<i>48,750</i>
Total Expenses	107,113	103,958	3,155	903,793	935,676	(31,883)
Increase (Decrease) in UNR Assets	\$ 76,693	(\$ 53,483)	\$ 130,176	(\$ 349,264)	(\$ 481,401)	\$ 132,137

required based on new funding

Governance Committee Meeting
MINUTES
Friday, December 2, 2022

Attendance: Christina Paradowski, Maria Barnard, Angie Stone, Maria Elena Ferrer, Felina Furer and Felipe Pinzon

Excused: Maritza Alvarez, Giselle Cushing, Melida Akiti, Anthony Abbate

Absent: Lucia Rodriguez

Call to Order/ Roll Call

Began at 9:04 AM

Approval of November 2022 Minutes

Will vote on November minutes at the next meeting, as we did not have quorum.

Recruitment, Development & Engagement

a) Mentorship Program: Incorporate connecting mentors. Let's start with Ana Rodriguez and Christian Reyes. Their mentors should be from the committee's they are interested in serving.

b) Committees: Composition & Meetings Attendance. Felipe Pinzon shared that Chuck Tatelbaum and Emma Pfister are leaving the Finance committee at end of 2022. That will leave HUF' Finance Committee with only 5 members. He also shared there are a few members who do not participate in committee meetings which impacts quorum. HUF needs to recruit members to the committee. Lisette Rodriguez is asking her professional friends if interested. Elsa Bittar and Christian Reyes may be good members to add.

Christina Paradowski shared that the Marketing Committee does not have a Chair as Lesli Franco has stepped down. She also shared that Francisco Rivera might be interested in leading the committee moving forward but cannot do it before the summer of 2023. Felipe mentioned that Ana Arguello wants to get more involved, however her attendance has been poor due to her new job. Christina suggested moving the meeting frequency to every other month until Francisco can take the lead. It was also mentioned that Ana Rodriguez is interested in the Marketing committee. Christina offered to oversee meetings for now to help with leadership gap. Felipe also suggested Boris Espinoza as a Chair. Felipe suggests cancelling next Thursday's December Marketing meeting. All agreed to reconvene the marketing committee members in 2023.

Christina agreed to email to all Board and committee members to reconfirm their commitment. Felina will share Board member's contact info with Christina.

c) Board Members not on a Committee Yet: Christina will reach out to Elsa Bittar and Christian Reyes to ask them to consider the Finance Committee and Ana Rodriguez to join the Marketing Committee.

Maria Elena Ferrer asked for the Finance committee meetings schedule. She mentioned she may be able to assist temporarily.

Old/New Business

No other discussion.

Next Meeting: Friday, February 3, 2022 @9am

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

Present: Carolina Cardozo, Dick Blattner, Dr. Maria Bernard, Dan Schevis, Dr. Jeff Nasse, Nazbi Chowdhury, Christina Paradowski, Robby Holroyd, Otto Valenzuela, and Felipe Pinzon

Excused: Felina Furer

Absent: Megan Turetsky

Roll Call

Began at 9:06am

Approve November 2022 Minutes—Presented by Otto Valenzuela

Motion

Dan Schevis moved to approve the November 2022 minutes. Dr. Jeff Nasse gave a second. Motion passed.

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

HUF has been active on the DACA front, there is an opportunity in the current lame duck Congress. Otto was part of a meeting, along with HUF partners, with Senator Rubio's staff. They shared he is open to talks for a compromise and that compromise will probably have to include border security. There is a package being put together in Congress with a border security in the fold. The Supreme Court does not seem to be leaning to keep DACA as it currently stands. Christina Paradowski shared that Maria Salazar worked on a comprehensive bill regarding immigration to look out for. 700k Dreamers would lose protection, 25k in Florida these are the individuals not the impacts of their families and US born children. HUF signed onto a public health emergency letter with the Florida Policy Institute, concerns about people losing their Medicaid protections. Nazbi asked that Otto share sign on letters for the United Way of Broward going forward. Otto shared Commissioner Beam Furr and other elected joined in on an in-person Citizenship class for discussion. It was a great moment we would like to replicate to further our "civically engaged" portion of our Mission. Carolina Cardozo asked about the status of the proposed appropriations request in 2023. Felipe shared he has a meeting coming with Ashley Boxer to discuss work plan for 2023 and that HUF will indeed be going forward with the project.

Proposed 2023 Meeting Schedule

Otto is proposing moving January meeting from Jan. 13 to Jan. 20 to accommodate HUF attending the Broward Delegation meeting; Committee accepted. It was proposed to cancel the March meeting due to the Legislative Session beginning that week. United Ways Days of Florida is Feb 21st & 22nd; Committee accepted. Summer break for July and August. Carolina Cardozo proposed one in-person meeting in 2023. Is December a good option? All others would be Zoom. May or June would be another good option for a meeting to have in person for a recap/debrief of the Legislative Session.

HUF 2023 Public Policy Agenda Draft Version 2--Presented by Otto Valenzuela

The agenda has changed slightly, in part, due to current political climate and public perception regarding immigrants. We need to help change the narrative and empower our staff and community through information. There was a "why" introduction added to the agenda. We borrow from our own State of Hispanic and Immigrant Broward report. Financial *stability and prosperity* were Nazbi's vote for Economic Development titles. Robby likes the phrase *self-sufficiency* and it is part of HUF's mission statement. Robby says drop *shared prosperity*. Otto shared how HUF staff empowerment is a key priority next year to have them understand the finalized agenda and connect it to their daily work and the why the work needs to be done. It is powerful if staff understands the importance of the work we do. We would like to reenergize our HUF blog which has been dormant this year; we would like to highlight local issues. Also, we would like to translate advocacy materials in Spanish.

Commissioner Dick Blattner asked about affordable housing in United Way? Is the plan inclusive of housing? Nazbi shared Mackenzie Scott donated a large amount of money which will be used over the next four years to help Veterans, families and, transition youth (aging out of foster care system). Also working on a donor development fund to help those populations. Comm. Blattner shared this upcoming building projects are not realistic of raising a family in a two bedroom apartment. He is concerned about supply of affordable housing. Dr. Bernal asked how can HUF help our clients the working poor? What real action steps can we do to help those with families and kids and do not qualify for public assistance. She would like to see actions steps to help HUF immigrant population. There needs to be more representation at the table on Broward County Housing committees. Felipe shared we are in conversations with Habitat for Humanity, we'd like our clients to have access

to those units. It is a huge systemic issue but HUF has to be at the table. In 2023, HUF board of directors are working on a strategic plan, we may want to look into development project or other options. Robby shared that the top priority of the incoming Senate President is creating affordable family housing statewide. The main play for HUF is finding our niche in this. Local governments are the biggest barriers that are not allowing affordable housing to be built fast enough, delaying permits, approvals, re-zoning and lifting density capacities. Developers are sharing these are the issues they are running into. Work with municipalities to help advocate to assist approval processes faster. The rhetoric around these units is they are “public housing,” they are not, they are for working families. What are the programs we need? What can state do to incentives first time home ownership? 30-year deed restrictions are expiring soon and we will lose the affordable housing “stock”, maybe put into place revolving loan fund. Exploring removing conflicts and road blocks in the housing arena. Otto is concerned that Broward County may not be a county that is a priority as the hurricane hit areas are the priorities.

Other Business

Megan Turetsky is now the Director of Legislative Affairs with Broward County Public Schools as she has left CSC. Urban League has also hired Kersti Myles as Director of Policy and Government Relations and once she is settled, we'd like to extend an invitation to Kersti to join this Committee.

Adjourn

At 10:02am

Next Meeting: Friday, January 20th @ 9am, 2023



Open Letter to Senators Rubio and Scott

The Honorable Marco Rubio
United States Senate
Washington, D. C. 20510

The Honorable Rick Scott
United States Senate
Washington, D. C. 20510

Dear Senators Rubio and Scott,

As business leaders, higher education leaders, employers, and Florida voters, we strongly urge you to support the efforts of Senators Tillis and Sinema to find a bipartisan solution for our nation's two million Dreamers and to ensure an orderly, safe, and secure border (see: [The Washington Post, December 5, 2022](#)).

With the recent federal court rulings on the DACA program, Dreamers and those who employ them are bracing ourselves for a new reality. If the program is struck down by the U.S. Supreme Court, it will cause untold devastation not only for Dreamers and their families, but also for the Florida industries that have come to rely on their hard work. There are about two open jobs for every person out of work. Taking hundreds of thousands out of the labor force will further fuel inflation, exacerbate supply chain challenges, and tip the economy into recession.

Florida is in a global contest to attract and retain talent. To that end, providing permanent legal status to Dreamers makes sound economic sense. Our policies must allow us to compete for the workers we need to fuel our economy and retain the young talent that already exists here but lacks the security of permanent legal status.

Dreamers are a critical and integral part of our state's economy and workforce. In Florida alone, there are over [40,000](#) Dreamers pursuing higher education. Over [68,900 Floridians](#) DACA-eligible Dreamers contribute to our economy, start families, buy homes, build businesses, and bring their talents to the industry sectors where they're most needed. In 2014, Dreamers' contributions to Florida's economy were recognized by then-Gov. Rick Scott when he led the charge for them to receive in-state tuition rates, understanding that their potential success represents an opportunity for all Floridians.

Over the past year and a half, more than three quarters of DACA recipients in the workforce—343,000—were employed in jobs deemed essential by the Department of Homeland Security's Cybersecurity and Infrastructure Security Agency.

Of this, 34,000 were healthcare workers providing patient care. Another 11,000 individuals were working in healthcare settings keeping these facilities functioning.

For more than a decade, DACA participants, their employers and employees, have been vulnerable to government indecision that has sown anxiety, instability, and legal limbo in their lives—and in our state's workforce.

At a time of widespread labor shortages and rampant inflation, we urge you to stand with Senators Tillis and Sinema, Florida businesses, and our community. Improving border security and providing a pathway to citizenship for Dreamers is

not only morally right; it is also absolutely crucial to addressing labor shortages, reducing food prices, and creating jobs for all Florida families.

Sincerely,

[Forget this device.](#)



Contact Information

First Name

Last Name

Street Address (Optional)

Postal Code

City

State

Email

Home Phone (Optional)

Update my *FastAction* profile with this information.

Employer Information

Occupation

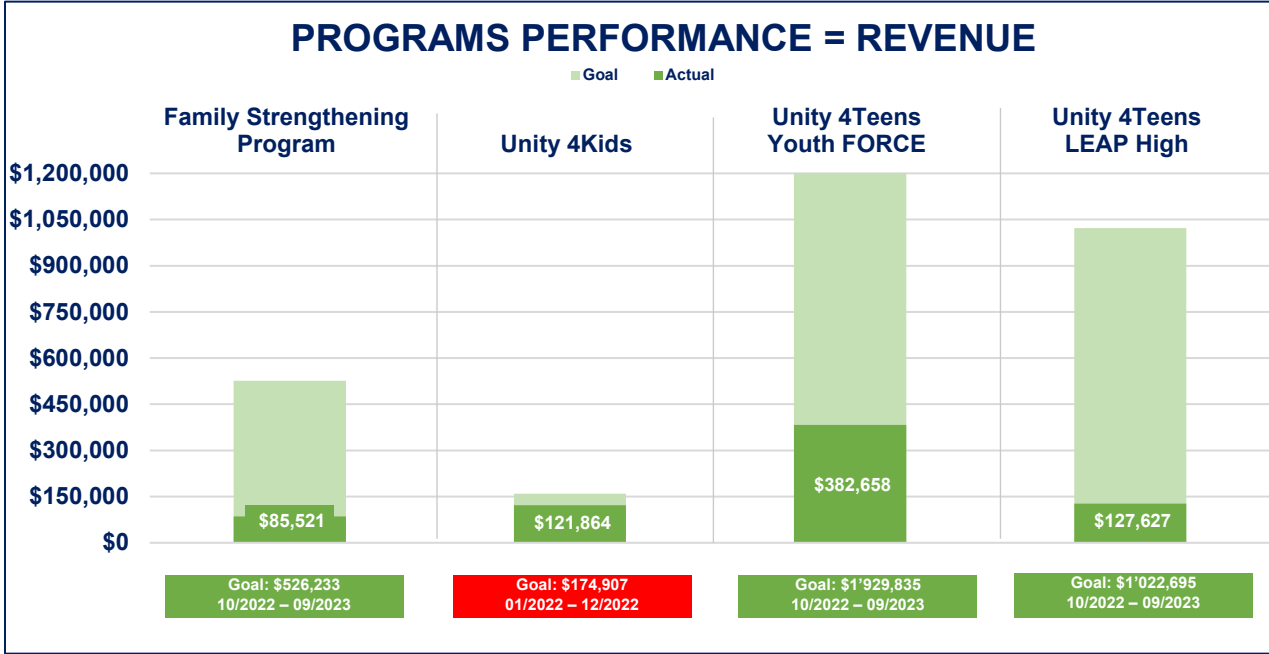
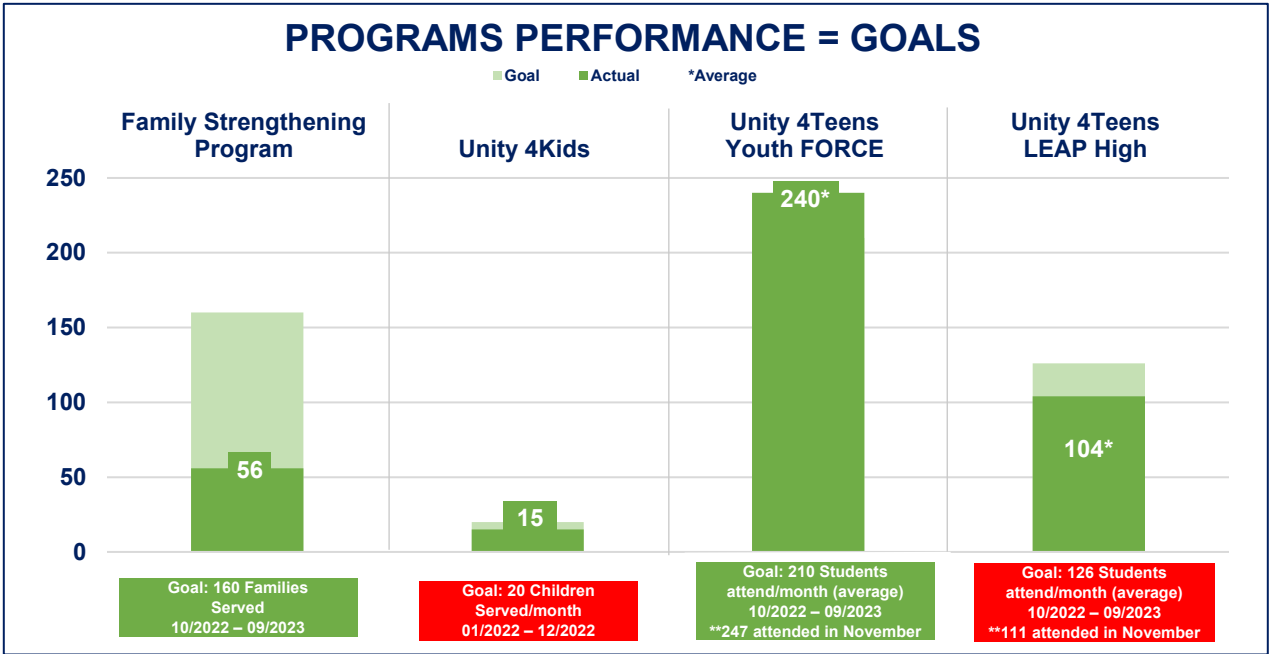
Employer

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Empowering a New Generation of Americans

EDUCATION NOVEMBER 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

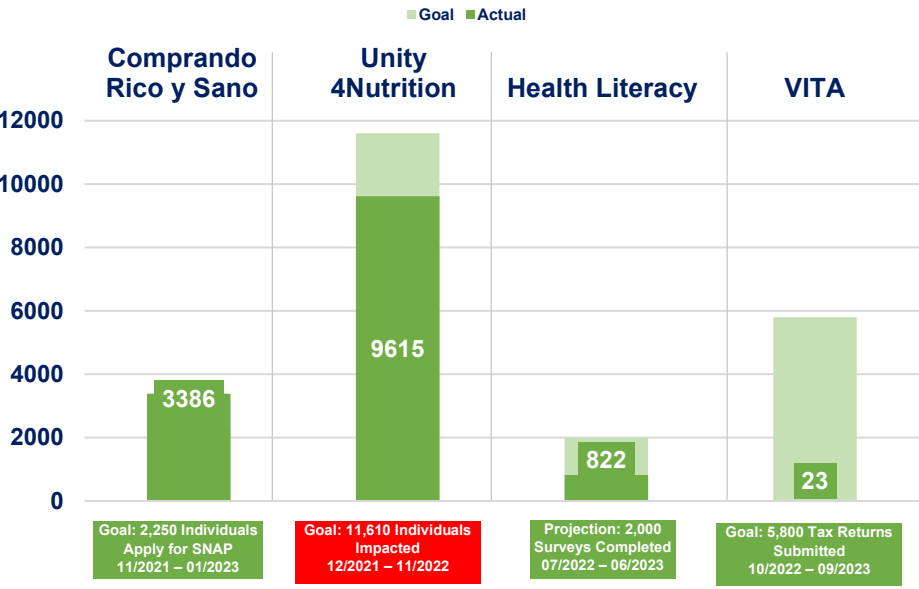
*Unity 4Teens Program Performance Goals are based on the average students that attend daily.



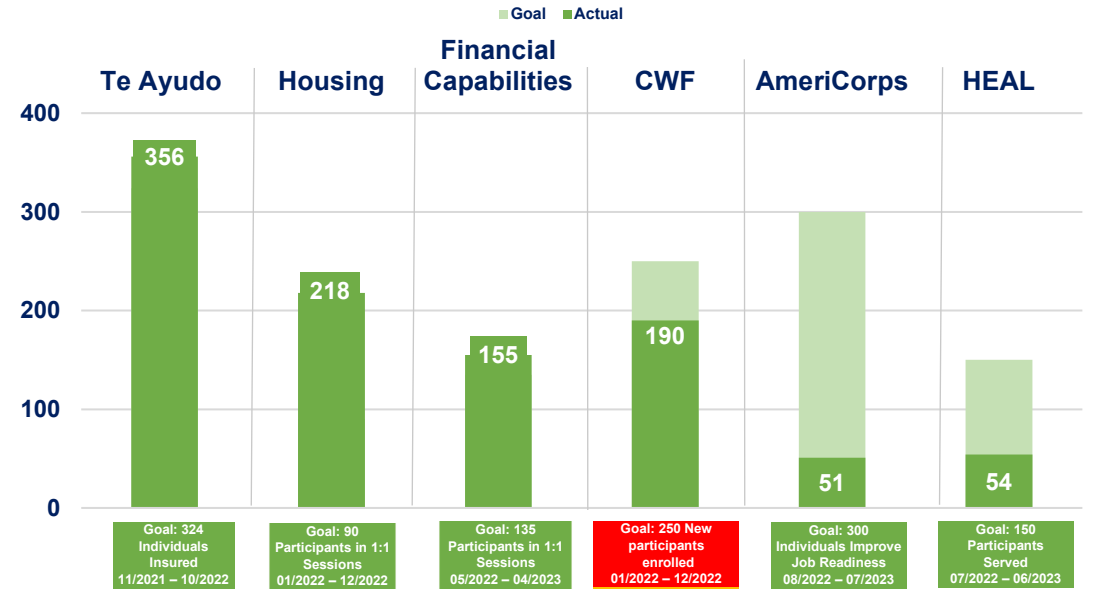
Empowering a New Generation of Americans

ECONOMIC DEVELOPMENT NOVEMBER 2022

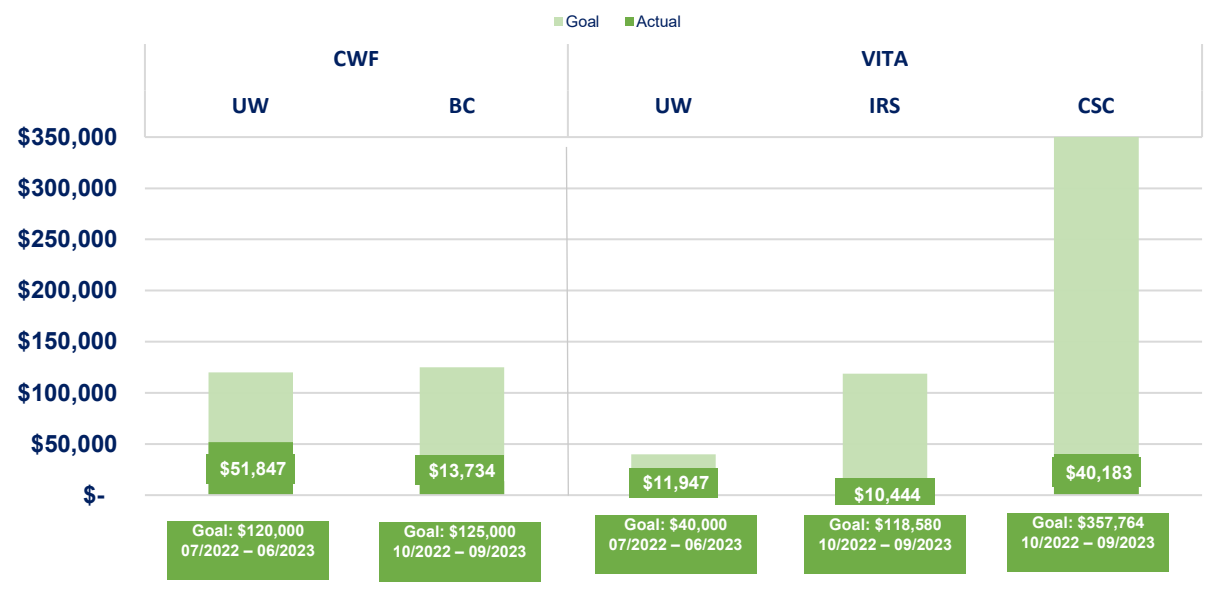
PROGRAMS PERFORMANCE = GOALS



PROGRAMS PERFORMANCE = GOALS



PROGRAMS PERFORMANCE = REVENUE



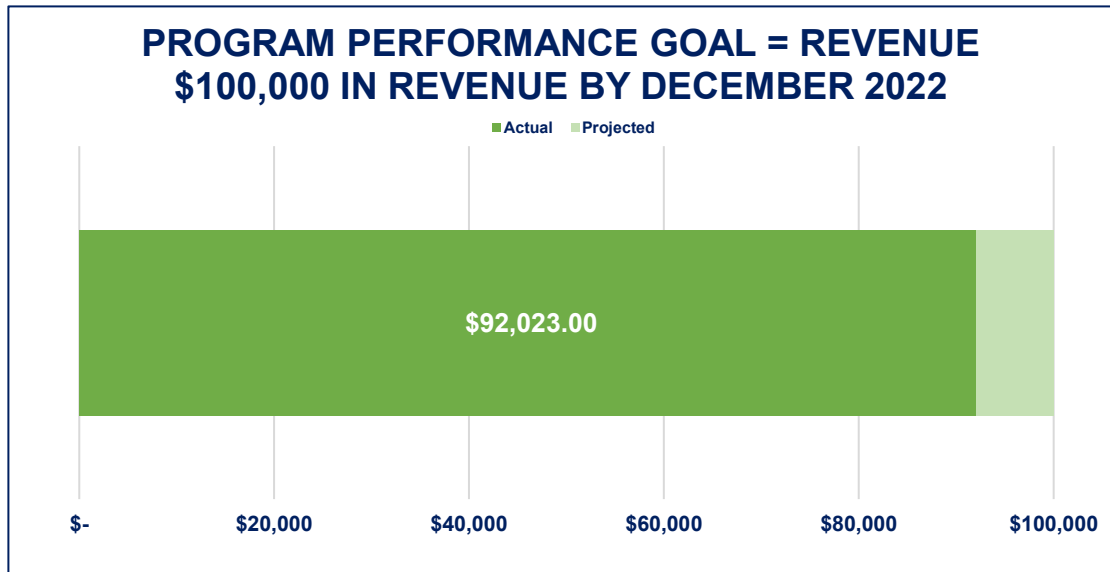
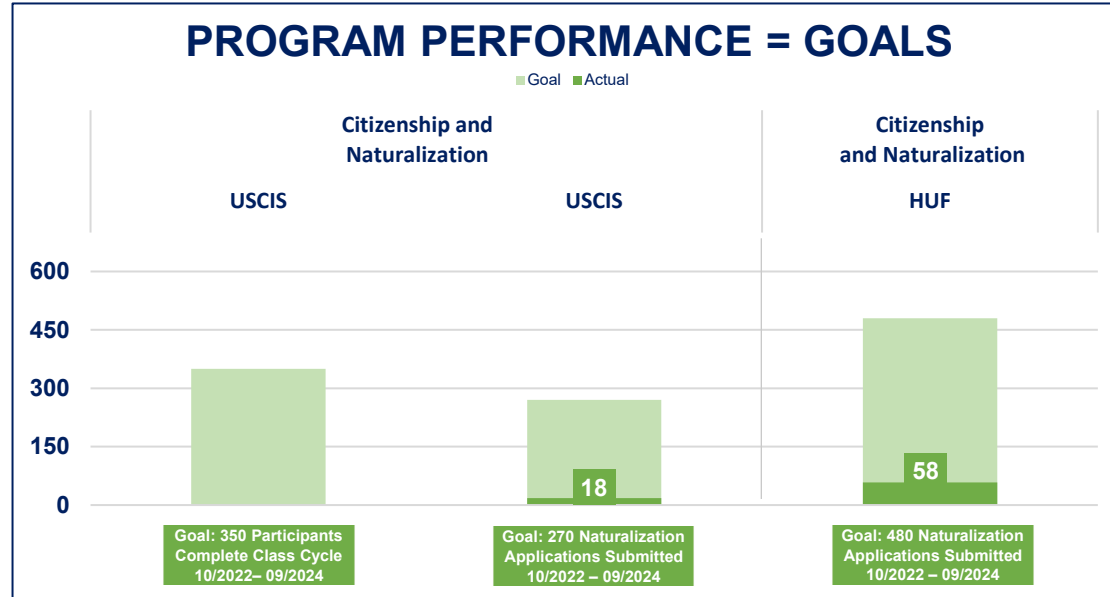
Based on current results and if future projections are met:

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



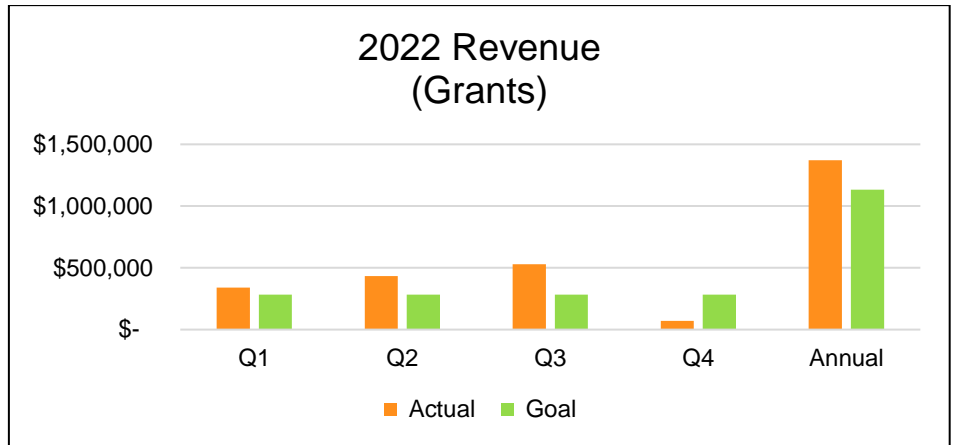
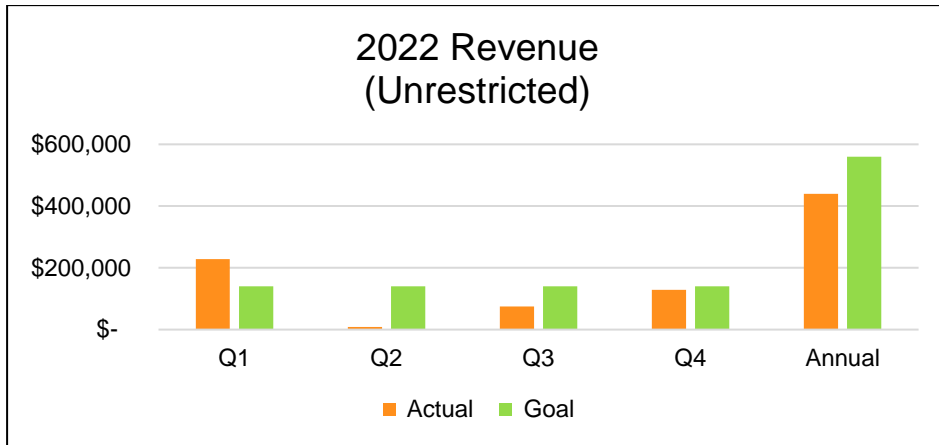
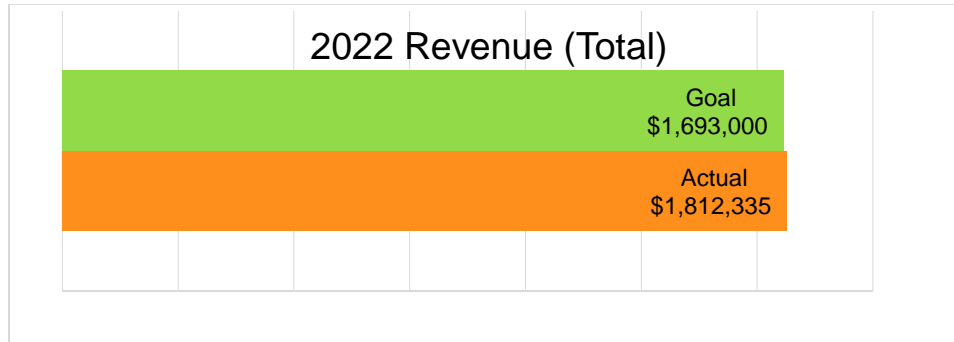
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New Generation
of Americans

CIVIC ENGAGEMENT NOVEMBER 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	\$74,951	\$140,000	Q3	\$528,101	\$283,250
Q4	\$138,761	\$140,000	Q4	\$70,000	\$283,250
Annual	\$450,429	\$560,000	Annual	\$1,372,353	\$1,133,000

Breakdown of Unrestricted Revenue

Type	2022 BUDGET	2022 ACTUAL	2022 Variance
Annual Campaign	\$17,500	\$13,086	\$4,414
Circle of Friends	\$70,000	\$72,850	(\$2,850)
Corporate	\$275,000	\$218,900	\$56,100
Corporate (MY)	\$25,000	\$25,000	\$0
Events	\$65,000	\$10,000	\$55,000
Major Gifts	\$65,000	\$85,000	(\$20,000)
Major Gifts (MY)	\$40,000	\$25,000	\$15,000
Miscellaneous	\$2,500	\$593	\$1,907
Total	\$560,000	\$450,429	\$109,571

Breakdown of Temporarily Restricted (Grant) Revenue

2022 BUDGET	2022 ACTUAL	2022 Variance
\$ 1,133,000	\$1,372,353	\$239,353

Grant Pipeline			Grants Submitted			Grants Awarded		
Month	# of Requests	\$ Value of Requests	Month	# of Requests	\$ Values of Requests	Month	# of Awards	\$ Value of Awards
December	7	\$ 185,000	September	1	\$ 5,000	January	3	\$ 151,000
Grand Total	7	\$ 185,000	October	2	\$ 35,000	February	6	\$ 117,311
			November	4	\$ 109,500	March	11	\$ 910,377
			December	1	\$ 10,000	April	3	\$ 44,500
			Grand Total	8	\$ 159,500	May	5	\$ 344,214
						June	5	\$ 365,000
						July	6	\$ 153,000
						August	3	\$ 201,450
						September	3	\$ 387,500
						October	4	\$ 203,506
						November	1	\$ 100,000
						Grand Total	50	\$ 2,977,858
Pitch Pipeline			Pitches Submitted			Pitches Awarded		
Month	# of Requests	\$ Value of Requests	Month	# of Requests	\$ Value of Requests	Month	# of Awards	\$ Value of Awards
December	1	\$ 10,000	Grand Total			March	1	\$ 15,000
Grand Total	1	\$ 10,000				April	1	\$ 5,000
						May	1	\$ 10,000
						August	3	\$ 29,000
						September	1	\$ 5,000
						Grand Total	7	\$ 64,000