



**Empowering a
New Generation
of Americans**

Board of Directors Meeting Package

Meeting #10

Tuesday, October 10, 2023

Join Zoom Meeting

<https://us06web.zoom.us/j/84903878249?pwd=dFRsRGJYTWIKQ3Nrd2pYd3NwRUUpDdz09>

Meeting ID: 849 0387 8249

Passcode: 193610

Mission









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





Board of Directors
 Meeting Agenda
 Tuesday, October 10, 2023 | 4:00 PM – Zoom Meeting

Time	Item	Lead	Pgs	Action
4:00	Call to Order / Roll Call	Christina Paradowski Felina Furer		
4:05	Chair Welcome	Christina Paradowski		Information
4:10	CEO Report	Felipe Pinzon		Information
4:15	Finance <ul style="list-style-type: none"> • IRS 990 Update 	Leonor Romero		Information
4:20	Strategic Planning Update	Christina Paradowski and Felipe Pinzon	5-10	Information
4:30	Governance <ul style="list-style-type: none"> • Dan Schevis' Resignation • Lucia Rodriguez – One more yr. on the Board • Slate of Officers • 2024 Board Meetings 	Tony Abbate		Information Information Discussion Discussion
4:45	Operations <ul style="list-style-type: none"> • Employee Handbook 	Ingrid Ekblad		Information
4:50	Public Policy & Advocacy <ul style="list-style-type: none"> • 2024 State Appropriations Request Update 	Felipe Pinzon & Otto Valenzuela		Information
4:55	Fund Development <ul style="list-style-type: none"> • 10th Annual Entrepreneur Summit • End of Year Fundraising Activities 	Shani Wilson	11	Information Information
5:00	Consent Agenda <ul style="list-style-type: none"> • Board Meeting Minutes (09/2023) • Finance Committee Minutes (8/2023) • July 2023 Financial Statements • Governance Meetings Minutes (6/2023) • Governance Meetings Minutes (8/2023) • Program Performance (July/2023) 	Christina Paradowski	12- 40	Action
5:05	Executive Session			
5:15	Adjourn			

17 Active Board members / 9 required for quorum and vote

	A	B	C	D	E	F	G	H	I	J	K	L	M
	Board of Directors												
	2023												
	Board Members	Jan	Feb	Mar	April	May	June	July	August	Sept	Oct	Nov	Dec
1	ABBATE, Anthony (Tony)	P	P	P	E	P*	P			P			
2	ALVAREZ, Maritza	P	P	P	P	P	E			P			
3	ARGUELLO, Ana	A	A	A	A								
4	BARNARD, Maria	P	E	P	P	P	P			P			
5	BITTAR, Elsa	P	A	P	A	P	A			P			
6	CARDOZO, Carolina	P	P	P	P	P	P			P			
7	CUSHING, Giselle	P	P	P	P	P*	P			P			
8	ESPINOZA, Boris	P	P	A	E	P	P			P			
9	FRANCO, Lesli	P	P	A	A	A	P			P			
10	HERZ, Dan	P	P	P	P	P*	P			P			
11	NASSE, Jeffrey	P	P	E	E	P	P			P			
12	PARADOWSKI, Christina	P	P	P	P	P*	P			P			
13	REYES, Christian	P	P	A	A	P	P			E			
14	RIVERA, Francisco	P	P	E	P	P	P			P			
15	RODRIGUEZ, Ana	P	P	P	P	E	A			P			
16	RODRIGUEZ, Lisette	P	P	P	P	P	P			E			
17	RODRIGUEZ, Lucia	P	P	P	A	P	P			E			
18	SCHEVIS, Daniel	P	E	P	A	A	A						
19	STONE, Angie	P	P	P	P	P*	P			P			
20	Total Board Members	19	19	19	19	18	18			17			
21	Present: P	18	14	13	10	15	14			14			
22	Excused: E	0	2	2	3	1	1			3			
23	Absent: A	1	3	4	6	2	3			0			
24	Board Members Present at the Meeting	94% Zoom	73% Zoom	68% Zoom	52% Zoom	83% Hybrid	77% Zoom	Summer Break		82% In Person	Zoom	Zoom	Zoom

	<p>Shani Wilson, VP of Development</p> <p>swilson@hispanicunity.org</p> <p>754-260-0409</p>		<p>Leonor Romero, Chief Financial Officer</p> <p>lromero@hispanicunity.org</p> <p>754-221-7976</p>
	<p>Elizabeth Dorante, VP of Programs</p> <p>edorante@hispanicunity.org</p> <p>954-600-4318</p>		<p>Ingrid Ekblad, Director of Operations</p> <p>iekblad@hispanicunity.org</p> <p>954-907-1410</p>
	<p>Magaly Alvarado, Director of Civic Engagement</p> <p>malvarado@hispanicunity.org</p> <p>954-907-1354</p>		<p>Yonela Carusi, Director of Education Department</p> <p>ycarusi@hispanicunity.org</p> <p>954-701-5232</p>
	<p>Katherin Gallego, Marketing Director</p> <p>kgallego@hispanicunity.org</p> <p>954-329-5262</p>		<p>Juliana Esguerra, Director of Evaluation and Innovation</p> <p>jesguerra@hispanicunity.org</p> <p>954-639-2043</p>

	<p>Eduardo Pineda, Director of Economic Development</p> <p>epineda@hispanicunity.org</p> <p>954-608-9259</p>		<p>Otayme "Otto" Valenzuela, Associate Director of Public Policy & Advocacy</p> <p>ovalenzuela@hispanicunity.org</p> <p>954-294-6054</p>
	<p>Felina Rosales- Furer, Administrative Manager</p> <p>ffurer@hispanicunity.org</p> <p>954-329-5968</p>		<p>Felipe Pinzon, President & CEO</p> <p>fpinzon@hispanicunity.org</p> <p>954-257-5473</p>

STRATEGIC VISION AND PLAN NEXT STEPS

Summary of Priorities from Board Meeting 9/23/2023

Programs Committee: <i>Objectives: 1.2, 2.1, 2.2, 2.3, 4.1</i>	#1: Research and identify client needs.	Programs
	#2: Develop culturally relevant curriculum, programs and services based on identified client needs.	Programs
	#3: Explore business owner / partnership opportunities to offer resources.	Programs
Public Policy and Advocacy Committee: <i>Objectives: 3.1, 3.2, 3.3, 3.4, 3.5, 4.1</i>	#1: Leadership development. Identify and develop next generation of engaged and capable leaders to represent the community.	PP&A
	#2: Convene public and private partners, as well as families and clients to identify community needs and solutions.	PP&A
	#3: Provide clear “policy information” and “call to action” opportunities for staff, volunteers, BOD and clients.	PP&A
Governance Committee: <i>Objectives: 1.1, 3.4, 4.4</i>	#1: Ensure composition of BOD reflects the needed skills and the diversity of the community HUF represents.	Governance
	#2: Improve BOD’s engagement and ability to advocate for HUF (visibility), and clients (community needs).	Governance
	#3: Develop succession plan for board and principal staff.	Governance
Operations Committee: <i>Objectives: 4.5, 4.6</i>	#1: Identify and respond to HR needs.	Operations
	#2: Assess overall infrastructure and develop plan for centralizing and streamlining IT, and internal processes.	Operations
	#3: Assess Facility needs (current and future) and develop plan for strategic partnerships and facility usage optimization.	Operations
Development Committee: <i>Objectives: 4.3, 4.4</i>	#1: Develop plan for increasing individual donors.	Development
	#2: Develop plan for targeting and successfully engaging private family foundations.	Development
	#3: Increase internal capacity for fund development including assisting staff, BOD and other stakeholders to actively participate in prospect cultivation, donor development and fundraising.	Development
Marketing Committee: <i>Objectives: 4.2</i>	#1: Develop process for capturing stories and creating clear narrative to share with identified audiences (clients, community, donors, staff, and influencers).	Marketing
	#2: Develop process to provide narrative, talking points and support material to friends/influencers to tell the story of the “value and contributions of immigrants.”	Marketing
	#3: Develop process to engage donors in understanding client needs and work of HUF.	Marketing
Finance Committee: <i>Objectives: 4.3</i>	#1: Determine optimal revenue mix and develop revenues for increasing unrestricted funding (e.g., through individual donors, client/user-service fees, BOD endowment).	Finance

STRATEGIC VISION AND PLAN

Goals, Objectives, and Next Steps

Strategic Goal # 1: Respond to current and emerging community needs by increasing access to HUF's programs and services.

Objectives	Next Step	Committee
1.1 Ensure HUF's programs and services effectively respond to the evolving needs of the community.	1.1.1 Conduct continuous comprehensive community needs assessments to identify current and emerging needs.	HUF
	1.1.2 Operationalize and streamline program and service evaluation for impact and efficacy.	HUF
	1.1.3 Identify opportunities to enhance and/or expand programs and services and explore innovative approaches to address emerging community needs.	HUF
	1.1.4 Assess the representation of the community within HUF's Board of Directors and staff. Improve representation of those served in the community (e.g., bi-annual/annual review of data by the Board to better advise the Agency).	Governance
	1.1.5 Periodically assess programs and services to evaluate if current strategies are effectively addressing community needs (e.g., HUF's Board of Directors to analyze realignment of strategies).	Governance
1.2 Increase community access to Programs and Services. <i>(this can be done through external collaborative relationships or by providing internal programs and services or both)</i>	1.2.1 Fine-tune HUF's Community needs assessments, research efforts, and data analysis to better target the Agency's service delivery strategies.	Programs
	1.2.2 Create a detailed strategy for geographic expansion, strengthening partnerships to attain it.	Programs
	1.2.3 Expand and strengthen HUF's outreach and marketing efforts.	Programs

Strategic Goal # 2: Expand Income and wealth-building opportunities for working families*.

(* These strategic Goal and Objectives will also include fostering individual financial and credit literacy - whether through internal channels or in collaboration with external parties.)

Objectives	Next Step	Committee
	First step for all: Assess partnership opportunities and research the market to design strategies	
2.1 Strengthen workforce education by providing opportunities for professional growth that allow to adapt to the South Florida labor market.	2.1.1 Design workforce education pathways with a two-generation approach that include an education and training component for parents, and a career readiness and practical skills training component for the youth (partner with local businesses and education institutions to provide hands-on training and learning experiences).	Programs
	2.1.2 Periodically identify opportunities in the labor market for in-demand jobs (limit focus) and design a partnership strategy to attain this.	Programs
2.2 Provide comprehensive support and resources to aspiring homeowners, empowering them to buy and preserve their assets.	2.2.1 Assess market changes and educate families in homeownership opportunities in different geographical areas	Programs
	2.2.2. Protect vulnerable families from predatory market activity and prevent involuntary displacement by providing education and resources on these topics. (i.e., creation of wills, taxes, homestead exemption, etc.)	Programs
	2.2.3 Share community needs assessment results with different stakeholders to advocate for clients that have challenges in becoming homeowners. (e.g., financial institutions)	Programs
2.3 Provide comprehensive support and resources to aspiring and existing business owners, empowering them to establish, grow, and sustain successful businesses.	2.3.1 Design a culturally relevant curriculum, based on the specific needs of the community. (i.e. define what to do internally or when to engage partners effectively; provide different tools, resources, and opportunities to aspiring and existing business owners; include workshops component, coaching sessions component, mentorship component, etc.)	Programs
	2.3.2 Explore and evaluate different opportunities to provide aspiring or existing business owners with economic resources to create or sustain their businesses. (e.g., CDFI opportunity, partnerships with other organizations, exploration of grants, loans, investor connections, etc.)	Programs

Strategic Goal# 3: Define and strengthen HUF's role in Policy and Advocacy.

Objectives	Next Step	Committee
3.1 Engage stakeholders in conversations around systemic issues that impact South Florida working families.	3.1.1 Meet with working families to get their input and feedback on community needs (e.g., organize a townhall meeting with colleges/universities and municipalities; partner with other organizations: ULBC, UWBC, CSC; invite media partners).	PP&A
	3.1.2 Seize opportunities to meet with elected officials (commissioners/mayors)	PP&A
	3.1.3 Convene corporate, public, and private stakeholders to discuss Policy and Advocacy matters (e.g., Broward College's Village Square)	PP&A
3.2 Assess and determine HUF's role in addressing the Hispanic gap in Leadership positions.	3.2.1 Partner with National organizations that are focused on leadership development (e.g., Hispanic Leadership Institute - access their trainings, resources, scholarships, etc.)	PP&A
	3.2.2. Create HUF's leadership development program (including a mentorship program).	PP&A
	3.2.3 Support the creation of a Hispanic/Immigrant leaders coalition (potential first step: identify existing local elected officials who have immigrant backgrounds; Broward County may be the convener).	PP&A
3.3 Encourage and empower clients to be civically engaged at the local level.	3.3.1 Develop an intentional strategy on voter registration and engagement.	PP&A
	3.3.2 Advocate for the creation of a non-partisan political candidate information guide in Spanish/Haitian-Creole/Portuguese/etc.	PP&A
	3.3.3 Promote and/or facilitate the participation of the Spanish-speaking/immigrant community in election debates/townhalls/panels.	PP&A
3.4 Empower the staff, volunteers, Board of Directors to become advocates for HUF's clients.	3.4.1 Ask HUF staff, volunteers, and Board of Directors to participate in local activities in their respective fields and represent HUF (ex. Elected official's townhalls).	PP&A
	3.4.2 Create an engagement plan for HUF staff and volunteers (e.g. BOD and HUF committee members) that includes call-to-actions.	PP&A
	3.4.3 Create an ULBC & HUF "Day at the Capitol", "Day at City Hall", "Day at County Commission".	PP&A
	3.4.4 Review and update the Agency's bylaws to include an advocacy component in the Board of Directors' job description.	Governance
	3.4.5 Create an ongoing training plan on advocacy for the Board of Directors.	Governance
3.5 Develop a comprehensive policy agenda that outlines HUF's desired impact and the areas of policy and advocacy where the agency should work.	3.5.1 Explore opportunities for partnerships with local municipalities to advance HUF's work, both programmatic and around PP&A.	PP&A
	3.5.2 Ensure agenda is informed by various stakeholders, including clients and staff.	PP&A
	3.5.3 Make childcare and early childhood education a priority (connected to workforce and economic stability/self-sufficiency); related agenda items - early literacy, school readiness (kindergarten)).	PP&A

Strategic Goal# 4: Position HUF for growth while achieving operational excellence.

Objectives	Next Step	Committee
4.1 Establish strategic partnerships or collaborative arrangements with external parties that advance HUF's mission and fit the organization's 2024-2026 strategic plan goals.	See next steps 1.2.2 - 2.1.1 - 2.1.2 - 2.3.1 - 2.3.2	Programs
	See next steps 3.1.1 - 3.1.3 - 3.2.1 - 3.2.3 - 3.4.3 - 3.5.1	PP&A
4.2 Increase HUF's visibility by strengthening outreach and communication.	4.2.1 Create a versatile marketing and communications framework designed to establish objectives, facilitate cross-committee collaboration, define audience segments, and ensure continuous feedback, all while enabling precise outreach strategies tailored to diverse audiences through personalized messaging.	Marketing
4.3 Ensure financial sustainability by diversifying sources of revenue and expanding multi-year and unrestricted funding.	4.3.1 Increase HUF's development capacity by investing in human capital (staff and/or consultants).	Development
	4.3.2 Revisit and revive efforts focused on individual donors (Circle of Friends - Benefits, Engagement, Promotion; Existing Stewardship Activities; Planned Giving)	Development
	4.3.3 Target family foundations	Development
	4.3.4 Evaluate the Agency's revenue mix by comparing it with similar best-in-class organizations (CBOs) and according to strategic plan Board approved benchmarks, that align with HUF's financial goals and not deviating from the ideal distribution (this will allow to prioritize and identify categories for improvement, define milestones, and adjust the strategy periodically based on progress and industry trends).	Finance
	4.3.5 Based on Fund Development's findings and defined next steps to attain diversification of funding, oversee the accomplishment of the agreed revenue mix and advise on adjustment of strategies.	Finance
	4.3.6 Identify and assess innovative ideas to grow unrestricted funding (i.e., charging fees for specific programs, creating an investment policy, creating a Board designated endowment, shifting to a social enterprise model by becoming a technical assistance provider).	Finance

4.4 Increasing the Board of Directors' capacity to engage in order to effectively and strategically execute their duties and functions	<p>4.4.1 Review and update the Agency's bylaws to strategically guarantee the continuous engagement of the members of the Board of Directors.</p> <p>(i.e., encourage and promote engagement, attendance to in-person meetings, visiting the Agency, attending events, etc.)</p>	Governance
	<p>4.4.2 Strategically ensure leadership diversity in HUF's Board of Directors (bench strength).</p>	Governance
	<p>4.4.3 Create a Board of Directors formal succession plan to guarantee its sustainability.</p>	Governance
	<p>4.4.4 Diversify Board composition and Board development goals to engage individuals with experience and insight different than what we've traditionally had</p> <p>(i.e., business owners, employers with a stake in an immigrant workforce, individuals with investment expertise, competitive fundraisers/friend raisers).</p>	Development
	<p>4.4.5 Assess current BOD members' perspectives, interests, and obstacles on Fund Development and provide appropriate resources/training in response.</p>	Development
4.5 Create a dedicated Human Resources Department and hire an HR Manager - Special focus on recruitment, retention, compliance, and staff professional training and development.	<p>4.5.1 Assess HUF's current HR structure to identify strengths, gaps, and opportunities for improvement.</p>	Operations
	<p>4.5.2 Expand the current plan to address HR gaps and future growth.</p> <p>(i.e., creating an HR Committee to oversee design and monitor goals as needed, evaluate HR software, standardize processes and procedures, address internal capacity, etc. Attach current HR buildout timeline)</p>	Operations
	<p>4.5.3 Design and implement HUF's employee lifecycle.</p> <p>(i.e., recruitment, onboarding, professional development, training, career pathways, etc.)</p>	Operations
4.6 Enhance organizational infrastructure to improve overall efficiency and effectiveness.	<p>4.6.1 Assess HUF's current operations infrastructure (facilities, systems, and structures) to identify strengths, gaps, and opportunities for improvement.</p> <p>(i.e., prioritize securing a sustainable financial software system to sustain growth and that adheres to required compliance mandates and reporting).</p>	Operations
	<p>4.6.2 Develop and implement an action plan to automate infrastructure processes and systems in order to be able to improve efficiency and effectiveness.</p>	Operations
	<p>4.6.3 Prioritize and optimize existing facilities (physical and virtual) to increase the footprint needed for growth and ensure efficiency.</p>	Operations



GET INFORMED. GET CONNECTED. GET INSPIRED.

The **2023 Entrepreneur Summit** (E-Summit) connects 300+ emerging business owners! Learn what it takes to succeed in business, network with like-minded professionals, and get inspired.



Friday, October 20, 2023 | 8:00 AM - 1:00 PM



Alan B. Levan | NSU Broward Center of Innovation



Board of Directors – Retreat Minutes
Saturday, September 23, 2023 | 8:30 am – 3:30 pm
Florida Blue Community Room
8600 NW 36th Street, Doral, FL 33166

9:15 – Call to Order / Roll Call

9:20 – Chair Welcome

During the meeting, Christina Paradowski extended her gratitude to the board for their presence on a Saturday, acknowledging their commitment. She expressed eagerness for the finalization of the Strategic Plan and extended a thank you to VeraCruz for their contributions to this important endeavor.

Acknowledgment was also extended to Florida Blue for graciously hosting the retreat, which provided a conducive environment for productive discussions.

Furthermore, it was highlighted that Hispanic Heritage month, spanning from September 15th to October 15th, is a time to celebrate the invaluable contributions of Hispanics and immigrants to our community and society at large.

Looking ahead, the remaining board meetings for October and November were noted to be virtual, while the December meeting and social gathering will be held in person at the Tower Club. Special guests, Beatriz and Albert Miniaci, are expected to join for a check presentation during the December event, adding to the anticipated significance of the occasion.

9:25 – Florida Blue Miami-Dade Market Leader Welcome Remarks

During the meeting, a heartfelt welcome video from David Wagner was played, wherein he warmly greeted Hispanic Unity, emphasizing the significance of the remarkable 20-year partnership that has flourished between the two organizations.

In addition, Al Molina, a seasoned veteran with 30 years of experience in the health industry, was present at our retreat to extend his welcome to the HUF board members, gathering in the Florida Blue Community Room. Al Molina expressed his gratitude to all attendees for dedicating their Saturday to this vital cause, and he earnestly reminded everyone that the focus should always remain on the mission and the well-being of the community.

Felipe Pinzon, on behalf of the organization, expressed sincere thanks to Florida Blue for their outstanding partnership, acknowledging the pivotal role they have played in advancing the organization's mission and community initiatives.

9:35 – Mission Moment Presented by Elizabeth Dorante

Comprando Requisano

"Comprando Rico y Sano" has evolved significantly, transitioning from a program funded by a single source to becoming a comprehensive, community-based initiative. This initiative now effectively bridges the gap between food security and nutrition literacy, equipping individuals and families with the essential tools and knowledge needed to establish lifelong healthy eating

habits. The core objectives of the program are to alleviate hunger, address food insecurity, and encourage healthy shopping and dietary choices.

This initiative primarily serves a target population consisting of low- and moderate-income, immigrant, and Latino individuals and families who often face limited access to healthy food options and may have limited English proficiency.

Thanks to the generous support of Florida Blue, HUF has been able to expand the team and, consequently, achieve remarkable outcomes. These accomplishments not only benefit the community directly but also open doors to bring additional resources and services to those in need. As part of this initiative, HUF is proud to introduce "Culinary Excellence" by offering cooking demonstrations led by professional chefs and nutritionists, further enhancing the program's impact on promoting healthier lifestyles and food choices.

First Time Home Buyers

The overarching objective of the program is to equip families with the essential tools required not only to overcome immediate obstacles but also to pave a path towards long-term stability and the realization of their dream of homeownership. HUF services extend across the entire spectrum of the homeownership journey, encompassing support before, during, and after the purchasing process.

Furthermore, the organization offers an array of valuable workshops, including Financial Management and Budget Counseling, which are designed to empower individuals with the knowledge and skills necessary for sound financial decision-making.

A key feature of the program is the utilization of the 2Generation approach, which enables the team to receive referrals from both external sources and within our own programs. This holistic approach ensures a comprehensive and integrated support system for our clients.

Currently, the demand for our services is high, as evidenced by a waiting list that comprises approximately 150 eager clients who are keen to participate in our monthly workshops. This underscores the program's significance and the community's strong interest in achieving financial stability and homeownership.

9:45 – Board Meeting

Action

- CEO Report
- Hispanic Heritage Month Activities and Events: Felipe Pinzon shared all the events HUF is and will participate in during HHM. From giving Proclamations, elected officials reading to our U4Kids, invitations to be panelists and more.
- 10th Annual Entrepreneur Summit: On Friday, October 20th all board members are invited to participate and be engaged. Please help promote the event, attend and help with sponsorships.
- Consent Agenda
 - Board Meeting Minutes (6/2023)
 - Finance Committee Minutes (5/2023)
 - Finance Committee Minutes (6/2023)
 - May 2023 Financial Statement
 - June 2023 Financial Statement
 - Audit Committee Minutes (6/2023)
 - Governance Committee Minutes (5/2023)
 - PP&A Committee Minutes (5/2023)

- PP&A Committee Minutes (7/2023)
- Sign on Letter: Congressional Review Act to Repeal Public Charge (5/2023)
- Naturalization Working Group: Comment Response to USCIS Reduced Fees (7/2023)
- Program Performance (6/2023)

Francisco Rivera motioned to accept the September 2023 Consent Agenda. A second was made by Tony Abbate. Motion passed.

10:00 – Strategic Planning - Presented by Carlos de Quesada

- **Process Timeline Update**
- **Goals, Objectives & Next Steps**

Today's focus is squarely on the principles of equity, both in the process and the outcomes we aim to achieve. This emphasis on equity is paramount for fostering consensus among our stakeholders, ensuring alignment with our shared goals, promoting a sense of ownership among all involved parties, and providing clarity regarding our respective roles in the upcoming stages of our initiatives. In the discussions, the organization will prioritize flexibility to adapt to changing circumstances and practicality as we pressure-test our strategies and plans. By doing so, HUF is committed to forging a path that not only acknowledges the importance of equity but also actively works towards its realization, thereby enriching our decision-making processes and ultimately delivering equitable results for all.

Committee Presentations

Juliana Esguerra presented a forward-looking perspective during the meeting, shedding light on the exciting developments on the horizon. The future holds a strong emphasis on translating data into actionable insights, allowing us to make more informed decisions. Additionally, there is a notable commitment to increasing our client-centric approach, with a plan to conduct more client focus groups.

These initiatives collectively underscore our dedication to enhancing our services and overall client experience, reflecting our ongoing commitment to better serve the needs of our valued clients. Programs Committee: Ana Rodriguez and Elizabeth Dorante reported the highlights of the committee. Meet the community where they are. Homeownership and Business Ownership are the ways to expand income and wealth building opportunities for families for next steps. Self sufficiency and wealth building.

- **Governance Committee:** Tony Abbate has recommended the implementation of an annual review process focused on assessing the alignment between our organization's board and staff composition and the broader community we serve. This reflective practice will help ensure that our leadership and workforce accurately mirror the diversity and demographics of the larger community. Additionally, Tony has proposed the incorporation of an advocacy component into our board bylaws, underlining the significance of actively advocating for the interests and needs of our constituents. Furthermore, he has suggested the establishment of an ongoing training plan for our Board of Directors, emphasizing

the importance of continuous learning and development to better serve our organization's mission and the community at large.

- **Public Policy and Advocacy Committee:** Carolina Cardozo, Jeff Nasse, and Otto Valenzuela presented their respective objectives, which were put to a committee vote. These objectives include seeking input from families, holding meetings with elected officials, actively engaging private stakeholders, offering support to Hispanic coalitions, and formulating a strategy for voter registration in languages other than English. One notable point of consideration raised was the potential for leveraging our partnership with UnidosUS, recognizing the value of collaboration with such a significant organization. Moving forward, the plan involves engaging staff, clients, and the board in the execution of these objectives, ensuring a collective and inclusive approach to achieving our goals and enhancing our impact on the community.
- **Operations Committee:** During the meeting, Ingrid Ekblad shared a comprehensive assessment of the organization's current state, pinpointing areas of focus for improvement. The discussion encompassed several key aspects, including the potential restructuring of the HR framework to align it more closely with the organization's objectives. Ingrid emphasized the importance of redesigning the employee lifecycle to enhance talent acquisition and development. Additionally, there was a review of the operational infrastructure, with particular attention to workspace arrangements and the automation of internal processes to increase efficiency. The optimization of facilities to maximize resource utilization was also a pivotal point of consideration. These strategic insights collectively underscore the organization's commitment to ongoing enhancement and efficiency, all in service of advancing its mission.
- **Marketing Committee:** Kathy Gallego provided an overview of the next phase in our Marketing efforts, which involves the development of a comprehensive marketing and communication framework. This framework is designed to enhance our outreach strategies, ensuring that our messages resonate effectively with a broader audience. Francisco Rivera elaborated on our progress, noting that we have successfully identified our key stakeholders and target audiences. He emphasized the importance of crafting a cohesive narrative and messaging plan tailored to each of these distinct audience groups. Additionally, Francisco stressed the significance of establishing a feedback data loop to continuously refine our communication strategies and evaluate their impact. These discussions underscore our commitment to strategic communication and data-driven decision-making as we work towards maximizing our outreach and impact in service of our mission.
- **Development Committee:** During the board meeting, Felipe Pinzon and Shani Wilson presented Cloud9 consultants' recommendations regarding staff support and resource allocations, with a focus on maximizing technology utilization and engaging donor communication channels. They also emphasized the importance of expanding fundraising avenues and increasing board engagement. The committee outlined the next steps for positioning HUF for growth, including plans to increase capacity, revive individual donor efforts, target family foundations, and diversify the Board of Directors' composition and perspectives related to fund development. Boris Espinoza contributed to the discussion by highlighting the

need to engage private and entrepreneurial business owners. He stressed the importance of spreading the word about HUF, indicating that these individuals possess valuable connections and influence. Boris emphasized the need to enhance HUF's visibility by sharing its story more effectively in the community and beyond.

- **Finance Committee:** During the board meeting, Leonor Romero provided a summary of the committee's key highlights. She discussed the importance of addressing the revenue mix, emphasizing the need to diversify funding sources. Additionally, Leonor presented innovative ideas aimed at securing unrestricted funding, which would enhance the organization's financial stability and flexibility. These insights from the committee were valuable contributions to the board's ongoing discussions about HUF's financial strategy and sustainability.

1:00 Strategic Planning Continued

Tony Abbate emphasized the significance of getting the database up and running during the board meeting. He stressed that having a functioning database with relevant data is a crucial initial step that should be prioritized. Tony explained that leveraging this database would be essential before proceeding with many other strategic steps. This includes facilitating more effective decision-making, donor engagement, and other key initiatives once the database implementation is completed.

During the afternoon session the Board of Directors and Staff members met to review all the Strategic Next Steps and proposed three priorities by area. Priorities will be shared during the October Board meeting.

Financial Model: During the board meeting, Carlos conducted a review of the revenue and expenses matrix model. He presented an overview of the matrix, which contained information about the organization's income sources and expenditures. This presentation allowed the board members to gain insights into the financial health of the organization, helping them make informed decisions regarding budgeting, resource allocation, and financial strategy. Carlos's contribution provided valuable information for the board's discussions on financial planning and management.

Final Strategic Plan

Final Draft & Timeline: It was noted during the board meeting that by the middle of November, the final plan would be completed. This plan encompasses the strategic decisions and initiatives discussed during the meeting. Additionally, it was agreed that all the final steps and resolutions made during the meeting would be documented and memorialized for reference and implementation. This commitment to documentation ensures that the board's decisions are effectively executed and serves as a record of the meeting's outcomes.

Next steps:

During the board meeting, Felipe Pinzon outlined the forthcoming steps in the strategic process. He indicated that the next phase involves developing a detailed working plan, along with a timeline for implementation. Felipe also mentioned the importance of creating a PPI, a key strategic initiative for the organization. While many initiatives were already in progress, the starting point for the plan's execution was set for January 1st. Furthermore, Felipe stressed the need to budget for the fiscal year 2024, which would likely involve securing additional funding to support the organization's strategic goals. He also highlighted the importance of regular monitoring and progress checks, noting that there would be quarterly check-ins with VeraCruz and the organization's staff to ensure that the strategic plan was on track and achieving its intended outcomes.

3:30 – Adjourn

17 Active Boardmembers/9 Required for Quorum and Vote

Next Meeting: Virtual on October 10, 2023 at 4pm



Finance Committee
Meeting Minutes
Thursday, August 17, 2023 | 9:00 AM

Call to Order / Roll Call	Lisette Rodriguez and Felina Furer
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Began at 9:00am

Present: Lisette Rodriguez, Alejandro Loscher, Christina Paradowski, Christian Reyes and Arnold Nazur

Excused: Myrna Monserrat and Rodney Bacher

Absent: Maria Elena Ferrer

Program Performance – Scorecard Review	Elizabeth Dorante
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Regarding the program goals for June, the Education Departments goals and revenues have been impacted by low attendance and vacancies in the LEAP HIGH contract.

The program requires six coaches to do case management which in turn produces units; the summer program has been operating with three coaches; the family services coordinator who supervises the coaches usually does the work of a coach as needed but this position was also vacant and was filled about four weeks ago.

Low attendance also affected unit production. The goal was to have 126 average attendance and we only reached 105. These two factors affected the revenue of the program. This contract ends on September 30th. As of today, the program welcomed one success coach into the team and is preparing for the new school year.

All other programs are in good standing and working according to projections.

In Economic Development Department, VITA and AmeriCorps are in the red for their goals. The hard-to-reach goal of 5,800 returns in VITA has been explained in past meetings. This program is doing extended services right now and through the end of the contracts for CSC and the IRS. This goal has been reduced to 4,500 in new applications to IRS and CSC. CSC contract is being submitted this week. As for AmeriCorps, the contract ended in June and a new one has already started; that particular outcome is not part of the new contract.

Under the program revenues, the contract with Broward County for CWF is in the red. Staff have organized a series of workshops to attract clients as well as implement new procedures created during the first semester of the year to bring more participants to its services.

The Advanced Literacy Program's funding ended on June 30th. We applied to two different opportunities but were not successful. There is still an option on the table with a federal pass-through grant and a partnership with the Broward Regional Health Planning Council. This opportunity is still in the works and the last two updates we received stated that at this time the council cannot guarantee when contracts and subsequent subrecipients will be finalized. We have kept constant communication throughout this process with the three members of the team. As of today, and having analyzed the vacancies at HUF, the coordinator has been allocated to CWF where much help is needed, and the two navigators were allocated to Civic Engagement. One of the navigators already took another job externally. The other two are doing a phenomenal job supporting the new teams. Of course, these are temporary allocations and they have been advised to apply internally as well as, externally as they see opportunities.

During the past few weeks, the Civic Engagement staff have been collaborating with Florida Blue partners by utilizing their retail center in the heart of Hialeah; this pilot is quickly proving to be very successful and now a team of, at least, three staffers spend most of the day on Thursdays to offer consultation, document clarification and orientation.

All contracts are well on their way to reaching a successful end of their fiscal year.

We continue looking for ways to enhance this program, particularly in innovation and technology. We submitted a couple of proposals on Innovation and last week we learned that from a proposal submitted to the New Americans Campaign, HUF was selected to receive an Innovation Grant for \$15,000.

Fund Development Update	Shani Wilson
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Our budget for 2023 is just over \$8.7M. 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 \$208,978 (or 37%) of our \$560,000 unrestricted fundraising goal. This is up about \$65K from last month.

Our Entrepreneur Summit is scheduled for Friday, October 20, 2023, at the Levan Innovation Center at NSU. We have \$75K worth of sponsorships available. Event sponsorships will go towards our unrestricted revenue fundraising goal.

With respect to our \$1.1M grant revenue goal, we have secured \$592,250 (or 52%) of our goal for this year. This is up \$106K from last month.

No changes in revenue for the Miniaci Family Challenge Grant, nor Emergency Assistance.

We received \$100K from the TK Foundation to support workforce development among LEAP High students and their families.

And next month, the Citi Foundation will publicly announce HUF as a winner of its Global Innovation Challenge. We are among fifty organizations working to improve food insecurity and strengthen the financial health of families and communities with low incomes. Our project is to expand the Comprando Rico y Sano program to GELC.

We are pending responses from 31 grant proposals & pitches worth \$2.6M, we have another \$775K of grants in the pipeline, and \$65K in E-Summit sponsorships to secure.

June 2023 Financial Statements	Leonor Romero
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Leonor shared the CSC gave us our financial viability scorecard; we received an excellent score which means we can continue asking for funding at the highest level. She will share that document with the committee. We have paid down our line of credit which is saving us from paying any interest. \$68k deficit that includes last year with past releases, upgrades with our IT system also included in that number. Savings during our Operations section will show in Q3 & Q4. Our money market was also renegotiated to have higher returns for the agency. Our cash flow is in a good position. We have a new operating account due to having to close operating account due to bank fraud. We have been fully covered by the bank on those disputed transactions. Various positive changes have been made to ensure more controls, less paper checks and copies to reduce fraud.

Arnold Nazur motioned to approve the June financial statements. A second was made by Christian Reyes. Motion passed.

990 Updates	Leonor Romero
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Leonor shared she will share a draft of timeline with the committee by Monday subject to review by Lisette. We may have to vote by email. We are on target and do not have any concerns. The goal is for the board to vote on it at the September meeting.

Strategic Plan	Leonor Romero / Lisette Rodriguez
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Please review additional sheet

Adjourn	Lisette Rodriguez
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At 10:21am

Next Meeting: Thursday, September 21, 2023 @9am

Strategic Goal #4 – Position HUF for growth while achieving operational excellence.

3. Objective : Ensure financial sustainability by diversifying sources of revenue and expanding multi-year and unrestricted funding.

1.Next Step/Milestone: Diversify and get more unrestricted dollars. Board designated endowment is an idea. For now, build up our unrestricted net assets for our reserve. More federal funding? We want to ensure our existing revenue streams are not threatened.

2. Next Step: More multiyear funding grants.

3. Next Step: Perhaps more client fees for some of our programs/services. Become the training agency to other agencies. Should we look into being a CDFI organization like Urban League? They get state monies for helping small businesses get loans/money. NALCAB could assist HUF in this pursuit, with a technical grant.

6. Objective : Enhance organizational infrastructure to improve overall efficiency and effectiveness.

1.Next Step/Milestone: In kind space or facilities and utilities. Plan for sustaining facilities of HUF.

2. Next Step: Tie down what other committees ideas are and this committee come up with numbers. How do we get to “that mix” analysis? Then decide how we build up that reserve and what is being added to the bottom line. Work with Development committee on this and staff.

3. Next Step: Investment in IT & infrastructure. Who are our “peer agencies” we can compare ourselves to?

Notes:

Leonor suggested an IT subcommittee as we move forward in advancing our technical abilities.

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

For the Seven Months Ending July 31, 2023
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2022)

Prepared by: L. Romero 9/15/23
FOR REVIEW BY CEO/FINANCE COMMITTEE
SOURCE: SAGE PEACHTREE @ 07/31/23 / TR SCHEDULE

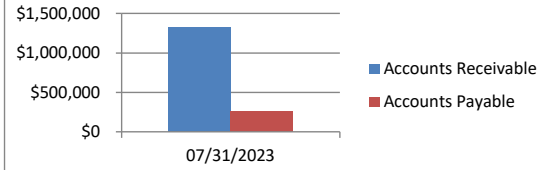
07/31/2023 Dashboard

Revenue YTD Compared to Previous YTD

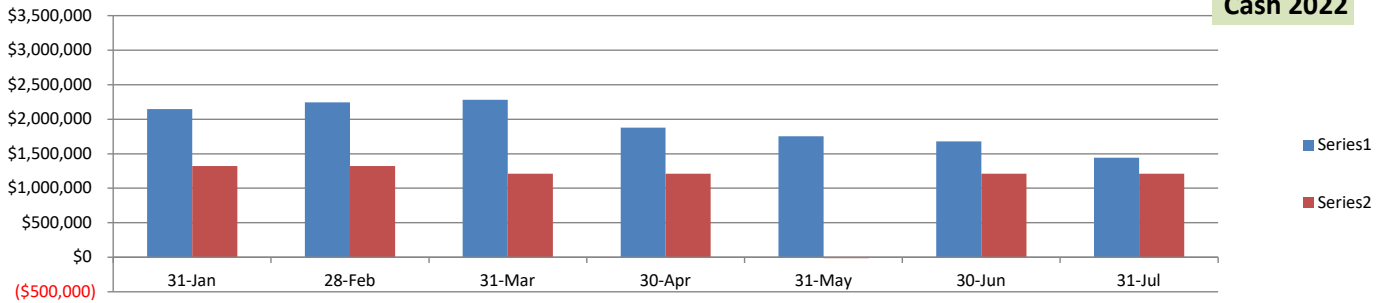
07/31/2023

	Revenue YTD as of 7/31/2023	Revenue YTD as of 7/31/2022	Year Over Year Chng
Unrestricted Revenue	\$5,113,439	\$2,471,740	\$2,641,698
Restricted Revenue	(\$561,266)	(\$545,913)	(\$15,353)
Total Revenue	\$4,552,172	\$1,925,827	\$2,626,345

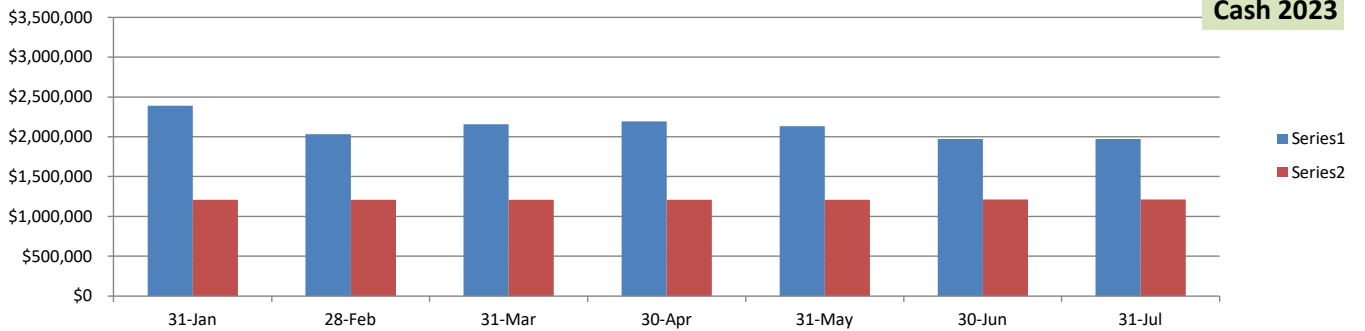
Accounts Receivable Vs Payables July 2023



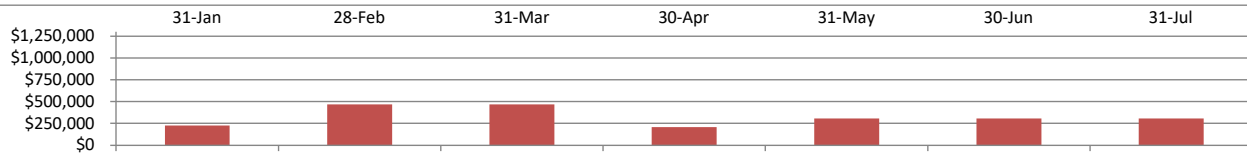
Cash 2022



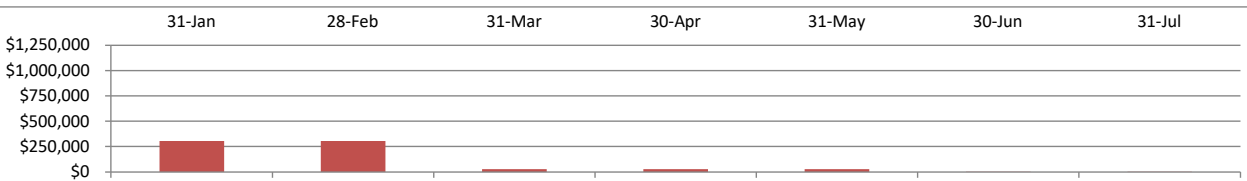
Cash 2023



Line of Credit Usage 2022



Line of Credit Usage 2023



Hispanic Unity of Florida, Inc.

Notes to Financials

07/31/2023

UNR Net Assets

Preliminary

Reconciliation of UNR Net Assets:

1 Gain/(Loss) From Program Operation	1,230,412
2 Gain/(Loss) from Support Services	(69,529)
Inc(Dec) in UNR Net Assets	<u>\$ 1,160,883</u>

Includes:

From Net Assets "Released Prior Year" (1,090,764) for current year operations
From Net Assets "Released Current Year" (159,323)

Subtotal Released PY & CY	(1,250,086)
YTD Actual Agency Over (Under)	(89,203)

The year-to-date projected operating surplus was \$23K. Our year-to-date actual was \$84K - includes prior year releases

- 1) Development YTD had a unfavorable budget variance \$134K
- 2) Programs YTD had a favorable variance of \$924K, includes Donor with Restrictions released totaling \$1.047M
- 3) Admin YTD had a favorable budget variance of \$110K, includes Donor with Restrictions released totaling \$441K

Pending impact on revenues (net)

Review more releases for capitalized equipment

Cash**Year to date cash decreased by \$657K as a result of the following activities:**

\$ (89,203) Inc/(Dec) in Net Assets
(222,429) Adjustments to reconcile increase (decrease) in net assets
<u>(311,632) Net cash provided (consumed) by operating activities</u>
(33,091) Investing Activities
(312,591) Financing Activities
<u>\$ (657,314) Inc/(Dec) in Cash</u>

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF FINANCIAL POSITION
For the Seven Months Ending July 31, 2023
(WITH COMPARATIVE TOTALS AS OF DECEMBER 31, 2022)

<u>ASSETS</u>	<u>2023</u>		<u>2022</u>
Current Assets			
Cash	1,971,700	\$	2,629,014
Grants receivable, net	1,088,356		816,742
Unconditional promises to give, net	234,826		244,028
Prepaid expenses	87,194		31,666
	<u>3,382,076</u>		<u>3,721,450</u>
Total Current Assets			
Non-Current Assets			
Long term conditional promises to give	1,156,944		1,156,944
Property and equipment, net	1,127,728		1,181,560
Deposits and Other Assets	32,970		33,249
	<u>2,317,642</u>		<u>2,371,753</u>
Total Non-Current Assets			
	<u>5,699,718</u>	\$	<u>6,093,203</u>
Total Assets			
 <u>LIABILITIES AND NET ASSETS</u>			
Current Liabilities			
Accounts payable and accrued expenses	263,028	\$	254,719
Mortgage payable, current	17,889		19,705
Line of credit	187		306,339
	<u>281,104</u>		<u>580,763</u>
Total Current Liabilities			
Noncurrent Liabilities			
Mortgage payable, net of current portion	732,742		737,365
	<u>732,742</u>		<u>737,365</u>
Total Non-Current Liabilities			
	<u>1,013,845</u>		<u>1,318,128</u>
Total Liabilities			
Net Assets			
Without Donor Restrictions	2,277,440		1,805,376
With Donor Restrictions	2,408,433		2,969,699
	<u>4,685,873</u>		<u>4,775,075</u>
Total Net Assets			
	<u>5,699,718</u>	\$	<u>6,093,203</u>
Total Liabilities and Net Assets			

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
For the Seven Months Ending July 31, 2023
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2022)

				2022		
	Without Donor Restrictions	With Donor Restrictions	Total	Total		
Revenues and Other Support:						
Contributions		Contributions, with donor r \$	192,069 \$	695,216 \$	887,285	\$ 3,495,781
Special events	10,000		-	10,000		-
Grants from government agencies	3,155,122		-	3,155,122		4,575,834
Other grants and fees	258,545		-	258,545		534,236
Miscellaneous		Miscellaneous, with donor	240,740 \$	480	241,220	277,239
Donations, in-kind	-		-	-		20,454
Net assets released from restrictions:						
Satisfaction of time restrictions	1,250,086		(1,250,086)	-		-
Satisfaction of program and purpose restrictions	6,876		(6,876)	-		-
Total Revenues and Other Support	5,113,439		(561,266)	4,552,172		8,903,544
Expenses (Functional)						
Program services	4,270,068		-	4,270,068		7,338,223
Management and general	324,893		-	324,893		368,317
Fundraising	46,414		-	46,414		42,657
Total Expenses	4,641,375		-	4,641,375		7,749,197
Change in Net Assets	472,064		(561,266)	(89,203)		1,154,347
Net Assets - Beginning of Year	1,805,376		2,969,699	4,775,075		3,620,728
Net Assets - End of Year		w/ all releases	2,277,440	2,408,433	4,685,872	4,775,075

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
For the Seven Months Ending July 31, 2023
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2022)

	<u>2023</u>	<u>2022</u>
Cash Flows from Operating Activities		
Increase (decrease) in net assets	\$ (89,203)	\$ 1,154,347
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	87,203	140,009
Provision for uncollectible promises to give	-	-
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(271,614)	19,249
(Increase) decrease in unconditional promises to give	9,202	(951,059)
(Increase) decrease in prepaid expenses	(55,529)	(6,446)
(Increase) decrease in security deposits and other assets	-	476
Increase (decrease) in accounts payable and accrued expenses	<u>8,309</u>	<u>52,658</u>
Total adjustments	<u>(222,429)</u>	<u>(745,113)</u>
Net Cash Provided by Operating Activities	<u>(311,632)</u>	<u>409,234</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment, net of retirements	<u>(33,091)</u>	<u>(23,311)</u>
Net Cash (Used In) Investing Activities	<u>(33,091)</u>	<u>(23,311)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of LOC	(306,151)	295,000
Borrowing (Repayment) of mortgage	<u>(6,440)</u>	<u>(18,656)</u>
Net Cash Provided by Financing Activities	<u>(312,591)</u>	<u>276,344</u>
Increase (decrease) in Cash	(657,314)	662,267
Cash - Beginning of Year	<u>2,629,014</u>	<u>1,966,747</u>
Cash - End of Year	<u>\$ 1,971,700</u>	<u>\$ 2,629,014</u>

Cash Detail
As of 07/31/2023

Without Donor Restrictions and With Donor Restrictions Cash:

1010-000AAAS	Bank of America	Operating	51,880	
1025-000AAAS	BB&T	Payroll	6,891	
1026-000AAAS	BB&T	Operating	11,364	*Old
1000-000AAAS	Petty Cash	Imprest	500	
1028-000AAAS	BB&T	Operating	435,402	*New
1023-000AAAs	BB&T	Asset Reserve Fund	134,075	
1022-000AAAS	BB&T	Reserve Fund	117,762	757,875 Without Donor Restrictions
1021-000AAAS	BB&T - Money Market	Opportunity Fund	511,990	
1024-000AAAS	BB&T - Money Market	Grantor Funding	701,835	1,213,825 With Donor Restrictions

\$	1,971,700	TOTAL CASH
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Temp Restricted Schedule
For the Seven Months Ending July 31, 2023

0 0

29	AREA	CC	December 31, 2022	Increase/ (Decrease)	Additions	Increase/ (Decrease)	July 31, 2023
Awards Brought Forward to 2022							
Third Federal Bank (4060) - General	UUDS	000	50,000	(50,000)			0
TJMF - 9-01-18 - 8-31-23	Admin	000	130,170	(67,050)			63,120
Kresge Foundation (The) - Kresge Foundation - Database	YDEP	004	186,000	(77,326)			108,674
Unidos Medic Grant	AAAS	013	4,000	(4,000)			0
Unidos Policy & Advocacy Medic - ACA final report due 8/8/22	AAAS	013	19,500	(17,070)			2,430
UnidosUS - Citizenship Savings - Grant Civic Engagement Citizenship	CZZP	156	3,750	-			3,750
City of Hollywood Police Depar - LETF - U4T High School Grant	ODEP	167	10,000	(9,871)			129
Tate Foundation 2023,24,25 Com Fdt	UKEP	173	57,287	(20,000)			37,287
UnidosUS - Comprando Rico y Sa - UnidosUS-RICOYS 1120 - 0422-3	PBWP	237	3,500	-			3,500
Bank of America - Bank of America Grant for Vita	VSWP	301	20,000	-			20,000
Third Federal Bank (4060) - VITA	VSWP	302	15,000	(15,000)			0
Unidos COV 19 Rapid Relief - COVID-19: 8/21- 12/21-2	EFWP	332	3,050	-			3,050
American Heart Assoc- Voices for Healthy Kids Travel 2023	EFWP	333	2,000	(2,000)			0
American Heart Assoc- Voices for Healthy Kids Travel 2024	EFWP	333	2,000	-			2,000
Comcast Foundation - Comcast U4T/STEM (4060)	STEP	440	20,000	(20,000)			0
Batchelor Fdn 9-8-2022 to 9-30-23	U4T - HS	481	16,667	(14,739)			1,928
Wells Fargo Foundaton - CWF Grant to support Financial	CFWP	500	35,000	(20,417)			14,583
Truist - IT/Technology Funding	CFWP	500	75,000	(17,167)			57,833
Jim Moran Foundation - \$1,144,500 - \$381.5/3yrs 23,24,25	CFWP	503	1,092,786	(152,925)			939,861
Community Foundation of Broward - Mitigating Data Issues Program	CFWP	506	17,399	(17,399)			0
TK Orange County Community Foundation	CFWP	508	90,055	(83,682)			6,373
JP Morgan Chase Foundation - Workforce 2022-2023 General Ops	CFWP	510	140,146	(127,657)			12,488
Unidos US HUD (Housing) 512 575	-	512	32,500	(9,290)			23,210
Frederick Delucca 9/22-8/23	CFWP	514	114,939	(72,893)			42,045
Jim Moran Foundation Research Grant 1-1-21 to 12-31-22	CFWP	531	19,024	(111)			18,913
American Health Healthy for Life: Initiative	PMWP	535	2,000	-			2,000
The Wawa Foundation - To Support the Comprando Rico y Sano	PBWP	537	1,000	(1,000)			0
UnidosUS - Comprando Rico y Sa - UnidosUS-RICOYS 1120 - 0622-923	PBWP	537	39,243	(36,482)			2,761
Share Our Strength - No Kid Hungry (Marketing/Advocacy)	CFWP	547	36,702	(15,829)			20,873
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 1-5-2024	PBW	550	194,838	(52,455)			142,383
Florida Blue Foundation - GRANT Comp Rico y Sano (7/15/22-7/14/26)	PMWP	551	331,934	(54,873)			277,061
Unidos US (Housing)	HCWP	574	43,846	(33,887)			9,959
NALEO Educational Fund - 50% Grant - Final pymt	CZZP	606	22,348	(22,225)			123
UnidosUS Comcast Digital Innov - 3rd final pmt Digital Innov Citizenship	CZZP	608	23,015	(9,650)			13,365
Florida Blue Foundation - GRANT Citizenship	CZZP	610	100,000	(50,764)			49,236
The William R. Watts Foundatio - Grant - FSP	FFEP	676	5,000	(5,000)			0
WeCount! - Florida Protecting Immigrant Families (4060)	PBWP	975	10,000	(10,000)			0
							0
			2,969,699	(1,090,764)	-	-	1,878,935

New 2023
TR Grants

Added in 2023	AREA	CC					
Protecting Immigrant Families	VITA	302	0	15,000	(15,000)		-
Early Learning Coalition - ARP - ARPA Grant U4K	UKEP	173	0	17,887	-		17,887
Broward County Sheriff's Office - U4T GRANT - LETF	ODEP	167	0	2,536	(2,536)		-
UnidosUS-Robert Wood Johnson F -	PBWP	561	0	62,000	(27,123)		34,877
TD Charitable Foundation - Grant to Support FinCap Program	CFWP	500	0	7,500	-		7,500
Jim Moran - Flood Emergency	EFWP	340	0	30,000	(19,899)		10,101
Community Broward Fdn	CFWP	506	0	300,000	(6,794)		293,206
Wawa - CRS	PBWP	537	0	1,500	(1,500)		-
Fort Lauderdale Rotary 1090 Foundation	UKEP	171	0	2,500	(1,470)		1,030
Community Broward Fdn	EFWP	339	0	20,000	-		20,000
Citigroup-Citi Community Devel - Workforce development & financial inclusion CWF	CFWP	570	0	20,000	-		20,000
Early Learning Coalition - ARP - ARPA Grant U4K	UKEP	173	0	14,147	-		14,147
Bank of America - Bank of America Grant for Vita	VSWP	301	0	20,000	(20,000)		-
TIAA Bank - Grant from TIAA Bank for CWF	CFWP	500	0	5,000	(5,000)		-
Wells Fargo Foundaton - CWF Grant to support Financial	CFWP	500	0	35,000	(35,000)		-
Capital One - Grant for CWF- Financial Capability and Wealth Building	HCWP	570	0	25,000	(25,000)		-
Unidos Medic Grant	AAAS	013	0	42,000	-		42,000
NALEO Educational Fund - 50% Grant - Final pymt	CZZP	606	0	68,750	-		68,750
				688,820	(159,323)		529,497

\$ 2,969,699 \$ (1,090,764) \$ 688,820 \$ (159,323) \$ 2,408,433

YTD Satisfaction of Time Restrictions \$ (1,250,086)

Breakout	
Prior Year Carry over Restrictions	2,969,699
CY Restricted contributions revenues - FROM TB	695,216
CY Restricted Miscellaneous revenue - FROM TB	480
Available restricted revenues	3,665,395
Release of Restrictions	(1,250,086) FS
Remaining Available Restricted Net Assets	2,415,309
Temp Restricted Net Assets @ Y/E	(2,408,433)
Satisfaction of program and purpose restrictions	6,876 FS

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES - TOTAL
For the Seven Months Ending July 31, 2023

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR	\$ 2,497	\$ 39,167	\$ (36,670)	\$ 192,069	\$ 274,167	\$ (82,098)
Donations - TR	110,750	91,637	19,113	695,216	641,473	53,743
Satisfaction of Restrictions	146,499	118,478	28,021	1,251,560	829,338	422,222
Fundraising Events	-	6,667	(6,667)	10,000	46,667	(36,667)
Grant Income	551,599	443,028	108,571	3,412,193	3,101,193	311,000
Interest Income	4,107	0	4,107	16,651	0	16,651
Rental Income	4,707	0	4,707	32,263	0	32,263
Voluntary Pre-K	5,701	0	5,701	39,534	0	39,534
Fees & Miscell Income	24,169	26,650	(2,481)	152,772	186,550	(33,778)
Total Revenues	850,029	725,627	124,402	5,802,258	5,079,388	722,870
Expenses						
Salaries and benefits	507,943	567,112	(59,169)	3,243,164	3,969,726	(726,562)
Advertising	286	3,624	(3,338)	20,427	25,378	(4,951)
Bank service charges	448	750	(302)	8,887	5,250	3,637
Building repairs/maint	26,951	10,076	16,875	163,647	70,527	93,120
Depreciation	12,417	12,083	334	86,923	84,583	2,340
Dues Subscriptions	1,084	1,400	(316)	11,058	9,797	1,261
Information Technology	27,161	11,692	15,469	111,925	81,845	30,080
Database Management System	0	56	(56)	0	394	(394)
Insurance	5,742	6,921	(1,179)	42,943	48,451	(5,508)
Interest expense	6,841	5,200	1,641	34,429	36,400	(1,971)
Licenses and permits	0	403	(403)	4,894	2,818	2,076
Mileage reimbursement	1,935	2,849	(914)	17,419	19,935	(2,516)
Travel/Conference	488	1,337	(849)	14,363	9,358	5,005
Miscellaneous	4,013	141	3,872	4,016	1,124	2,892
Office expense	7,566	5,501	2,065	36,121	38,512	(2,391)
Postage and shipping	539	413	126	2,528	2,887	(359)
Printing	4,429	3,126	1,303	32,734	21,877	10,857
Professional fees	18,157	18,977	(820)	210,343	132,829	77,514
Program expenses	82,010	45,358	36,652	360,188	317,461	42,727
Public relations	372	583	(211)	7,412	4,083	3,329
Rent	3,261	2,233	1,028	27,660	15,633	12,027
Staff events/meetings	446	663	(217)	8,716	4,641	4,075
Software	3,500	84	3,416	32,086	588	31,498
Special fundraising events	0	2,292	(2,292)	3,065	16,042	(12,977)
Staff training and development	9,498	5,011	4,487	42,455	35,080	7,375
Telephone	5,835	7,523	(1,688)	42,223	52,664	(10,441)
Telephone - Cell/HotSpots	5,276	3,322	1,954	45,012	23,241	21,771
Utilities	3,897	3,578	319	26,737	25,048	1,689
Administrative Cost (net)	(1)	3	(4)	0	3	(3)
<i>Worst Case-Admin Net Effect</i>		0	0			
Total Expenses	740,094	722,311	17,783	4,641,374.70	5,056,175	(414,800)
Increase (Decrease) in UNR Assets	\$ 109,935	\$ 3,316	\$ 106,619	1,160,883	\$ 23,213	\$ 1,137,670

spread is "equally distributed"

spread is "equally distributed"

Programs	\$ 1,230,412
Support	\$ (69,529)
Total	\$ 1,160,883

Increase (Decrease) in UNR Assets \$ 1,160,883 subtotal

Less:

Net Assets "Released Prior Year" Without Donor Restrictions (1,090,764)

Net Assets "Released Current Year" Without Donor Restrictions (159,323)

YTD Actual Agency Deficit (89,203) includes Depreciation \$

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES - PROGRAMS
For the Seven Months Ending July 31, 2023

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR		-	-	32,057	-	32,057
Donations - TR	68,750	81,837	(13,087)	653,216	572,875	80,341
Satisfaction of Restrictions	137,461	92,760	44,701	1,046,746	649,312	397,434
Grant Income	551,599	443,028	108,571	3,412,193	3,101,193	311,000
Rental Income	4,707	-	4,707	32,263	-	32,263
Voluntary Pre-K	5,701	-	5,701	39,534	-	39,534
Fees & Miscell Income	23,610	26,650	(3,040)	152,192	186,550	(34,358)
Total Revenues	791,828	644,275	147,553	5,368,201	4,509,930	858,271
Expenses						
Salaries and benefits	434,653	454,768	(20,115)	2,712,152	3,183,323	(471,171)
Advertising	26	2,416	(2,390)	19,852	16,920	2,932
Building repairs/maint	16,864	362	16,502	118,650	2,531	116,119
Depreciation	11,022	-	11,022	77,155	-	77,155
Dues Subscriptions	-	-	-	1,404	-	1,404
Information Technology	19,326	182	19,144	92,539	1,275	91,264
Insurance	5,673	-	5,673	39,711	-	39,711
Interest expense	4,418	-	4,418	30,512	-	30,512
Licenses and permits	-	403	(403)	-	2,818	(2,818)
Mileage reimbursement	1,710	2,707	(997)	15,580	18,943	(3,363)
Travel/Conference	-	-	-	1,549	-	1,549
Office expense	6,002	5,493	509	28,181	38,454	(10,273)
Postage and shipping	344	151	193	2,160	1,057	1,103
Printing	3,917	512	3,405	34,943	3,580	31,363
Professional fees	5,380	6,494	(1,114)	50,004	45,451	4,553
Program expenses	82,010	45,069	36,941	356,188	315,439	40,749
Rent	5,952	-	5,952	31,944	-	31,944
Software	5,000	-	5,000	32,086	-	5,000
Staff training and development	3,820	2,845	975	28,998	19,914	9,084
Telephone	7,394	1,731	5,663	40,727	12,120	28,607
Telephone - Cell/HotSpots	5,999	2,109	3,890	43,415	14,750	28,665
Utilities	3,393	-	3,393	23,815	-	23,815
Administrative Cost (net)	20,759	75,037	(54,278)	356,224	525,242	(169,018)
<i>Worst Case-Admin Net Effect</i>	-	-	-	-	-	-
Total Expenses	643,662	600,279	43,383	4,137,789	4,201,817	(64,028)
Increase (Decrease) in UNR Assets	148,166	43,996	104,170	1,230,412	308,113	922,299

Toward Administrative and Fixed Costs

\$ 1,722,568

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES - SUPPORT
For the Seven Months Ending July 31, 2023

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR	\$ 1,452	\$ 39,167	(\$ 37,715)	\$ 160,012	\$ 274,167	(\$ 114,155)
Donations - TR	42,000	9,800	32,200	42,000	68,598	(26,598)
Satisfaction of Restrictions	9,038	25,718	(16,680)	204,814	180,026	24,788
Fundraising Events	0	6,667	(6,667)	10,000	46,667	(36,667)
Grant Income	0	0	0	0	0	-
Interest Income	4,107	0	4,107	16,651	0	16,651
Rental Income	0	0	0	0	0	-
Voluntary Pre-K	0	0	0	0	0	-
Fees & Miscell Income	559	0	559	580	0	580
Total Revenues	57,156	81,352	(24,196)	434,057	569,458	(135,401)
Expenses						
Salaries and benefits	73,290	112,344	(39,054)	531,012	786,403	(255,391)
Advertising	260	1,208	(948)	575	8,458	(7,883)
Bank service charges	448	750	(302)	8,887	5,250	3,637
Building repairs/maint	10,087	9,714	373	44,997	67,996	(22,999)
Depreciation	1,395	12,083	(10,688)	9,768	84,583	(74,815)
Dues Subscriptions	1,084	1,400	(316)	9,654	9,797	(143)
Information Technology	7,835	11,510	(3,675)	19,386	80,570	(61,184)
Insurance	69	6,921	(6,852)	3,232	48,451	(45,219)
Interest expense	2,423	5,200	(2,777)	3,917	36,400	(32,483)
Licenses and permits	0	0	0	4,894	0	4,894
Lobbying	0	0	0	0	0	0
Mileage reimbursement	225	142	83	1,839	992	847
Travel/Conference	488	1,337	(849)	12,814	9,358	3,456
Miscellaneous	4,013	(21)	4,034	4,016	(11)	4,027
Office expense	1,564	8	1,556	7,940	58	7,882
Postage and shipping	195	262	(67)	368	1,830	(1,462)
Printing	512	2,614	(2,102)	(2,209)	18,297	(20,506)
Professional fees	12,777	12,483	294	160,339	87,378	72,961
Program expenses	0	289	(289)	4,000	2,022	1,978
Public relations	372	583	(211)	7,412	4,083	3,329
Rent	(2,691)	2,233	(4,924)	(4,284)	15,633	(19,917)
Special fundraising events	0	2,292	(2,292)	3,065	16,042	(12,977)
Staff events/meetings	446	663	(217)	8,716	4,641	4,075
Staff training and development	5,678	2,166	3,512	13,457	15,166	(1,709)
Telephone	(1,559)	5,792	(7,351)	1,496	40,544	(39,048)
Telephone - Cell/HotSpots	(723)	1,213	(1,936)	1,597	8,491	(6,894)
Utilities	504	3,578	(3,074)	2,922	25,048	(22,126)
Administrative Cost (net)	(20,760)	(75,034)	54,274	(356,224)	(525,239)	169,015
Worst Case-Admin Net Effect	0	0	0	0	0	0
Total Expenses	97,932	121,730	(23,798)	503,586	852,241	(348,655)
Increase (Decrease) in UNR Assets	(\$ 40,776)	(\$ 40,378)	(\$ 398)	(\$ 69,529)	(\$ 282,783)	\$ 213,254

Governance Committee
Meeting Minutes
Friday, June 2, 2023 | 9:00 AM

Call to Order / Roll Call	Christina Paradowski and Felina Furer
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Began at 9am

Attending: Angie Stone, Ana Rodriguez (visiting), Maria Barnard, Giselle Cushing, Christina Paradowski and Maritza Alvarez

Excused:

Absent: Maria Elena Ferrer, Lucia Rodriguez, Tony Abbate and Melida Akiti

Approval of May 2023 Minutes	Maria Barnard
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Giselle Cushing motioned to approve the consent agenda. A second was made by Angie Stone. Motion passed.

Recruitment, Development & Engagement	Christina Paradowski
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- a) Succession Planning:
 - BOD Chair Elect: It was announced during the board meeting that Tony Abbate is slated to serve as the Chair for the years 2024 and 2025. The board acknowledged the need to have the 2024 Slate of Officers prepared by October, with the intention of sharing it with the Governance committee and the Board of Directors for approval. It was also noted that Christina Paradowski would collaborate with Tony Abbate to compile and finalize the list of officers for the upcoming year. This process ensures a smooth transition of leadership and governance within the organization.
- b) Recruitment
 - 1-year Extension Team: Lucia Rodriguez, Dan Schevis and Angie Stone have opted out for an additional year to their terms.
 - Potential Candidates & Next Steps: Felipe Pinzon shared he met with Nicole Villegas at NBC/Telemundo who was introduced by Francisco Rivera. She was provided with a Board member application.
- c) Scorecard
 - Q1 2023 BOD Performance: Felipe Pinzon provided a review of the organization's performance for the first quarter (Q1). Angie Stone recalled the

positive impact of using a scorecard in previous board meetings, which prompted a decision to incorporate it into future board packets. This suggests that the scorecard will become a regular feature for tracking key performance metrics. Felipe emphasized the significance of board members making monthly stewardship thank-you calls to donors, underlining their crucial role in donor relations. In response to a query from Giselle Cushing, information was shared about Jessica Rodriguez, the newly hired fundraising consultant. Jessica's primary focus will be on individual giving, with the objective of evaluating the organization's capacity to increase unrestricted funding. This discussion demonstrates the board's commitment to enhancing fundraising efforts and donor relationships as part of their strategic initiatives.

- d) **New Board Members Not Serving on Committees: Ana Rodriguez.**
 Angie Stone shared Ana R.'s interest in advocacy during the board meeting. Angie mentioned that Ana is currently engaging with various committees to gain insights into the organization's activities and explore potential advocacy opportunities.

Angie Stone shared that she had a conversation with Carolina Cardozo and would be connecting Carolina and Ana for mentorship.

- e) **Attendance:** A review of board attendance took place. Christina was tasked with reaching out to Dan Schevis to inquire about his family and personal situation, ensuring that he is engaged. Additionally, Christina was assigned the responsibility of checking in with Lesli Franco.

Board Meetings	Giselle Cushing
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- a) **In-person, Hybrid, Virtual:** During the committee discussion led by Giselle, the topic of scheduling planned in-person meetings was addressed. Giselle proposed the idea of holding a total of up to four meetings annually, with one of them designated as a retreat. This suggestion aimed to foster more direct and collaborative engagement among board members and reflected a strategic approach to enhance the board's effectiveness.
- b) **Meeting Time:** Giselle recommended exploring the option of varying the start times of meetings to promote increased collaboration and attendance among members. Christina proposed the use of a doodle poll for the year 2024 to determine the preferred day and time for in-person meetings, allowing for flexibility and accommodating members' schedules. Felipe further suggested conducting a survey among board members to gather their input on preferred dates and times for future board meetings. These proposals aimed to improve meeting participation and overall engagement within the organization.

Strategic Plan Update**Felipe Pinzon**

Felipe announced the organization's strategic goals and objectives would be presented to the Board in June. This timeline indicates when the board members can expect to receive and review the strategic plan, ensuring that they have ample time to provide input and make informed decisions regarding the organization's strategic direction.

Old/New Business

A strategic planning meeting has been scheduled for Friday, August 4th @9am.

Adjourn

At 10:07am

Next Meeting: Friday, August 4th @9am

Governance Committee
Meeting Minutes
Friday, August 4, 2023 | 9:00 AM

Call to Order / Roll Call	Christina Paradowski and Felina Furer
----------------------------------	--

Began at 9:04am

Attending: Angie Stone, Maria Barnard, Giselle Cushing, Christina Paradowski, Tony Abbate, Maritza Alvarez

Excused:

Absent: Maria Elena Ferrer, Lucia Rodriguez, and Melida Akiti

Approval of June 2023 Minutes	Maria Barnard
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Giselle Cushing motioned to approve the June minutes. A second was made by Angie Stone. Motion passed.

Recruitment, Development & Engagement	Tony Abbate, Felipe Pinzon, Felina Furer
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Slate of Officers 2024: Carolina Cardozo has been confirmed for Secretary. Lisette Rodriguez has not been confirmed as Treasurer yet. All others confirmed.

Chair: Tony Abbate

Chair Elect: TBD. More discussion to be had.

Secretary: Carolina Cardozo

Treasurer: Lisette Rodriguez TBD

Past Chair: Christina Paradowski

- During the meeting, there was a discussion regarding the timeline for selecting the Chair Elect, with the aim of finalizing this selection by November of the current year. The decision was made to appoint Tony Abbate as the Chair, and he will serve in this capacity for a duration of two years. Furthermore, it was emphasized that the Chair Elect, once appointed, will be expected to remain on the board for a minimum of four additional years, due to their subsequent role as the "Past Chair."

- During the meeting, Felina Furer volunteered to deliver an update on the tracking of class terms to the committee. Additionally, Angie Stone proposed scheduling a discussion on board succession for an upcoming board meeting.
- Furthermore, Tony Abbate agreed to send an email to all board members containing the tracker and an invitation for board members to express their interest in serving as a future Chair.
- Potential Candidate: Alexandra Palau: Alexandra Palau, a potential candidate for the HUF Board of Directors, was referred by Francisco Rivera. She is the owner of an email marketing company located in Pembroke Pines. To assess her candidacy, Giselle Cushing and Maria Barnard have been designated to conduct an interview with her. Felina will provide them with the board interview sheet and collaborate with them to determine a suitable date for the interview.
- New Potential Board Members: Felipe Pinzon reported that he has had a meeting with Anthony Santana, who is currently assisting HUF with marketing efforts. Anthony Santana is being considered as a potential future board member. Furthermore, Michael Garcia, a lawyer based in Fort Lauderdale, was referred to Felipe by Maritza Alvarez as another prospective board member. Tony Abbate suggested considering young professionals from Leadership Broward for committee involvement, with Otto Valenzuela being part of the next class.
- BoardLead Update: It was noted that there were no matched candidates during this round of BoardLead recruitment. However, HUF has been invited to reapply next year for potential board candidates.

Strategic Plan Update	Felipe Pinzon
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See strategic plan notes of goals and objective discussion.

Adjourn

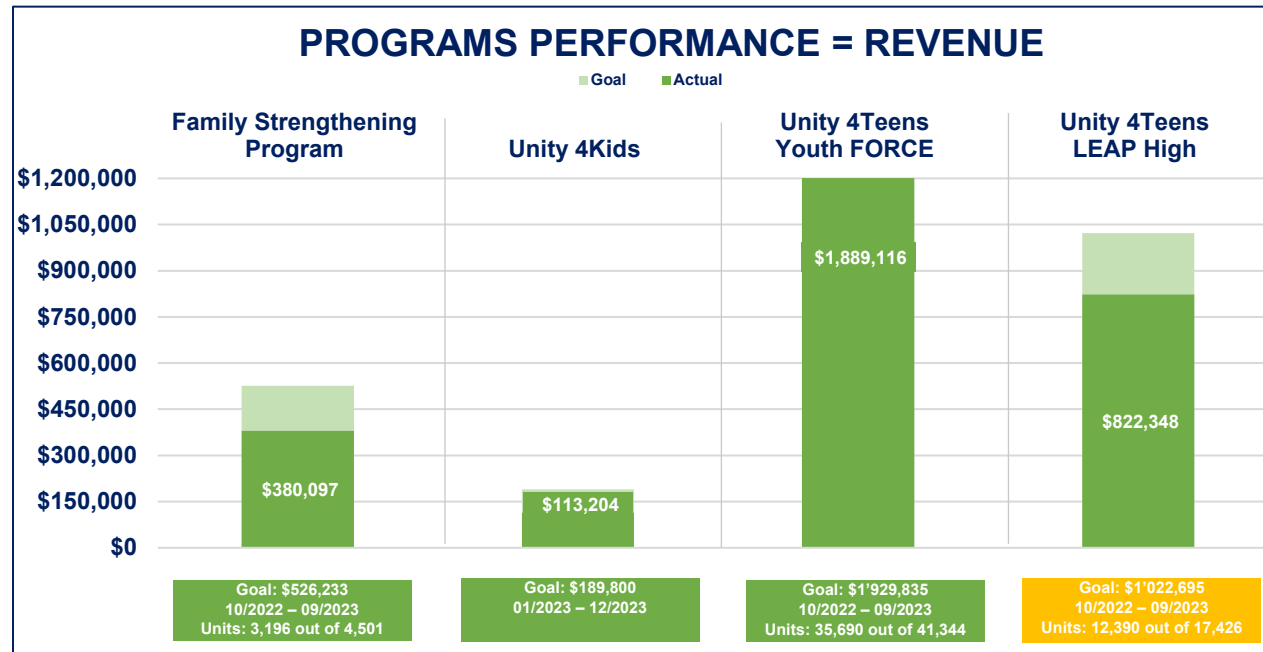
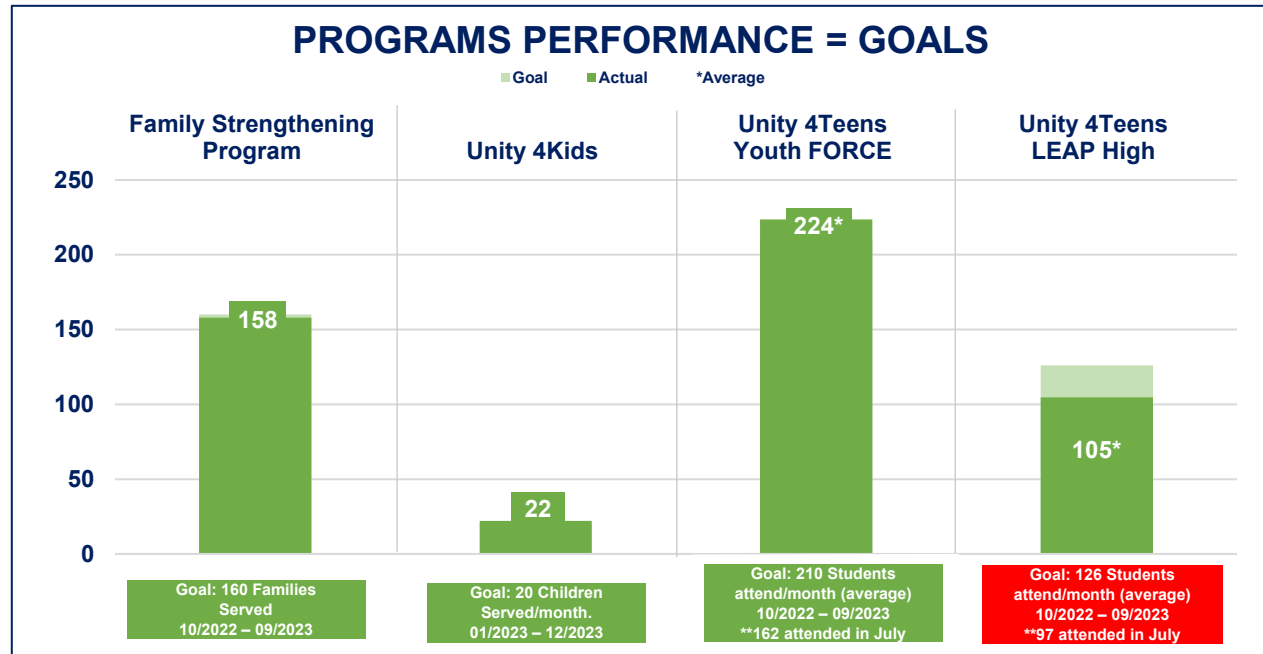
At 10:09am

Next Meeting: Friday, October 6th



Empowering a
New Generation
of Americans

EDUCATION JULY 2023



Based on current results and if future projections are met:

On track to meet goals/projections > 95% of the goal

Close to being on track to meet goals/projections 85% > 94% of the goal

Not on track to meet goals/projections <85% of the goal

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



Empowering a New Generation of Americans

ECONOMIC DEVELOPMENT JULY 2023

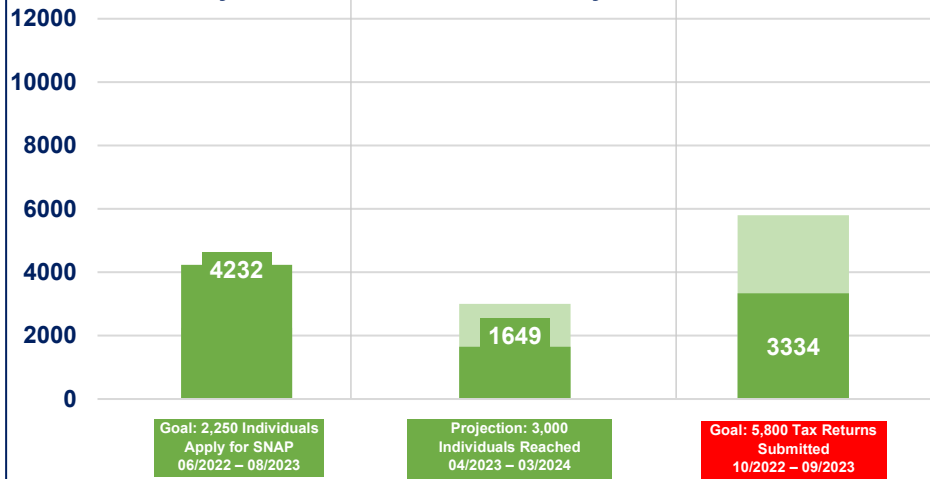
PROGRAMS PERFORMANCE = GOALS

■ Goal ■ Actual

Comprando Rico y Sano

Health Literacy

VITA



PROGRAMS PERFORMANCE = GOALS

■ Goal ■ Actual

Te Ayudo

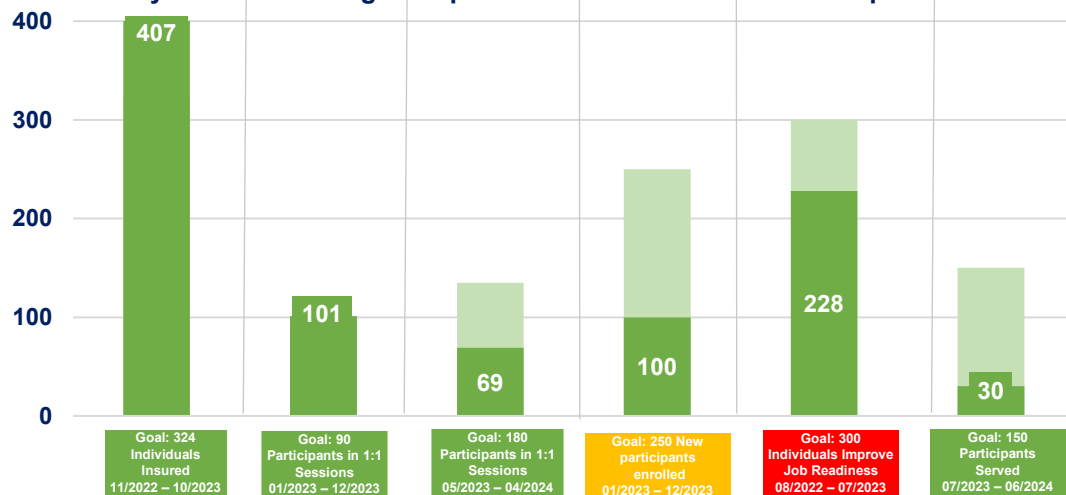
Housing

Financial Capabilities

CWF

AmeriCorps

HEAL

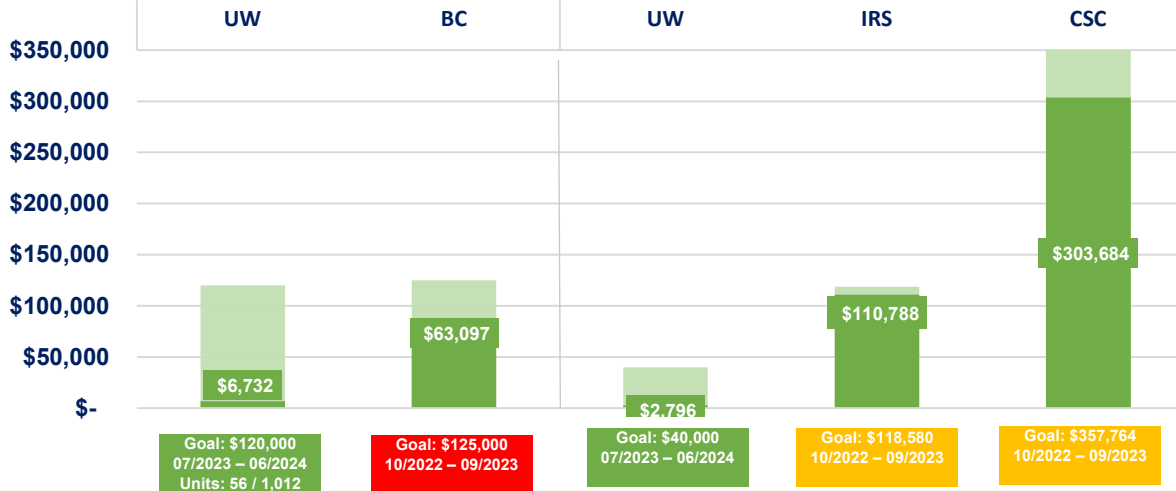


PROGRAMS PERFORMANCE = REVENUE

■ Goal ■ Actual

CWF

VITA



Based on current results and if future projections are met:

On track to meet goals/projections > 95% of the goal

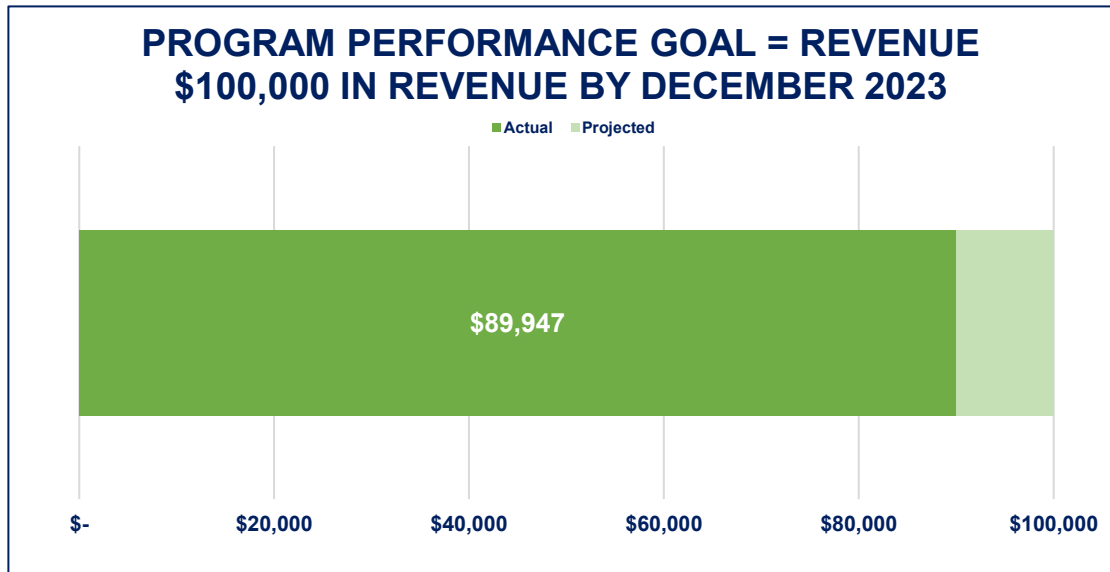
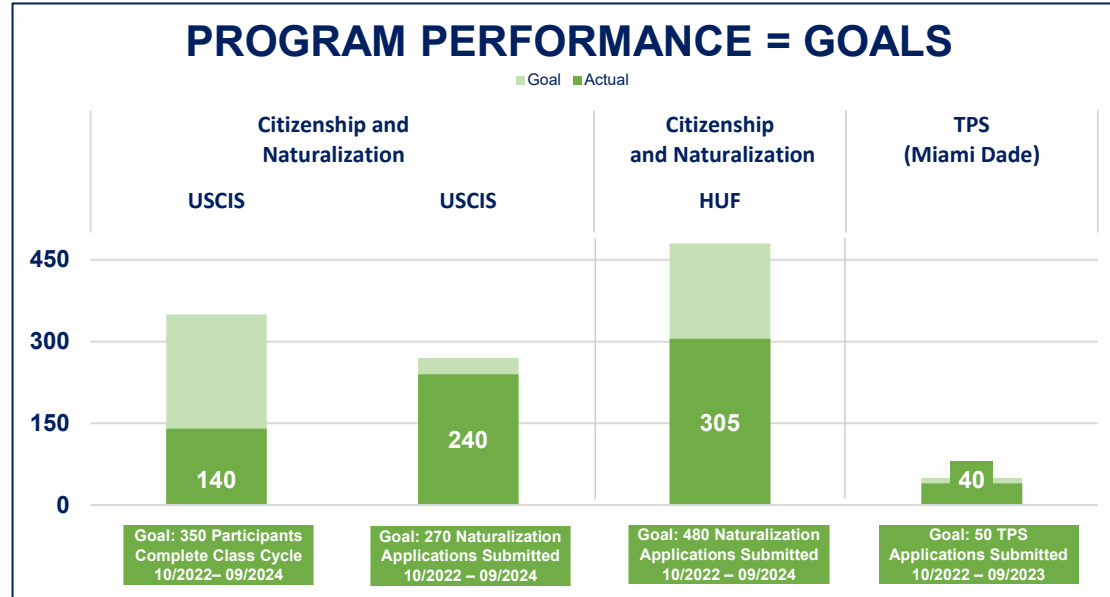
Close to being on track to meet goals/projections 85% > 94% of the goal

Not on track to meet goals/projections <85% of the goal



Empowering a
New Generation
of Americans

CIVIC ENGAGEMENT JULY 2023



Based on current results and if future projections are met:

On track to meet goals/projections > 95% of the goal

Close to being on track to meet goals/projections 85% > 94% of the goal

Not on track to meet goals/projections <85% of the goal