



**Empowering a
New Generation
of Americans**

Board of Directors Meeting Package

Meeting #3

Tuesday, April 16 2024

Zoom Meeting :

<https://us06web.zoom.us/j/84616833859?pwd=VoweZaeTr45uut887eulKPtr74gytr.1>

Mission

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



Board of Directors
Meeting Agenda
Tuesday, April 16, 2024 | 8:00 AM – Zoom

Time	Item	Lead	Pgs.	Action
8:00	Call to Order / Roll Call	Juliana Esguerra		
8:02	Chair Welcome <ul style="list-style-type: none"> US Health and Human Services Secretary, Xavier Becerra visit to HUF 	Tony Abbate		Information
8:07	CEO Report	Felipe Pinzon		Information
8:15	Mission Moment <ul style="list-style-type: none"> Center for Working Families April Job Fair & Cit. Drive 	Elizabeth Dorante & Eduardo Pineda		Presentation
8:35	Governance <ul style="list-style-type: none"> John Guerrero: Board Member Emeritus Consideration Demographic and Experience/Expertise Survey 	Maritza Alvarez	1 2-4	Action Action
8:50	Finance <ul style="list-style-type: none"> Credit Card Changes Check Signers Update 2023 Financial Audit 	Lisette Rodriguez & Leonor Romero	5 6	Action Action Update
9:00	Fund Development <ul style="list-style-type: none"> Miniaci Challenge Grant Event 	T. Abbate, F. Pinzon		Discussion
9:40	Consent Agenda <ul style="list-style-type: none"> Board Meeting Minutes (Feb 2023) Marketing Committee Minutes (Jan 2024) Finance Committee Minutes (Nov 2023) & (Jan 2024) January 2024 Financials & Electronic Vote Recap 	Tony Abbate	7-9 10-11 12-17 18-30	Action
9:45	Executive Session			
10:00	Adjourn			

18 Active Board members / 10 required for quorum and vote

Appendices:

- | | |
|---|------------|
| 1. Board member self-assessment. | Pg. 31 |
| 2. Preliminary and Unaudited December 2023 Financial Statements | Pgs. 32-43 |
| 3. Program Performance dashboard (October 2023) | Pgs. 44-46 |
| 4. Miniaci Challenge Grant Dashboard | Pgs. 47-49 |
| 5. Strategic Plan dashboard (March 2024) | Pgs. 50-59 |
| 6. HUF Management Team | Pgs. 60-61 |

2024 Board Meeting Attendance

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Board of Directors												
2	2024												
3	Board Members	Jan	Feb	Mar	April	May	June	July	August	Sept	Oct	Nov	Dec
4	ABBATE, Anthony (Tony)	P	P										
5	ALVAREZ, Maritza	P	P										
6	BARNARD, Maria	P	P										
7	BITTAR, Elsa	E	P										
8	CARDOZO, Carolina	P	P										
9	CUSHING, Giselle	P	P										
10	ESPINOZA, Boris	A	P										
11	FRANCO, Leslie	A	P										
12	HERZ, Dan	P	P										
13	NASSE, Jeffrey	P	P										
14	PARADOWSKI, Christina	P	P										
15	PALAU, Alexandra	P	P										
16	REYES, Christian	A	P										
17	RIVERA, Francisco	P	E										
18	RODRIGUEZ, Ana	A	P										
19	RODRIGUEZ, Lisette	P	P										
20	RODRIGUEZ, Lucia	E	P										
21	STONE, Angie	P	P										
22	Total Board Members	18	18										
23	Present: P	12	17										
24	Excused: E	2	1										
25	Absent: A	4											
26	Board Members Present at the Meeting	66% In Person	94% Zoom		Zoom	In Person			Zoom	In Person		Zoom	In Person

2023 Board Meeting Attendance

	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
	ABBATE, Anthony (Tony)	P	P	P	E	P*	P			P	P	P	P
	ALVAREZ, Maritza	P	P	P	P	P	E			P	P	P	A
	ARGUELLO, Ana	A	A	A	A								
	BARNARD, Maria	P	E	P	P	P	P			P	P	P	P
	BITTAR, Elsa	P	A	P	A	P	A			P	P	P	E
	CARDOZO, Carolina	P	P	P	P	P	P			P	P	P	P
	CUSHING, Giselle	P	P	P	P	P*	P			P	P	P	P
	ESPINOZA, Boris	P	P	A	E	P	P			P	A	E	P
	FRANCO, Leslie	P	P	A	A	A	P			P	E	P	P
	HERZ, Dan	P	P	P	P	P*	P			P	P	P	P
	NASSE, Jeffrey	P	P	E	E	P	P			P	E	P	P
	PARADOWSKI, Christina	P	P	P	P	P*	P			P	P	P	P
	PALAU, Alexandra											P	P
	REYES, Christian	P	P	A	A	P	P			E	A	A	A
	RIVERA, Francisco	P	P	E	P	P	P			P	P	E	P
	RODRIGUEZ, Ana	P	P	P	P	E	A			P	A	P	E
	RODRIGUEZ, Lisette	P	P	P	P	P	P			E	P	P	E
	RODRIGUEZ, Lucia	P	P	P	A	P	P			E	P	P	P
	SCHEVIS, Daniel	P	E	P	A	A	A						
	STONE, Angie	P	P	P	P	P*	P			P	P	P	P
	Total Board Members	19	19	19	19	18	18			17	17	18	18
	Present: P	18	14	13	10	15	14			14	12	15	12
	Excused: E	0	2	2	3	1	1			3	2	2	3
	Absent: A	1	3	4	6	2	3			0	3	1	2
	Board Members Present at the Meeting	94% Zoom	73% Zoom	68% Zoom	52% Zoom	83% Hybrid	77% Zoom	Summer Break		82% In Person	70% Zoom	83% Zoom	72% In Person



John Guerrero

Board Member Emeritus Consideration

John Guerrero has played a significant role within the agency, his contributions extend beyond his tenure, having recruited board members Scott Karlen and Maria Barnard. Dedicated years of service from October 2016 to December 2022. During his tenure, John served on both the Audit and Finance committees, demonstrating his commitment to the organization's financial integrity. He also took on the role of Chair for the Audit Committee from 2019 to 2020, showcasing his leadership and expertise in financial matters. As Chair of the Board in 2021, John provided invaluable support to HUF staff during challenging times, including navigating through a pandemic and CEO transition. His dedication was evident through his regular attendance at all committee meetings, ensuring effective communication and collaboration across departments. Moreover, John's impact extended beyond his role, as he generously contributed to HUF and encouraged his family and friends to do the same, resulting in significant financial support and numerous introductions that benefited the organization.





Board of Directors

2024 Demographics Survey

Based on HUF's 2024-2026 Strategic Plan, and in order to "Ensure HUF's programs and services effectively respond to the evolving needs of the community", the Governance Committee will collect and analyze the demographic data of the current members of the Board of Directors and the Organization's staff, and create a plan to address disparities in community representation.

Please fill out the following survey to help the Committee complete this implementation next step.

***Your responses in this survey are confidential and anonymous. We request your name solely for the purpose of ensuring that all respondents participate and to track responses efficiently. Your name will not be associated with your individual responses and will be kept strictly confidential.**

Name *

First Name

Last Name

Ethnicity

Following the guidelines of the U.S. Census Bureau, the data on ethnicity intends to determine whether a person of Hispanic origin or not.

Are you Hispanic, Latino or of Spanish origin? Please think about your language, history, society, traditions, and customs. *

Yes

No

Select One *

What is your ethnicity? *

Race

Following the guidelines of the U.S. Census Bureau, the data on race are based on self-identification and

the categories on the form generally reflect a social definition of race. The categories are not an attempt to define race biologically, anthropologically, or genetically.

How would you best describe yourself? *

American Indian or Alaska Native
Black or African American
Native Hawaiian or Pacific Islander
Asian
Middle Eastern or North African
Multi-Racial
White/Caucasian
Other

What is your race? *

Birth Country

What is your country of birth? *

Age Range

Please pick a range *

18-24
25-34
35-44
45-54
55-64
65 or older

Experience, Expertise, and/or Skills

Please check all that apply:

Accounting/CPA
Business
Strategic Planning
Management
Marketing/Public Relations/Media
Nonprofit Board Governance
Nonprofit Management
Banking/Financial Services
Information Technology
Legal/Compliance
Risk Management
Human Resources
Public Policy/Advocacy/Government Relations
Investment and Asset Management
Other

Please specify: *



Credit Card Changes

<u>Current</u>	<u>Proposed</u>	
Bank	Chase	Truist
Limit	\$50,000	\$125,000
Rebate	1 point	1%

\$50,000 is too low as agency's increase in operations requires a higher limit. Due to our existing banking relationship and after analyzing our activities, Truist has offered us \$125K. Truist's relationship is very key to receiving timely support for our daily demands.

CFO has been unable to communicate with Chase as they have disregarded 5+ change requests for CEO transition name change. Felipe has been added but customer service remains impersonalized. Management requests to activate this new line with Truist and close Chase account.

3/21/24 Finance Committee recommends for Board to authorize management to secure new line for credit for consumer credit cards totaling \$125,000 line with Truist Bank and to close Chase accounts.



Check Signers Changes

A. Policy Changes to new title from VPD to VPP.

B. Updates to current individuals listed in Truist Bank.

For Truist Bank forms former staff Shani Wilson, VPD will be replaced by Elizabeth Dorante, VPP (in absence of Felipe) for check-signing.

New Chair Elect (for bank accounts on file) former Christina Paradowski will be replaced by Maritza Alvarez

3/21/24 Finance Committee recommends for Board to authorize management to update check policy with noted new title for second signer from VPD to VPP and to update names at Truist by adding Elizabeth Dorante and Maritza Alvarez and removing Shani Wilson and Christina Paradowski.



Board of Directors

Meeting Minutes

Tuesday, February 20, 2024 | 8:00 AM – Zoom

Call to Order / Roll Call

Tony Abbate and Felina Furer

Began at 8:00am

Chair Welcome

Tony Abbate

Tony informed the board that he will be out of the country for over two weeks in March, in a location without power and water. He has designated Maritza to assist with HUF in his absence, with Christina available to assist if needed. Additionally, the board extended birthday wishes to Maria Barnard on February 7th and Elizabeth Dorante on February 11th.

Hanai Sablich, VP/CRA Development Manager for Regions Bank, has joined the Finance committee as a new member.

CEO Report

Felipe Pinzon

Felipe informed the board of the recent passing of Alan Tiano, a former employee and supporter of HUF, who has left a bequest to the organization. Shani Wilson is no longer with HUF, and efforts are underway with Cloud9 to fill the gap, with the vacant position to be posted soon. Felipe shared his recent travel to Sarasota for a conference by the Aspen Institute and his upcoming trip to Washington, DC, for the UnidosUS Changemakers Summit to further connections. The staff retreat for HUF will be hosted at JM Family this Friday.

Dan Herz introduced Casio Vargas to HUF, who has a substantial following, and efforts are underway to establish a grassroots Instagram to support HUF. Giselle Cushing mentioned recruiting board members to Leadership FL as a means to raise HUF's profile.

Mission Moment

Elizabeth Dorante, Eduardo Pineda & Alpha Balde

- Comprando Rico y Sano Expansion: A video was shared showcasing the expansion at the Gulfstream School location for the Comprando Rico y Sano program. The program launched on February 8th, and there was a significant turnout of residents in the area signing up for SNAP benefits.

- VITA: Eduardo Pineda and Alpha Balde shared information about the Volunteer Income Tax Assistance (VITA) program. In the last season, HUF processed over three thousand tax returns, saving clients over one million dollars in fees. This season, there are 13 traditional sites and 1 mobile site, with a billboard on I-95 for promotion.

Christina inquired about assisting individuals without a social security number, to which it was clarified that VITA providers cannot help with EITNs. HUF is working on providing training for staff, but it is complicated due to mixed residency status. There is a preparedness plan in place for the expected influx of clients. Giselle asked why the program is only in Broward, and Eduardo explained that the majority of funding comes from CSC, which is focused on Broward. HUF is working on partnering with Miami Dade and Florida Blue for a pilot site in Hialeah, but additional funding is needed to expand presence in Miami-Dade. A mobile unit will soon be operational on Fridays and Saturdays, and there are opportunities for partnership expansion with Humana centers. Additionally, there is an IRS-approved security plan in place to protect client information from unauthorized access.

Strategic Plan Updates

**Felipe Pinzon &
Juliana Esguerra**

Felipe has been actively engaged in discussions with a local large foundation, and these conversations are ongoing. The next step is for him to meet with the foundation again in two weeks. The foundation has expressed interest in funding our strategic plan.

Juliana Esguerra announced that internal updates will be discussed monthly, with the board being updated four times a year. Committees will regularly discuss progress at their meetings. She also shared a dashboard template that will be completed and shared with the board in the future to track progress.

Finance

**Leonor Romero &
Lisette Rodriguez**

- 2023 Audited Financial Statements Update: The fiscal year ended in December, and the December financials are being finalized, with completion expected in March. Auditors will commence their work in April to have a draft ready for the May finance committee meeting. A new Audit committee will be created in 2024, consisting of Tony Abbate, Giselle Cushing, Dan Herz, and Christian Reyes, with Dan serving as Chair. The committee will meet in April and May. There will be a federal single audit once again this year.
- Employee Retention Credit Update: An incentive was offered during the pandemic to retain employees. The organization qualified for the retention credit

in Q1 2021 only. In 2024, they were able to reapply for a \$495k credit, which has been filed. It is hoped that HUF will qualify and receive the credits in the coming weeks. Thank you to Giselle Cushing for suggesting HUF apply for this credit.

Public Policy & Advocacy Updates

**Carolina Cardozo
& Otto Valenzuela**

Otto announced that HUF was a sponsor of this year's Broward Days. Congresswoman Debbie Wasserman Schultz visited HUF's VITA site, and as a result, HUF has been invited to an appropriation meeting later in the week with hopes of tapping into federal funds. However, the preliminary draft of the Florida state budget does not include HUF. The organization is working with its lobbyist, who does not anticipate a large state infusion of funds in this round.

Fund Development

Felipe Pinzon

In the Miniaci Challenge Grant Year One, HUF has secured \$6k from new donors and requires an additional \$12k to meet its target. So far this year, \$44k has been secured. To stay on track, HUF must secure \$50k by June from new donors. Maria Barnard successfully secured a \$1,500 donation from JM. Felipe is collaborating with past board member Lily Pardo, who pledged \$25k from WLRN, and is also seeking support from philanthropist Bob Taylor of BBI. Felipe will participate in a panel at the Community Foundation next week, inviting the audience, including their board members, to tour HUF and witness its impact.

Tony Abbate mentioned that the organizing committee is discussing hosting a fundraising gathering soon, and the next step is to establish a host committee to assist with creating the invite list.

Dan inquired about the possibility of donations from municipalities counting towards meeting goals, and Felipe will provide an answer to the board soon.

Consent Agenda

Tony Abbate

Maria Barnard motioned to approve the consent agenda. A second was made by Giselle Cushing. Motion passed.

Executive Session

One took place.

Adjourn

At 9:35am

Next Meeting: Tuesday, April 16th @8am via Zoom



Marketing Committee
Meeting Minutes
Friday, January 26, 2024 | 9:00 AM

Call to Order / Roll Call

Francisco Rivera and Felina Furer

Began at 9:00am

Attending: Tony Abbate, Alexandra Palau, Francisco Rivera, Elsa Bittar and Ana Rodriguez

Excused: Lucia Rodriguez

Absent: Lesli Franco, Maguana Jean and Boris Espinoza

Welcome New Members to the Committee

Francisco Rivera

Francisco welcomed the new members: Alexandra Palau and Ana Rodriguez who were present.

Current Marking Initiatives at HUF

Kathy Gallego

Broward Tax Pro (VITA): Biggest initiative we work on from January through April. From a financial, logistics, capacity and marketing perspective. We begin our plan prior year in summer. We have worked with Latin2Latin in the past and will continue to work with them for our digital and media purchase.

EITC Awareness Day: The last Friday of the month in January, the IRS promotes EITC Awareness Day and focuses on providing more information to families to make sure these credits are applied. This year at HUF we had an event for our staff with an amazing turnout and we realized we need to have this type of event more often.

PNC Mobile Event: We have a mobile unit onsite, officially launching their mobile unit.

Comprando Rico y Sano Expansion at Gulfstream: This event will take place on Thursday February 8th and we will promote the expansion of the program and other HUF services at Gulfstream. All board members are invited. This is tied to a large grant from Citi Foundation as part of their Innovation Challenge to assist with food insecurity. The target goal is increase awareness to the community and educate clients of HUF services. Francisco asked if there is an opportunity to have testimonial captured at the event, client sentiment. Ana inquired how we track success; the impact and goals. Goal of the event is very important for committee to know. Shani Wilson was able to open the grant folder and pull up

specific numbers. In this case, HUF is responsible for 1200 SNAP applications, including providing nutrition education in the span of two years.

Francisco reviewed the marketing strategic plan process and decided that there needs to be a bigger initiative on getting more grassroots testimonials from our clients on the spot of these events to help with the HUF message and use it for social media. If possible, it was suggested to get specific families consensus ahead of time to agree to do the testimonial so the quality of video is better and client is prepared but still stays organic.

Define Committee Support for Strategic Plan	Kathy Gallego
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The plan will be worked on for the next three years and the committee has decided to discuss in February meeting in further detail. Storytelling is the main topic/goal and we want to get better at it as we have clients in our building daily. Kathy wants to deep dive into the development of the framework and get stories, provide the right elements, and empower staff to recognize and become familiarized with these elements of good story telling. We have to frame it to our clients and many immigrants have a familiar storyline. We also have to train our client facing staff to “see” the potential story to share with marketing. We want to share the immigrant impact. The launch of the bilingual website is possible but towards the end of 2024 as we are still in RFP process and finding the right agency to do it. Lastly, internal capacity needs to increased as a full time staffer.

Kathy’s goal for end of 2024 is to have two incredible client stories that shows HUF’s incredible work.

February, November and December Meeting Date Discussion	Kathy Gallego & Francisco Rivera
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The committee chose to meet on the 4th Friday of the month. February date is the HUF staff retreat and will be rescheduled once Francisco and Kathy meet to discuss possible dates. Francisco believes that working consistently and hard during the first half of the year will alleviate the 2nd half of the year. November and December are up for discussion whether or not the committee will meet.

Adjourn

At 9:56am

Next Meeting: February Meeting was postponed and email sent to committee.

March 22, 2024 @ 9AM



Finance Committee
Meeting Minutes
Thursday, November 16, 2023 | 9:00 AM

Call to Order / Roll Call

Lisette Rodriguez and Felina Furer

Began at 9:00am

Present: Arnold Nazur, Lisette Rodriguez, Alejandro Loscher, Christina Paradowski

Proxy: Rodney Bacher's proxy was given to Arnold Nazur.

Excused:

Absent: Myrna Monserrat and Christian Reyes

Approval of October 2023 Minutes

Lisette Rodriguez

Arnold Nazur motioned to approve the October minutes. A second was made by Christina Paradowski. Motion passed.

Program Update

Elizabeth Dorante

Elizabeth shared the Education Department, FSP, Youth FORCE and LEAP High contracts ended their FY (as per CSC's contract) on September 30th, 2023.

Overall, due to great and productive team effort, all three contracts were above 90% in contract utilization. Youth FORCE at 100%, FSP at 96% and LEAP High, despite some challenges shared with you in previous meetings, ended at 90% in contract utilization.

The U4K program has generated revenues of \$160,254 out of \$220,000 projected by the end of the year 2023.

In the Economic Development Department, the VITA program did not reach the goal of 5,800 taxes submitted for the IRS contract – we have explained in the past that for the new contract which started October 1st, the new goal decreased by a thousand. The team is preparing for a new season where we expect to increase the almost 3,400 returns on our first full in-person services after COVID and aim for the 4,000. The CSC contract that finished on September 30th, ended at 94% of contract utilization.

CWF's contract with Broward County ended on September 30th. Unfortunately, it did not meet the requirements of the contract. We served 90 new participants out of the 100 we should have served by the end of September - reaching 90% of the goal. The revenue also ended in the red, reaching 72% of the goal.

Since the CWF includes several contracts with a variety of performance measures under financial education, housing, and employment etc., we wanted to share with you all that we are currently making some internal revisions to the dashboards. We want to ensure we count all participants, particularly participants who are rolling over from previous fiscal years who we have not been counted as of today. Most likely we will have these revisions done by early next year.

All other programs and contracts are in good standing and working according to projections to meet their programmatic and financial goals.

Lastly the Civic Engagement department where the news is excellent. The programs are on track or have surpassed all outputs and they have already exceeded the goal of \$100,000 in revenues they set for December 2023.

Fund Development Updates	Shani Wilson
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Our budget for 2023 is just over \$8.7M. This year, we are tasked with raising nearly \$1.7M, including \$560,000 in unrestricted funds and \$1.1M in restricted or grant funding. To date, we've exceeded our overall goal.

To date, we have secured \$288,832 (or 52%) of our \$560,000 unrestricted fundraising goal. This is up about \$2,689 from last month.

With respect to our \$1.1M grant revenue goal, we have secured \$1,450,422 (or 129%) of our goal for this year. This is up \$124,000 from last month.

There are no changes in additional revenue secured for 2024 and beyond, nor for emergency assistance. Revenue for the Miniaci family match grant is up by \$1,000.

A new addition to this dashboard is a quarterly comparison of our fundraising efforts. Equally dividing our fundraising goals, by unrestricted and restricted categories, you will see what we have secured for this year, by quarter. We have also included a reference to 2022 to reflect potential trends. These figures do not include "other revenue", such as emergency assistance or Miniaci match dollars, nor does it include dollars secured for future years.

We are pending responses from several grant proposals totaling \$390K. We are also planning to submit at least another \$1M in requests by the end of the year, from the Children's Services Council for Youth FORCE and LEAP High (*the exact amounts are to be determined*). In addition, our team regularly seeks and receives grant opportunities, so we fully expect this number to be higher through the end of the year.

Lastly, we have kicked off our end of year campaign to raise unrestricted funds. Today is Give Miami Day. This is our first year participating in the initiative and we are looking

forward to gaining new donors and leveraging matching funds from the campaign's host, the Miami Foundation. You can make a donation online and share this link with your friends, family, and colleagues (<https://www.givemiamiday.org/organization/Hispanic-Unity-Of-Florida>).

We will continue our efforts with Giving Tuesday on November 28th, personal phone calls and meetings with existing donors, and asks through our e-newsletter and social media accounts.

September 2023 Financial Statements	Leonor Romero
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We are 33% over all operations growth from 2022. Line of credit is at zero. \$115K surplus. We are on target in our goals and have a surplus with Programs. We have secured other funding sources, and our cash flow is solid. We are earning approx. 4% from our money market accounts, and of course, savings due to no interest expense has helped our bottom line. Operating at \$162k.

Arnold Nazur asked about a sweep account status. Leonor shared it is being investigated with Truist with a focus first on renegotiating new credit cards terms. In the meantime, we are manually transferring funds to maximize current higher yields. She is looking into Truist options compared to what is offered by Chase's credit card.

Leonor will make the correction on statement on page 19 YTD agency deficit to "net increase."

Arnold Nazur motioned to approve the September 2023 financials. A second was made by Lisette Rodriguez. Motion passed.

Finance Committee Meeting Calendar 2024	Lisette Rodriguez
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Is it appropriate to reduce the number of meetings per year? The board has moved from 10 to 8 meetings to increase engagement. We would still get a package of monthly reporting even if not meeting. Voting by email on the off months to vet financials for the board. Felipe shared it would make sense for advice and oversight to meet months board does in 2024. Leonor and Felipe will work together on the finance calendar.

Include Tony Abbate on emails as well.

Budget will be approved in January of 2024.

Adjourn	Lisette Rodriguez
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At 9:47am

Next Meeting: Thursday, December 14, 2023 @9am



Finance Committee
Meeting Minutes
Wednesday, January 10, 2024 | 9:00 AM

Call to Order / Roll Call

Lisette Rodriguez and Felina Furer

Began at 9:00am

Present: Arnold Nazur, Lisette Rodriguez, Alejandro Loscher and Tony Abbate

Proxy: Rodney Bacher's proxy was given to Arnold Nazur.

Excused: Christian Reyes

Absent: Myrna Monserrat

2024 Agency Budget

Leonor Romero

Felipe Pinzon shared the guiding principles for completing this budget was our mission and strategic plan. Adding additional capacity and our revenues and expenses.

We are at \$9.8 million dollars but for 2024 which is a 13% increase from 2023 Budget of \$8.7 million, netting \$27,847. Our forecast for 2023 is \$10.1 million which includes unit cost verse cost transition, release of prior year earned TR, and newly acquired TR; some are multi-year fundings beyond 2024. This year will be focused on stabilizing growth and expansion. Leonor further shared we have budgeted for 3% salary increases, health care 9% budgeted increase, mileage reimbursement to .67 cents a mile begins as of January 2024. 82% increased funding started October 2023 what will impact our 2024 budget, \$500k. Priorities will focus on onboarding, risk management, data management and IT ramp up.

Elizabeth Dorante went over Programs. Major transition occurred from units to partial COVID funding. In the Education Department, FSP, Youth FORCE and LEAP High programs started a new contract on October 1, 2023. As you can see, they are all in green and showing being successful with steady attendance that shows above projections. For FSP, we should see an increase in number of families being served in the following quarters as the program increased capacity with the new award cycle that commenced 10/23. In terms of program revenues, they are all set to meet financial goals. U4K remains solid showing full registration and attendance and with a bit over \$18K to reach its financial projection for 2023,

In the Economic Development Department, and regarding program performance, most programs show being on track to meeting their goals. The Housing Program reached its December goal successfully serving 52 participants more. The Health Literacy Program

has already surpassed the goal of clients reached in a contract that will end in March this year. The contract for Te Ayudo program ended its fiscal year in October with 813 individuals insured versus 324 initially projected. The VITA program started in October and the team is already preparing for the high season to start within the next 3 to 4 weeks. The Center for Working Families is in yellow and very close to reaching its December goal. In reference to Program Revenues, all contracts show being on track to meet their established goals.

Lastly, the Civic Engagement department, where all programs are on track to meet their goals. The contract with USCIS for Naturalization Applications surpassed its goal by 54 applications and it is set to finish in September 2024. The contact with Miami Dade just renewed on October 1st. As for the revenues, the program has surpassed the goal for clients' fees for this year by a bit over \$39K with one more month to report for 2023.

Shani Wilson shared for 2024, we have a \$9.8M revenue target. This is up more than 12.5% from last year's \$8.7M budget. 73% of program revenue is secured. Down from 86% last year. We're currently reapplying for two large grants – Youth FORCE and LEAP High from the Children's Services Council; with these, we'd be closer to 80%. Goal is to fundraise close to \$1.7M.

Grant dollars, more than 90% is estimated from existing funders and are considered renewals. Unrestricted, \$592K (up from \$560K). A 6% increase over 2023's goal - from our typical fundraising activities including workplace giving campaigns, Board of Directors gifts, Circle of Friends and major donors, corporate sponsorships, and events. Like last year, we will host an in-person Entrepreneur Summit and will participate in Give Miami Day. Of these dollars, \$497K (84%) is estimated from existing funders & donors and the remaining \$95K (16%) are new dollars. We are also aiming to secure \$115K of the \$200K challenge grant from the Miniaci Family, supporting workforce development this year. As a point of reference, in 2023 HUF submitted and pitched \$8.4M in requests. Approximately \$4.4M (\$4,395,781) of these 2023 requests were awarded. In addition, HUF will submit an appropriations' request to the State of Florida – supporting working age adults with mental health services. This is our second appropriations request attempt, and associated revenues are **not** included in the annual budget.

Ingrid Ekblad reviewed Capital priority budget. The roof at the 5811 building needs attention and the replacement quote is \$34k. We would like to update our alarm system (with cameras), purchase new tables and chairs for our conference rooms and IT upgrade of moving the "the cloud".

Felipe Pinzon shared vulnerabilities this year, Unity4Teens we are confident in our funding renewal, and we have to go through that process. It is 30% of our overall budget. Unrestricted funding, we are looking to continue to diversify to have unrestricted funding flexibility. Strategic plan execution is very ambitious, and we will need \$4 million to fully meet the goals in the plan. We are working with major funder in the community and high chance to gain funding to work on the plan goals. Payroll structure the ratio is

very high in specific areas. We need to strategize why it is more costly in certain areas versus others. An analysis will be done. Growth, the budget gets bigger yearly. It is also the needs in our community, staffers, programs, etc. Potential economic recession in 2024, we have to be prepared regardless if it occurs or not. Being proactive about potential challenges.

Leonor further shared number breakdown for personnel/volunteer Florida, consultants, IT equipment, office supplies, etc. New licensing fees to work with children at schools will be incurred this year.

We will be looking into capital improvement/infrastructure grants from Broward County and City of Hollywood. Security grants for cameras from Police department.

Arnold Nazur motioned to approve the 2024 Agency Budget. A second was made by Lisette Rodriguez. Motion passed.

This budget will be shared with board of directors next Tuesday for a vote.

Adjourn	Lisette Rodriguez
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At 9:48am

Next Meeting: Thursday, March 21 @9am

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

For the Twelve Months Ending December 31, 2023
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2022)
PRELIMINARY - UNAUDITED

Prepared by: L. Romero 2/15/24 (re-ran 3.15.24)
FOR REVIEW BY CEO/FINANCE COMMITTEE
SOURCE: SAGE PEACHTREE @ 12/31/23 / TR SCHEDULE / "NOT FINAL"

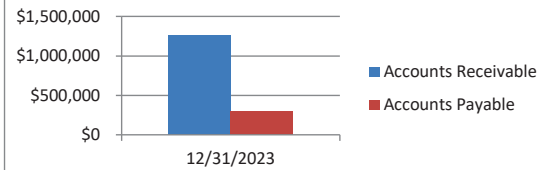
12/31/2023 Dashboard

Revenue YTD Compared to Previous YTD

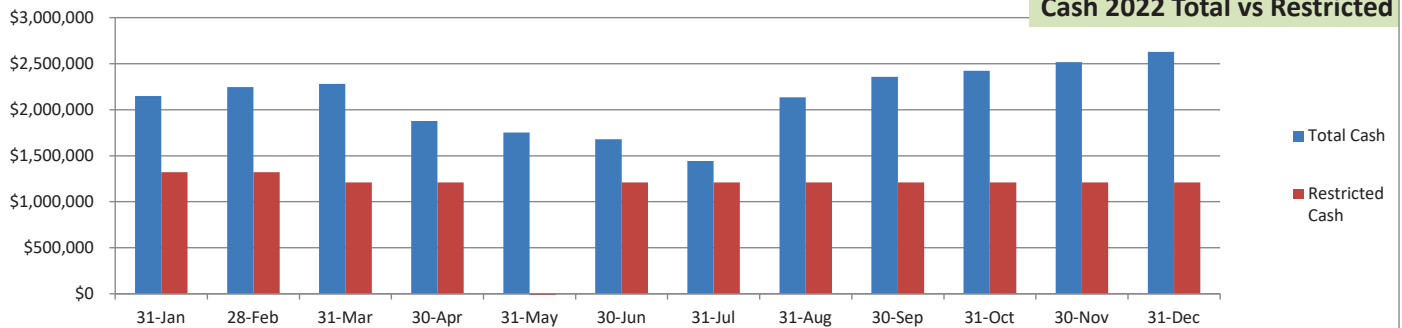
12/31/2023

	Revenue YTD as of 12/31/2023	Revenue YTD as of 12/31/2022	Year Over Year Chng
Unrestricted Revenue	\$8,187,327	\$7,731,094	\$456,233
Restricted Revenue	(\$326,169)	\$1,172,450	(\$1,498,619)
Total Revenue	\$7,861,158	\$8,903,544	(\$1,042,386)

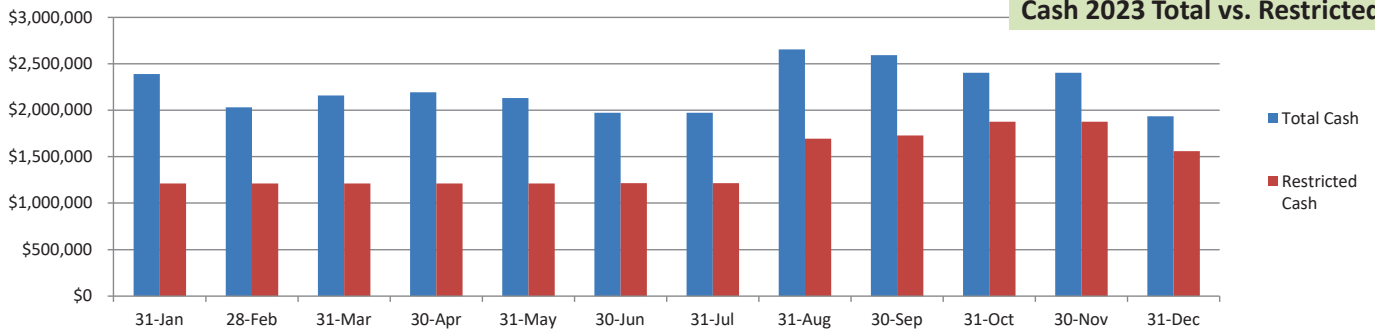
Accounts Receivable Vs Payables December 2023



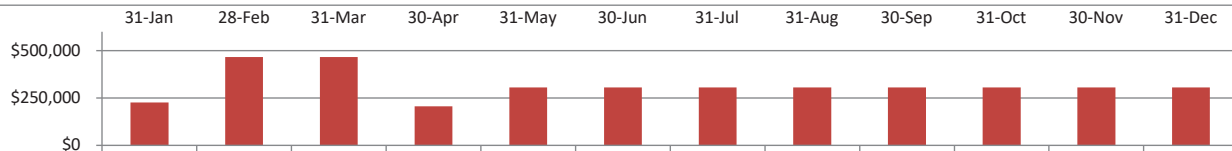
Cash 2022 Total vs Restricted



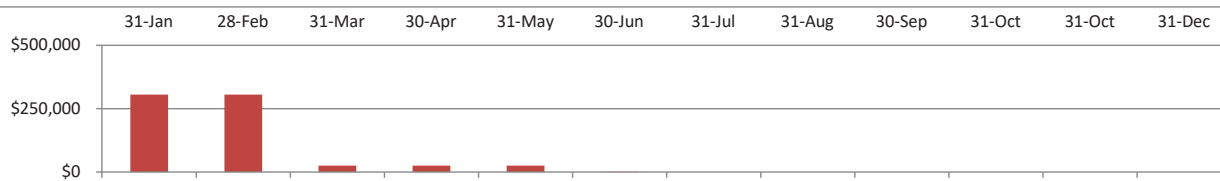
Cash 2023 Total vs. Restricted



Line of Credit Usage 2022



Line of Credit Usage 2023



Hispanic Unity of Florida, Inc.

Notes to Financials

12/31/2023

UNR Net AssetsPreliminary

Reconciliation of UNR Net Assets:

1 Gain/(Loss) From Program Operations	2,077,371
2 Gain/(Loss) from Support Services	(180,503)
Inc(Dec) in UNR Net Assets	\$ 1,896,868

Includes:

From Net Assets "Released Prior Year"	(1,753,480) for current year operations
From Net Assets "Released Current Year"	(418,222)
Subtotal Released PY & CY	(2,171,701)
YTD Actual Agency Over (Under)	(274,838)

The year-to-date projected operating net was \$21K. Preliminary operating net \$51K. Our year-to-date actual nets (\$275K) includes prior year releases

- 1) Development YTD had a unfavorable budget variance \$212K
- 2) Programs YTD had a favorable variance of \$1.56M, includes Donor with Restrictions released totaling \$1.840M
- 3) Admin YTD had a favorable budget variance of \$542K, includes Donor with Restrictions released totaling \$332K
- 4) Includes Miniaci Pledge \$18K for 1:1 match for revenues secured by 12/31/23

Cash

Year to date increase (decrease) in cash by \$ (692,422) as a result of the following activities:

\$ (274,838) Inc/(Dec) in Net Assets
(44,163) Adjustments to reconcile increase (decrease) in net assets
(319,001) Net cash provided (consumed) by operating activities
(45,560) Investing Activities
(327,862) Financing Activities
\$ (692,422) increase (decrease) in cash

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

	<u>2023</u>	<u>2022</u>
<u>ASSETS</u>		
Current Assets		
Cash	1,936,592	\$ 2,629,014
Grants receivable, net	1,049,164	816,742
Unconditional promises to give, net	217,616	244,028
Prepaid expenses	<u>50,813</u>	<u>31,666</u>
Total Current Assets	<u>3,254,186</u>	<u>3,721,450</u>
Non-Current Assets		
Long term conditional promises to give	1,156,944	1,156,944
Property and equipment, net	1,096,407	1,181,560
Deposits and Other Assets	<u>32,771</u>	<u>33,249</u>
Total Non-Current Assets	<u>2,286,122</u>	<u>2,371,753</u>
Total Assets	<u><u>5,540,308</u></u>	<u><u>\$ 6,093,203</u></u>
<u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities		
Accounts payable and accrued expenses	304,523	\$ 254,719
Mortgage payable, current	17,889	19,705
Line of credit	<u>-</u>	<u>306,339</u>
Total Current Liabilities	<u>322,411</u>	<u>580,763</u>
Noncurrent Liabilities		
Mortgage payable, net of current portion	<u>717,658</u>	<u>737,365</u>
Total Non-Current Liabilities	<u>717,658</u>	<u>737,365</u>
Total Liabilities	<u>1,040,070</u>	<u>1,318,128</u>
Net Assets		
Without Donor Restrictions	1,856,708	1,805,376
With Donor Restrictions	<u>2,643,530</u>	<u>2,969,699</u>
Total Net Assets	<u>4,500,238</u>	<u>4,775,075</u>
Total Liabilities and Net Assets	<u><u>5,540,307</u></u>	<u><u>\$ 6,093,203</u></u>

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF ACTIVITIES
For the Twelve Months Ending December 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	\$ 327,146	\$ 1,887,832	\$ 2,214,978	\$ 3,495,781
Special events		42,500	-	42,500	-
Grants from government agencies		4,751,647	-	4,751,647	4,575,834
Other grants and fees		407,072	-	407,072	534,236
Miscellaneous	Miscellaneous, with donor	444,481	\$ 480	444,961	277,239
Donations, in-kind		-	-	-	20,454
Net assets released from restrictions:					
Satisfaction of time restrictions		2,171,701	(2,171,701)	-	-
Satisfaction of program and purpose restrictions		42,780	(42,780)	-	-
Total Revenues and Other Support		8,187,327	(326,169)	7,861,158	8,903,544
Expenses (Functional)					
Program services		7,485,115	-	7,485,115	7,338,223
Management and general		569,520	-	569,520	368,317
Fundraising		81,360	-	81,360	42,657
Total Expenses		8,135,995	-	8,135,995	7,749,197
Change in Net Assets		51,332	(326,169)	(274,837)	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		\$ 1,856,708	\$ 2,643,530	\$ 4,500,238	\$ 4,779,077
Net Assets - End of Year		1,856,708	2,643,530	4,500,238	4,775,075
					w/ all releases

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
For the Twelve Months Ending December 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	\$ (274,838)	\$ 1,154,347
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	131,192	140,009
Provision for uncollectible promises to give	-	-
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(232,422)	19,249
(Increase) decrease in unconditional promises to give	26,412	(951,059)
(Increase) decrease in prepaid expenses	(19,148)	(6,446)
(Increase) decrease in security deposits and other assets	-	476
Increase (decrease) in accounts payable and accrued expenses	<u>49,804</u>	<u>52,658</u>
Total adjustments	<u>(44,163)</u>	<u>(745,113)</u>
Net Cash Provided by Operating Activities	<u>(319,001)</u>	<u>409,234</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment, net of retirements	<u>(45,560)</u>	<u>(23,311)</u>
Net Cash (Used In) Investing Activities	<u>(45,560)</u>	<u>(23,311)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of LOC	(306,339)	295,000
Borrowing (Repayment) of mortgage	<u>(21,523)</u>	<u>(18,656)</u>
Net Cash Provided by Financing Activities	<u>(327,862)</u>	<u>276,344</u>
Increase (decrease) in Cash	(692,422)	662,267
Cash - Beginning of Year	<u>2,629,014</u>	<u>1,966,747</u>
Cash - End of Year	<u>\$ 1,936,592</u>	<u>\$ 2,629,014</u>

Cash Detail
As of 12/31/2023

Without Donor Restrictions and With Donor Restrictions Cash:

1010-000AAAS	Bank of America	Operating	51,880	
1025-000AAAS	Truist	Payroll	18,247	
1000-000AAAS	Petty Cash	Imprest	500	
1028-000AAAS	Truist	Operating	52,076	
1023-000AAAs	Truist	Asset Reserve Fund	133,658	
1022-000AAAS	Truist	Reserve Fund	119,713	376,074 Without Donor Restrictions
1021-000AAAS	BB&T - Money Market	Opportunity Fund	520,472	
1024-000AAAS	BB&T - Money Market	Grantor Funding	1,040,046	1,560,517 With Donor Restrictions

\$ 1,936,592	TOTAL CASH
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Temp Restricted Schedule
For the Twelve Months Ending December 31, 2023

Awards Brought Forward to 2022	AREA	CC	December 31, 2022	Increase/ (Decrease)	Additions	Increase/ (Decrease)	December 31, 2023
TK Orange County Community Foundation	CFWP	508	90,055	(90,055)			(0)
The Wawa Foundation - To Support the Comprando Rico y Sano	PBWP	537	1,000	(1,000)			0
Unidos Medic Grant	AAAS	013	4,000	(4,000)			0
Community Foundation of Broward - Mitigating Data Issues Program	CFWP	506	17,399	(17,399)			(0)
UnidosUS - Comprando Rico y Sa - UnidosUS-RICOYS 1120 - 0422-3	PBWP	537	3,500	(3,500)			0
Unidos COV 19 Rapid Relief - COVID-19: 8/21-12/21-2	EFWP	332	3,050	(3,050)			0
Kresge Foundation (The) - Kresge Foundation - Database	YDEP	004	186,000	(132,457)			53,543
Bank of America - Bank of America Grant for Vita	VSWP	301	20,000	(20,000)			0
Share Our Strength - No Kid Hungry (Marketing/Advocacy)	CFWP	547	36,702	(15,829)			20,873
UnidosUS - Comprando Rico y Sa - UnidosUS-RICOYS 1120 - 0622-923	PBWP	537	39,243	(39,243)			(0)
NALEO Educational Fund - 50% Grant - Final pymt	CZZP	606	22,348	(22,348)			0
Florida Blue Foundation - GRANT Comp Rico y Sano (7/15/22-7/14/26)	PMWP	551	331,934	(102,714)			229,220
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 1-5-2024	PBWP	550	194,838	(112,328)			82,510
American Heart Assoc- Voices for Healthy Kids Travel 2023	EFWP	333	2,000	(2,000)			0
UnidosUS Comcast Digital Innov - 3rd final pmt Digital Innov Citizenship	CZZP	608	23,015	(19,784)			3,231
American Heart Assoc- Voices for Healthy Kids Travel 2024	EFWP	333	2,000	(2,000)			0
WeCount! - Florida Protecting Immigrant Families (4060)	PBWP	975	10,000	(10,000)			0
UnidosUS - Citizenship Savings - Grant Civic Engagement Citizenship	CZZP	156	3,750	(3,750)			0
Unidos US (Housing)	HCWP	574	43,846	(43,846)			0
Wells Fargo Foundaton - CWF Grant to support Financial	CFWP	500	35,000	(35,000)			(0)
Unidos Policy & Advocacy Medic - ACA final report due 8/8/22	AAAS	013	19,500	(19,500)			0
JP Morgan Chase Foundation - Workforce 2022-2023 General Ops	CFWP	510	140,146	(140,146)			0
American Health Healthy for Life: Initiative	PMWP	535	2,000	-			2,000
Unidos US HUD (Housing) 512 575	-	512	32,500	(13,863)			18,637
The William R. Watts Foundatio - Grant - FSP	FFEP	676	5,000	(5,000)			0
City of Hollywood Police Depar - LETF - U4T High School Grant	ODEP	167	10,000	(10,000)			0
Third Federal Bank (4060) - General	UUDS	000	50,000	(50,000)			0
Third Federal Bank (4060) - VITA	VSWP	302	15,000	(15,000)			0
Truist - IT/Technology Funding	CFWP	500	75,000	(41,119)			33,881
Comcast Foundation - Comcast U4T/STEM (4060)	STEP	440	20,000	(20,000)			0
Jim Moran Foundation - \$1,144,500 - \$381.5/3yrs 23,24,25	CFWP	503	1,092,786	(381,500)			711,286
Tate Foundation 2023,24,25 Com Fdt	UKEP	173	57,287	(20,000)			37,287
Florida Blue Foundation - GRANT Citizenship	CZZP	610	100,000	(100,000)			0
Frederick Delucca Original Dates 9-1-2020 to 8-31-21. Started in Jan 2021 thru April 2022	ST	514	0	(0)			(0)
Jim Moran Foundation Research Grant 1-1-21 to 12-31-22	CFWP	531	19,024	(486)			18,538
TJMF - 9-01-18 - 8-31-23	Admin	000	130,170	(124,956)			5,214
Frederick Delucca 9/22-8/23	CFWP	514	114,939	(114,939)			0
Protecting Immigrant Families	VITA	302			15,000	(15,000)	0
Early Learning Coalition - ARP - ARPA Grant U4K	UKEP	173			17,887	(17,887)	0
Broward County Sheriff's Offic - U4T GRANT - LETF	ODEP	167			-	-	0

Temp Restricted Schedule
For the Twelve Months Ending December 31, 2023

Awards Brought Forward to 2022	AREA	CC	December 31, 2022	Increase/ (Decrease)	Additions	Increase/ (Decrease)	December 31, 2023
UnidosUS-Robert Wood Johnson F -	PBWP	561			62,000	(62,000)	0
TD Charitable Foundation - Grant to Support FinCap Program	CFWP	500			7,500	(7,500)	0
Jim Moran - Flood Emergency	EFWP	340			30,000	(19,899)	10,101
Community Broward Fdn	CFWP	506			300,000	(47,997)	252,003
Wawa - CRS	PBWP	537			1,500	(1,500)	0
Fort Lauderdale Rotary 1090 Foundation	UKEP	171			2,500	(2,500)	0
Community Broward Fdn	EFWP	339			20,000	-	20,000
Citigroup-Citi Community Devel - Workforce development & financial inclusion CWF	CFWP	570			20,000	-	20,000
Early Learning Coalition - ARP - ARPA Grant U4K	UKEP	173			14,147	(14,147)	0
Bank of America - Bank of America Grant for Vita	VSWP	301			20,000	(20,000)	0
TIAA Bank - Grant from TIAA Bank for CWF	CFWP	500			5,000	(5,000)	0
Wells Fargo Foundaton - CWF Grant to support Financial	CFWP	500			35,000	(35,000)	0
Capital One - Grant for CWF- Financial Capability and Wealth Building	HCWP	570			25,000	(25,000)	0
Unidos Medic Grant	AAAS	013			42,000	(20,308)	21,692
NALEO Educational Fund - 50% Grant - Final pymt	CZZP	606			68,750	(21,869)	46,881
Global Innovation Challenge- Citi Foundation 10/23-9/25 2 yrs	PBWP	509			500,000	(26,299)	473,701
Prosperity Now	VSWP	304			11,000	(1,968)	9,032
NAC - Citizenship : 8/7/23-7/31/24	CZZP	156			15,000	(6,556)	8,444
Unidos US - EE Travel Stipend	CFWP	500			1,448	(1,448)	0
UnidosUS - Citizenship Savings - Grant Civic Engagement Citizenship 2022-2023	CZZP	156			5,000	-	5,000
Florida Panthers Community Foundation - U4T - Middle School	STEP	441			15,000	-	15,000
Comcast Foundation - Comcast U4T/STEM (4060)	STEP	440			20,000	-	20,000
Third Federal Bank (4060) - General	UUDS	000			50,000	-	50,000
Third Federal Bank (4060) - VITA	VSWP	302			15,000	-	15,000
TK Orange County Community Foundation	CFWP	508			100,000	(43,651)	56,349
Unidos (Padres Comprometidos)	YDEP	251			10,000	-	10,000
Humana Foundation Mental Health	PBWP	553			200,000	(5,609)	194,391
Florida Blue Foundation: Citizehip/Healthy Communities	CZZP	156			10,000	-	10,000
Unidos (Mortgage Readiness for HOME)	HCWP	500			22,800	-	22,800
Flagster Fdn (VITA)	VSWP	304			25,000	(6,250)	18,750
Broward County Sheriff's Offic - U4T GRANT - LETf	ODEP	167			10,000	-	10,000
The Batchelor Foundation, Inc. - Batchelor Foundation U4T	-	481			25,000	-	25,000
The William R. Watts Foundatio - Grant - FSP	FSEP	676			5,000	-	5,000
City of Hollywood Police Depar - LETf - U4T Middle School Grant	ODEP	167			10,000	(2,500)	7,500
Regions Bank - Pathways to Homeownership CWF	-	-			5,000	-	5,000
American Express via UW	CZZP	156			50,000	(8,333)	41,667
City of Hollywood (General Funds)	-	-			14,000	-	14,000
Costco (U4T)	-	-			15,000	-	15,000
Holman Enterprises (U4K)	UKEP	171			25,000	-	25,000
			2,969,699	(1,753,480)	1,845,532	(418,222)	2,643,530

YTD Satisfaction of Time Restrictions **\$ (2,171,701)**

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

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR	\$ 71,152	\$ 39,167	\$ 31,985	\$ 327,145	\$ 470,000	\$ (142,855)
Donations - TR	89,800	91,637	(1,837)	1,887,832	1,099,666	788,166
Satisfaction of Restrictions	194,173	118,478	75,695	2,171,699	1,421,720	749,979
Fundraising Events	-	6,667	(6,667)	42,500	80,000	(37,500)
Grant Income	408,502	443,028	(34,526)	5,158,720	5,316,329	(157,609)
Interest Income	7,509	0	7,509	57,764	0	57,764
Rental Income	4,707	0	4,707	55,798	0	55,798
Voluntary Pre-K	5,697	0	5,697	81,704	0	81,704
Fees & Miscell Income	14,451	26,650	(12,199)	249,696	319,800	(70,104)
Total Revenues	795,991	725,627	70,364	10,032,858	8,707,515	1,325,343
Expenses						
Salaries and benefits	770,294	567,111	203,183	5,724,062	6,805,241	(1,081,179)
Advertising	6,413	3,624	2,789	59,117	43,506	15,611
Bank service charges	1,256	750	506	14,418	9,000	5,418
Building repairs/maint	25,708	10,076	15,632	252,828	120,903	131,925
Depreciation	(5,884)	12,083	(17,967)	130,714	145,000	(14,286)
Dues Subscriptions	3,185	1,400	1,785	21,147	16,794	4,353
Information Technology	15,699	11,692	4,007	182,554	140,306	42,248
Database Management System	3,500	4,640	(1,140)	49,586	55,683	(6,097)
Insurance	4,216	6,921	(2,705)	83,922	83,060	862
Interest expense	2	5,200	(5,198)	44,433	62,400	(17,967)
Licenses and permits	0	403	(403)	5,551	4,830	721
Mileage reimbursement	1,982	2,849	(867)	24,964	34,170	(9,206)
Travel/Conference	2,150	1,337	813	23,151	16,043	7,108
Miscellaneous	276	142	134	2,128	1,940	188
Office expense	3,011	5,501	(2,490)	63,194	66,024	(2,830)
Postage and shipping	317	413	(96)	4,058	4,948	(890)
Printing	11,301	3,126	8,175	77,062	37,501	39,561
Professional fees	29,421	18,977	10,444	379,246	227,709	151,537
Program expenses	95,986	45,358	50,628	605,119	544,211	60,908
Public relations	4,901	583	4,318	16,872	7,000	9,872
Rent	3,869	2,233	1,636	72,825	26,800	46,025
Staff events/meetings	3,209	663	2,546	18,546	7,955	10,591
Special fundraising events	0	2,292	(2,292)	35,280	27,500	7,780
Staff training and development	1,574	5,011	(3,437)	65,175	60,137	5,038
Telephone - all	1,488	10,845	(9,357)	131,580	130,121	1,459
Utilities	5,267	3,578	1,689	48,463	42,939	5,524
Administrative Cost (net)	(1)	4	(5)	(1)	1	(2)
Total Expenses	989,140	726,812	262,328	8,135,994.49	8,721,722	(585,728)

Increase (Decrease) in UNR Assets **(\$ 193,149)** **(\$ 1,185)** **\$ (191,964)** **1,896,864** **(\$ 14,207)** **\$ 1,911,071**

Programs	\$ 2,077,505
Support	\$ (180,503)
Total	\$ 1,897,002

Increase (Decrease) in UNR Assets \$ 1,896,864

Less:

Net Assets "Released Prior Year" Without Donor Restrictions (1,753,480)

Net Assets "Released Current Year" Without Donor Restrictions (418,222)

YTD Actual Agency Over (Under) (274,838) includes Depreciation \$

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

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR		-	-	69,397	-	69,397
Donations - TR	84,000	81,837	2,163	1,832,032	982,070	849,962
Satisfaction of Restrictions	175,540	92,760	82,780	1,853,848	1,113,104	740,744
Grant Income	408,502	443,028	(34,526)	5,158,720	5,316,329	(157,609)
Rental Income	4,707	-	4,707	55,798	-	55,798
Voluntary Pre-K	5,697	-	5,697	81,704	-	81,704
Fees & Miscell Income	14,451	26,650	(12,199)	249,675	319,800	(70,125)
Total Revenues	692,897	644,275	48,622	9,301,174	7,731,303	1,569,871
Expenses						
Salaries and benefits	601,508	454,767	146,741	4,693,111	5,457,120	(764,009)
Advertising	5,000	2,416	2,584	57,090	29,006	28,084
Building repairs/maint	16,719	362	16,357	202,245	4,339	197,906
Depreciation	(5,169)	-	(5,169)	116,079	-	116,079
Dues Subscriptions	53	-	53	2,405	-	2,405
Information Technology	14,290	182	14,108	159,719	2,186	157,533
Database Management System	-	208	(208)	-	2,500	(2,500)
Insurance	4,431	-	4,431	79,112	-	79,112
Interest expense	3,022	-	3,022	40,009	-	40,009
Licenses and permits	-	403	(403)	-	4,830	(4,830)
Mileage reimbursement	1,917	2,707	(790)	22,814	32,470	(9,656)
Miscellaneous	-	162	(162)	-	1,946	(1,946)
Travel/Conference	-	-	-	1,549	-	1,549
Office expense	2,488	5,493	(3,005)	54,133	65,924	(11,791)
Postage and shipping	232	151	81	3,652	1,812	1,840
Printing	(580)	512	(1,092)	51,609	6,135	45,474
Professional fees	6,311	6,494	(183)	90,011	77,919	12,092
Program expenses	90,986	45,069	45,917	596,119	540,744	55,375
Rent	12,982	-	12,982	86,566	-	86,566
Software	5,000	-	5,000	49,586	1,008	48,578
Staff training and development	1,299	2,845	(1,546)	44,923	34,137	10,786
Telephone	(7,395)	1,731	(9,126)	58,116	20,776	37,340
Telephone - Cell/HotSpots	2,610	2,109	501	69,339	25,285	44,054
Utilities	5,239	-	5,239	41,126	-	41,126
Administrative Cost (net)	56,077	75,038	(18,961)	704,356	900,411	(196,055)
Total Expenses	817,020	600,649	216,371	7,223,669	7,208,548	15,121
Increase (Decrease) in UNR Assets	(124,123)	43,626	(167,749)	2,077,505	522,755	1,554,750

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

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR	\$ 62,912	\$ 39,167	\$ 23,745	\$ 257,748	\$ 470,000	(\$ 212,252)
Donations - TR	5,800	9,800	(4,000)	55,800	117,596	(61,796)
Satisfaction of Restrictions	18,633	25,718	(7,085)	317,851	308,616	9,235
Fundraising Events	0	6,667	(6,667)	42,500	80,000	(37,500)
Grant Income	0	0	0	0	0	-
Interest Income	7,509	0	7,509	57,764	0	57,764
Rental Income	0	0	0	0	0	-
Voluntary Pre-K	0	0	0	0	0	-
Fees & Miscell Income	0	0	0	21	0	21
Total Revenues	94,854	81,352	13,502	731,684	976,212	(244,528)
Expenses						
Salaries and benefits	168,786	112,344	56,442	1,030,951	1,348,121	(317,170)
Advertising	1,413	1,208	205	2,027	14,500	(12,473)
Bank service charges	1,256	750	506	14,418	9,000	5,418
Building repairs/maint	8,989	9,714	(725)	70,583	116,564	(45,981)
Depreciation	(715)	12,083	(12,798)	14,635	145,000	(130,365)
Dues Subscriptions	3,132	1,400	1,732	18,742	16,794	1,948
Information Technology	1,409	11,510	(10,101)	22,835	138,120	(115,285)
Database Mgmt System	0	4,500	(4,500)	0	54,000	(54,000)
Database Management System	0	56	(56)	0	675	(675)
Insurance	(215)	6,921	(7,136)	4,810	83,060	(78,250)
Interest expense	(3,020)	5,200	(8,220)	4,424	62,400	(57,976)
Licenses and permits	0	0	0	5,551	0	5,551
Mileage reimbursement	65	142	(77)	2,150	1,700	450
Travel/Conference	2,150	1,337	813	21,602	16,043	5,559
Miscellaneous	276	(20)	296	2,128	(6)	2,134
Office expense	523	8	515	16,955	100	16,855
Postage and shipping	85	262	(177)	406	3,136	(2,730)
Printing	11,881	2,614	9,267	17,559	31,366	(13,807)
Professional fees	23,110	12,483	10,627	289,235	149,790	139,445
Program expenses	5,000	289	4,711	9,000	3,467	5,533
Public relations	4,901	583	4,318	16,872	7,000	9,872
Rent	(9,113)	2,233	(11,346)	(33,741)	26,800	(60,541)
Software	0	0	0	0	0	0
Special fundraising events	0	2,292	(2,292)	35,280	27,500	7,780
Staff events/meetings	3,209	663	2,546	18,408	7,955	10,453
Staff training and development	275	2,166	(1,891)	20,252	26,000	(5,748)
Telephone	1,498	5,792	(4,294)	1,322	69,504	(68,182)
Telephone - Cell/HotSpots	4,775	1,213	3,562	2,803	14,556	(11,753)
Utilities	28	3,578	(3,550)	7,337	42,939	(35,602)
Administrative Cost (net)	(56,078)	(75,034)	18,956	(704,357)	(900,410)	196,053
<i>Worst Case-Admin Net Effect</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
				<i>0</i>		
Total Expenses	173,620	126,287	47,333	912,187	1,515,674	(603,487)
Increase (Decrease) in UNR Assets	(\$ 78,766)	(\$ 44,935)	(\$ 33,831)	(\$ 180,503)	(\$ 539,462)	\$ 358,959

Vote to approve the January 2024 Financial Statements finalized 3/29/24 by email

Finance Committee Member	Vote
Lisette Rodriguez	Yes Chair
Alejandro Alvarez	Yes
Rodney Bacher	Yes
Arnold Nazur	Yes
Christian Reyes	Yes
Hanai Sablich	Yes

Anthony Abbate	Board Chair
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Board Member Engagement

This form is designed to easily share connections in the community and board engagement activities in a simple, and easy modality.

[Click here to complete the Board Member Self-Assessment](#)

HISPANIC UNITY OF FLORIDA, INC.

FINANCIAL STATEMENTS

For the Twelve Months Ending December 31, 2023
(WITH COMPARATIVE TOTALS FOR THE YEAR ENDED DECEMBER 31, 2022)
PRELIMINARY - UNAUDITED

Prepared by: L. Romero 2/15/24 (re-ran 3.15.24)
FOR REVIEW BY CEO/FINANCE COMMITTEE
SOURCE: SAGE PEACHTREE @ 12/31/23 / TR SCHEDULE / "NOT FINAL"

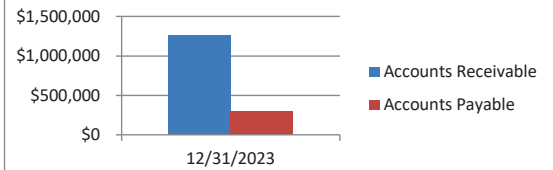
12/31/2023 Dashboard

Revenue YTD Compared to Previous YTD

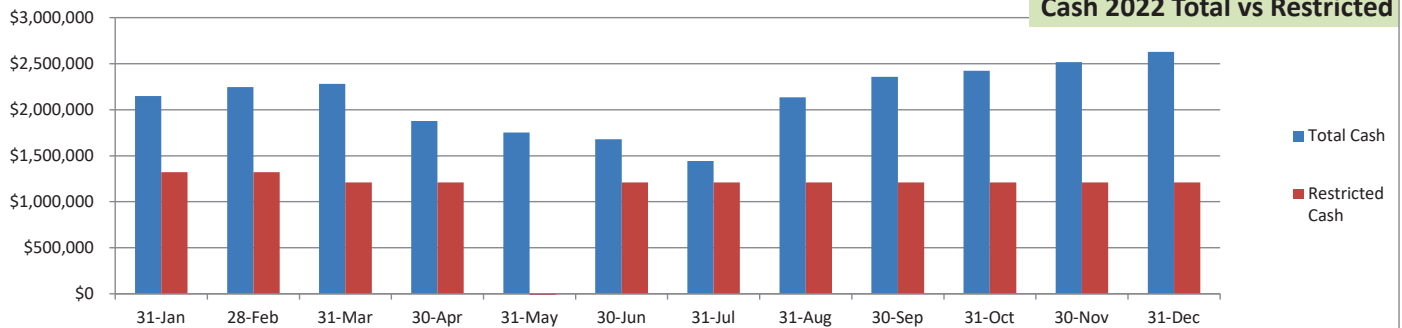
12/31/2023

	Revenue YTD as of 12/31/2023	Revenue YTD as of 12/31/2022	Year Over Year Chng
Unrestricted Revenue	\$8,187,327	\$7,731,094	\$456,233
Restricted Revenue	(\$326,169)	\$1,172,450	(\$1,498,619)
Total Revenue	\$7,861,158	\$8,903,544	(\$1,042,386)

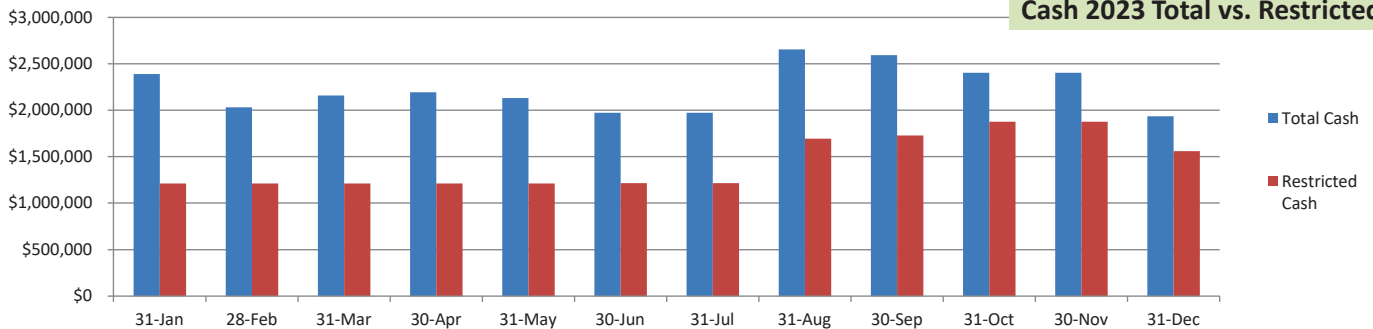
Accounts Receivable Vs Payables December 2023



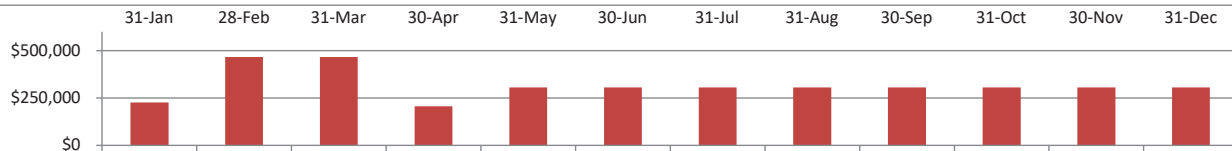
Cash 2022 Total vs Restricted



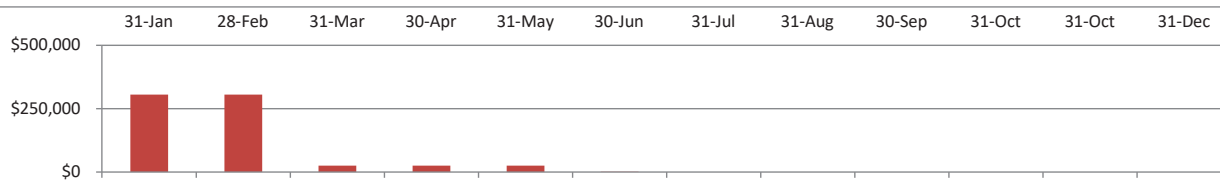
Cash 2023 Total vs. Restricted



Line of Credit Usage 2022



Line of Credit Usage 2023



Hispanic Unity of Florida, Inc.

Notes to Financials

12/31/2023

UNR Net Assets

Preliminary

Reconciliation of UNR Net Assets:

1 Gain/(Loss) From Program Operations	2,077,371
2 Gain/(Loss) from Support Services	(180,503)
Inc(Dec) in UNR Net Assets	\$ 1,896,868

Includes:

From Net Assets "Released Prior Year"	(1,753,480) for current year operations
From Net Assets "Released Current Year"	(418,222)
Subtotal Released PY & CY	(2,171,701)
YTD Actual Agency Over (Under)	(274,838)

The year-to-date projected operating net was \$21K. Preliminary operating net \$51K. Our year-to-date actual nets (\$275K) includes prior year releases

- 1) Development YTD had a unfavorable budget variance \$212K
- 2) Programs YTD had a favorable variance of \$1.56M, includes Donor with Restrictions released totaling \$1.840M
- 3) Admin YTD had a favorable budget variance of \$542K, includes Donor with Restrictions released totaling \$332K
- 4) Includes Miniaci Pledge \$18K for 1:1 match for revenues secured by 12/31/23

Cash

Year to date increase (decrease) in cash by \$ (692,422) as a result of the following activities:

\$ (274,838) Inc/(Dec) in Net Assets
(44,163) Adjustments to reconcile increase (decrease) in net assets
(319,001) Net cash provided (consumed) by operating activities
(45,560) Investing Activities
(327,862) Financing Activities
\$ (692,422) increase (decrease) in cash

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

	<u>2023</u>	<u>2022</u>
<u>ASSETS</u>		
Current Assets		
Cash	1,936,592	\$ 2,629,014
Grants receivable, net	1,049,164	816,742
Unconditional promises to give, net	217,616	244,028
Prepaid expenses	<u>50,813</u>	<u>31,666</u>
Total Current Assets	<u>3,254,186</u>	<u>3,721,450</u>
Non-Current Assets		
Long term conditional promises to give	1,156,944	1,156,944
Property and equipment, net	1,096,407	1,181,560
Deposits and Other Assets	<u>32,771</u>	<u>33,249</u>
Total Non-Current Assets	<u>2,286,122</u>	<u>2,371,753</u>
Total Assets	<u><u>5,540,308</u></u>	<u><u>\$ 6,093,203</u></u>
<u>LIABILITIES AND NET ASSETS</u>		
Current Liabilities		
Accounts payable and accrued expenses	304,523	\$ 254,719
Mortgage payable, current	17,889	19,705
Line of credit	<u>-</u>	<u>306,339</u>
Total Current Liabilities	<u>322,411</u>	<u>580,763</u>
Noncurrent Liabilities		
Mortgage payable, net of current portion	<u>717,658</u>	<u>737,365</u>
Total Non-Current Liabilities	<u>717,658</u>	<u>737,365</u>
Total Liabilities	<u>1,040,070</u>	<u>1,318,128</u>
Net Assets		
Without Donor Restrictions	1,856,708	1,805,376
With Donor Restrictions	<u>2,643,530</u>	<u>2,969,699</u>
Total Net Assets	<u>4,500,238</u>	<u>4,775,075</u>
Total Liabilities and Net Assets	<u><u>5,540,307</u></u>	<u><u>\$ 6,093,203</u></u>

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

				2022	
		Without	With		
		Donor Restrictions	Donor Restrictions	Total	Total
Revenues and Other Support:					
Contributions	Contributions, with donor i	\$ 327,146	\$ 1,887,832	\$ 2,214,978	\$ 3,495,781
Special events		42,500	-	42,500	-
Grants from government agencies		4,751,647	-	4,751,647	4,575,834
Other grants and fees		407,072	-	407,072	534,236
Miscellaneous	Miscellaneous, with donor	444,481	\$ 480	444,961	277,239
Donations, in-kind		-	-	-	20,454
Net assets released from restrictions:					
Satisfaction of time restrictions		2,171,701	(2,171,701)	-	-
Satisfaction of program and purpose restrictions		42,780	(42,780)	-	-
Total Revenues and Other Support		8,187,327	(326,169)	7,861,158	8,903,544
Expenses (Functional)					
Program services		7,485,115	-	7,485,115	7,338,223
Management and general		569,520	-	569,520	368,317
Fundraising		81,360	-	81,360	42,657
Total Expenses		8,135,995	-	8,135,995	7,749,197
Change in Net Assets		51,332	(326,169)	(274,837)	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		\$ 1,856,708	\$ 2,643,530	\$ 4,500,238	\$ 4,779,077
Net Assets - End of Year		1,856,708	2,643,530	4,500,238	4,775,075
					w/ all releases

HISPANIC UNITY OF FLORIDA, INC.
STATEMENT OF CASH FLOWS
For the Twelve Months Ending December 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	\$ (274,838)	\$ 1,154,347
Adjustments to reconcile increase (decrease) in net assets to cash provided by operating activities:		
Depreciation	131,192	140,009
Provision for uncollectible promises to give	-	-
Changes in assets and liabilities		
(Increase) decrease in grants receivable	(232,422)	19,249
(Increase) decrease in unconditional promises to give	26,412	(951,059)
(Increase) decrease in prepaid expenses	(19,148)	(6,446)
(Increase) decrease in security deposits and other assets	-	476
Increase (decrease) in accounts payable and accrued expenses	<u>49,804</u>	<u>52,658</u>
Total adjustments	<u>(44,163)</u>	<u>(745,113)</u>
Net Cash Provided by Operating Activities	<u>(319,001)</u>	<u>409,234</u>
Cash Flows from Investing Activities		
Acquisition of property and equipment, net of retirements	<u>(45,560)</u>	<u>(23,311)</u>
Net Cash (Used In) Investing Activities	<u>(45,560)</u>	<u>(23,311)</u>
Cash Flows from Financing Activities		
Net Advance (Repayment) of LOC	(306,339)	295,000
Borrowing (Repayment) of mortgage	<u>(21,523)</u>	<u>(18,656)</u>
Net Cash Provided by Financing Activities	<u>(327,862)</u>	<u>276,344</u>
Increase (decrease) in Cash	(692,422)	662,267
Cash - Beginning of Year	<u>2,629,014</u>	<u>1,966,747</u>
Cash - End of Year	<u>\$ 1,936,592</u>	<u>\$ 2,629,014</u>

Cash Detail
As of 12/31/2023

Without Donor Restrictions and With Donor Restrictions Cash:

1010-000AAAS	Bank of America	Operating	51,880	
1025-000AAAS	Truist	Payroll	18,247	
1000-000AAAS	Petty Cash	Imprest	500	
1028-000AAAS	Truist	Operating	52,076	
1023-000AAAS	Truist	Asset Reserve Fund	133,658	
1022-000AAAS	Truist	Reserve Fund	119,713	376,074 Without Donor Restrictions
1021-000AAAS	BB&T - Money Market	Opportunity Fund	520,472	
1024-000AAAS	BB&T - Money Market	Grantor Funding	1,040,046	1,560,517 With Donor Restrictions

\$ 1,936,592	TOTAL CASH
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Temp Restricted Schedule
For the Twelve Months Ending December 31, 2023

Awards Brought Forward to 2022	AREA	CC	December 31, 2022	Increase/ (Decrease)	Additions	Increase/ (Decrease)	December 31, 2023
TK Orange County Community Foundation	CFWP	508	90,055	(90,055)			(0)
The Wawa Foundation - To Support the Comprando Rico y Sano	PBWP	537	1,000	(1,000)			0
Unidos Medic Grant	AAAS	013	4,000	(4,000)			0
Community Foundation of Broward - Mitigating Data Issues Program	CFWP	506	17,399	(17,399)			(0)
UnidosUS - Comprando Rico y Sa - UnidosUS-RICOYS 1120 - 0422-3	PBWP	537	3,500	(3,500)			0
Unidos COV 19 Rapid Relief - COVID-19: 8/21-12/21-2	EFWP	332	3,050	(3,050)			0
Kresge Foundation (The) - Kresge Foundation - Database	YDEP	004	186,000	(132,457)			53,543
Bank of America - Bank of America Grant for Vita	VSWP	301	20,000	(20,000)			0
Share Our Strength - No Kid Hungry (Marketing/Advocacy)	CFWP	547	36,702	(15,829)			20,873
UnidosUS - Comprando Rico y Sa - UnidosUS-RICOYS 1120 - 0622-923	PBWP	537	39,243	(39,243)			(0)
NALEO Educational Fund - 50% Grant - Final pymt	CZZP	606	22,348	(22,348)			0
Florida Blue Foundation - GRANT Comp Rico y Sano (7/15/22-7/14/26)	PMWP	551	331,934	(102,714)			229,220
Health Foundation Te Ayudo 11-1-2021 - 10-31-2024 Due 1-5-2024	PBWP	550	194,838	(112,328)			82,510
American Heart Assoc- Voices for Healthy Kids Travel 2023	EFWP	333	2,000	(2,000)			0
UnidosUS Comcast Digital Innov - 3rd final pmt Digital Innov Citizenship	CZZP	608	23,015	(19,784)			3,231
American Heart Assoc- Voices for Healthy Kids Travel 2024	EFWP	333	2,000	(2,000)			0
WeCount! - Florida Protecting Immigrant Families (4060)	PBWP	975	10,000	(10,000)			0
UnidosUS - Citizenship Savings - Grant Civic Engagement Citizenship	CZZP	156	3,750	(3,750)			0
Unidos US (Housing)	HCWP	574	43,846	(43,846)			0
Wells Fargo Foundaton - CWF Grant to support Financial	CFWP	500	35,000	(35,000)			(0)
Unidos Policy & Advocacy Medic - ACA final report due 8/8/22	AAAS	013	19,500	(19,500)			0
JP Morgan Chase Foundation - Workforce 2022-2023 General Ops	CFWP	510	140,146	(140,146)			0
American Health Healthy for Life: Initiative	PMWP	535	2,000	-			2,000
Unidos US HUD (Housing) 512 575	-	512	32,500	(13,863)			18,637
The William R. Watts Foundatio - Grant - FSP	FFEP	676	5,000	(5,000)			0
City of Hollywood Police Depar - LETF - U4T High School Grant	ODEP	167	10,000	(10,000)			0
Third Federal Bank (4060) - General	UUDS	000	50,000	(50,000)			0
Third Federal Bank (4060) - VITA	VSWP	302	15,000	(15,000)			0
Truist - IT/Technology Funding	CFWP	500	75,000	(41,119)			33,881
Comcast Foundation - Comcast U4T/STEM (4060)	STEP	440	20,000	(20,000)			0
Jim Moran Foundation - \$1,144,500 - \$381.5/3yrs 23,24,25	CFWP	503	1,092,786	(381,500)			711,286
Tate Foundation 2023,24,25 Com Fdt	UKEP	173	57,287	(20,000)			37,287
Florida Blue Foundation - GRANT Citizenship	CZZP	610	100,000	(100,000)			0
Frederick Delucca Original Dates 9-1-2020 to 8-31-21. Started in Jan 2021 thru April 2022	ST	514	0	(0)			(0)
Jim Moran Foundation Research Grant 1-1-21 to 12-31-22	CFWP	531	19,024	(486)			18,538
TJMF - 9-01-18 - 8-31-23	Admin	000	130,170	(124,956)			5,214
Frederick Delucca 9/22-8/23	CFWP	514	114,939	(114,939)			0
Protecting Immigrant Families	VITA	302			15,000	(15,000)	0
Early Learning Coalition - ARP - ARPA Grant U4K	UKEP	173			17,887	(17,887)	0
Broward County Sheriff's Offic - U4T GRANT - LETF	ODEP	167			-	-	0

Temp Restricted Schedule
For the Twelve Months Ending December 31, 2023

Awards Brought Forward to 2022	AREA	CC	December 31, 2022	Increase/ (Decrease)	Additions	Increase/ (Decrease)	December 31, 2023
UnidosUS-Robert Wood Johnson F -	PBWP	561			62,000	(62,000)	0
TD Charitable Foundation - Grant to Support FinCap Program	CFWP	500			7,500	(7,500)	0
Jim Moran - Flood Emergency	EFWP	340			30,000	(19,899)	10,101
Community Broward Fdn	CFWP	506			300,000	(47,997)	252,003
Wawa - CRS	PBWP	537			1,500	(1,500)	0
Fort Lauderdale Rotary 1090 Foundation	UKEP	171			2,500	(2,500)	0
Community Broward Fdn	EFWP	339			20,000	-	20,000
Citigroup-Citi Community Devel - Workforce development & financial inclusion CWF	CFWP	570			20,000	-	20,000
Early Learning Coalition - ARP - ARPA Grant U4K	UKEP	173			14,147	(14,147)	0
Bank of America - Bank of America Grant for Vita	VSWP	301			20,000	(20,000)	0
TIAA Bank - Grant from TIAA Bank for CWF	CFWP	500			5,000	(5,000)	0
Wells Fargo Foundaton - CWF Grant to support Financial	CFWP	500			35,000	(35,000)	0
Capital One - Grant for CWF- Financial Capability and Wealth Building	HCWP	570			25,000	(25,000)	0
Unidos Medic Grant	AAAS	013			42,000	(20,308)	21,692
NALEO Educational Fund - 50% Grant - Final pymt	CZZP	606			68,750	(21,869)	46,881
Global Innovation Challenge- Citi Foundation 10/23-9/25 2 yrs	PBWP	509			500,000	(26,299)	473,701
Prosperity Now	VSWP	304			11,000	(1,968)	9,032
NAC - Citizenship : 8/7/23-7/31/24	CZZP	156			15,000	(6,556)	8,444
Unidos US - EE Travel Stipend	CFWP	500			1,448	(1,448)	0
UnidosUS - Citizenship Savings - Grant Civic Engagement Citizenship 2022-2023	CZZP	156			5,000	-	5,000
Florida Panthers Community Foundation - U4T - Middle School	STEP	441			15,000	-	15,000
Comcast Foundation - Comcast U4T/STEM (4060)	STEP	440			20,000	-	20,000
Third Federal Bank (4060) - General	UUDS	000			50,000	-	50,000
Third Federal Bank (4060) - VITA	VSWP	302			15,000	-	15,000
TK Orange County Community Foundation	CFWP	508			100,000	(43,651)	56,349
Unidos (Padres Comprometidos)	YDEP	251			10,000	-	10,000
Humana Foundation Mental Health	PBWP	553			200,000	(5,609)	194,391
Florida Blue Foundation: Citizehip/Healthy Communities	CZZP	156			10,000	-	10,000
Unidos (Mortgage Readiness for HOME)	HCWP	500			22,800	-	22,800
Flagster Fdn (VITA)	VSWP	304			25,000	(6,250)	18,750
Broward County Sheriff's Offic - U4T GRANT - LETf	ODEP	167			10,000	-	10,000
The Batchelor Foundation, Inc. - Batchelor Foundation U4T	-	481			25,000	-	25,000
The William R. Watts Foundatio - Grant - FSP	FSEP	676			5,000	-	5,000
City of Hollywood Police Depar - LETf - U4T Middle School Grant	ODEP	167			10,000	(2,500)	7,500
Regions Bank - Pathways to Homeownership CWF	-	-			5,000	-	5,000
American Express via UW	CZZP	156			50,000	(8,333)	41,667
City of Hollywood (General Funds)	-	-			14,000	-	14,000
Costco (U4T)	-	-			15,000	-	15,000
Holman Enterprises (U4K)	UKEP	171			25,000	-	25,000
			2,969,699	(1,753,480)	1,845,532	(418,222)	2,643,530

YTD Satisfaction of Time Restrictions **\$ (2,171,701)**

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

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR	\$ 71,152	\$ 39,167	\$ 31,985	\$ 327,145	\$ 470,000	\$ (142,855)
Donations - TR	89,800	91,637	(1,837)	1,887,832	1,099,666	788,166
Satisfaction of Restrictions	194,173	118,478	75,695	2,171,699	1,421,720	749,979
Fundraising Events	-	6,667	(6,667)	42,500	80,000	(37,500)
Grant Income	408,502	443,028	(34,526)	5,158,720	5,316,329	(157,609)
Interest Income	7,509	0	7,509	57,764	0	57,764
Rental Income	4,707	0	4,707	55,798	0	55,798
Voluntary Pre-K	5,697	0	5,697	81,704	0	81,704
Fees & Miscell Income	14,451	26,650	(12,199)	249,696	319,800	(70,104)
Total Revenues	795,991	725,627	70,364	10,032,858	8,707,515	1,325,343
Expenses						
Salaries and benefits	770,294	567,111	203,183	5,724,062	6,805,241	(1,081,179)
Advertising	6,413	3,624	2,789	59,117	43,506	15,611
Bank service charges	1,256	750	506	14,418	9,000	5,418
Building repairs/maint	25,708	10,076	15,632	252,828	120,903	131,925
Depreciation	(5,884)	12,083	(17,967)	130,714	145,000	(14,286)
Dues Subscriptions	3,185	1,400	1,785	21,147	16,794	4,353
Information Technology	15,699	11,692	4,007	182,554	140,306	42,248
Database Management System	3,500	4,640	(1,140)	49,586	55,683	(6,097)
Insurance	4,216	6,921	(2,705)	83,922	83,060	862
Interest expense	2	5,200	(5,198)	44,433	62,400	(17,967)
Licenses and permits	0	403	(403)	5,551	4,830	721
Mileage reimbursement	1,982	2,849	(867)	24,964	34,170	(9,206)
Travel/Conference	2,150	1,337	813	23,151	16,043	7,108
Miscellaneous	276	142	134	2,128	1,940	188
Office expense	3,011	5,501	(2,490)	63,194	66,024	(2,830)
Postage and shipping	317	413	(96)	4,058	4,948	(890)
Printing	11,301	3,126	8,175	77,062	37,501	39,561
Professional fees	29,421	18,977	10,444	379,246	227,709	151,537
Program expenses	95,986	45,358	50,628	605,119	544,211	60,908
Public relations	4,901	583	4,318	16,872	7,000	9,872
Rent	3,869	2,233	1,636	72,825	26,800	46,025
Staff events/meetings	3,209	663	2,546	18,546	7,955	10,591
Special fundraising events	0	2,292	(2,292)	35,280	27,500	7,780
Staff training and development	1,574	5,011	(3,437)	65,175	60,137	5,038
Telephone - all	1,488	10,845	(9,357)	131,580	130,121	1,459
Utilities	5,267	3,578	1,689	48,463	42,939	5,524
Administrative Cost (net)	(1)	4	(5)	(1)	1	(2)
Total Expenses	989,140	726,812	262,328	8,135,994.49	8,721,722	(585,728)

Increase (Decrease) in UNR Assets	(\$ 193,149)	(\$ 1,185)	\$ (191,964)	1,896,864	(\$ 14,207)	\$ 1,911,071
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Programs	\$ 2,077,505
Support	\$ (180,503)
Total	\$ 1,897,002

Increase (Decrease) in UNR Assets \$ 1,896,864

Less:

Net Assets "Released Prior Year" Without Donor Restrictions (1,753,480)

Net Assets "Released Current Year" Without Donor Restrictions (418,222)

YTD Actual Agency Over (Under) (274,838) includes Depreciation \$

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

	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR		-	-	69,397	-	69,397
Donations - TR	84,000	81,837	2,163	1,832,032	982,070	849,962
Satisfaction of Restrictions	175,540	92,760	82,780	1,853,848	1,113,104	740,744
Grant Income	408,502	443,028	(34,526)	5,158,720	5,316,329	(157,609)
Rental Income	4,707	-	4,707	55,798	-	55,798
Voluntary Pre-K	5,697	-	5,697	81,704	-	81,704
Fees & Miscell Income	14,451	26,650	(12,199)	249,675	319,800	(70,125)
Total Revenues	692,897	644,275	48,622	9,301,174	7,731,303	1,569,871
Expenses						
Salaries and benefits	601,508	454,767	146,741	4,693,111	5,457,120	(764,009)
Advertising	5,000	2,416	2,584	57,090	29,006	28,084
Building repairs/maint	16,719	362	16,357	202,245	4,339	197,906
Depreciation	(5,169)	-	(5,169)	116,079	-	116,079
Dues Subscriptions	53	-	53	2,405	-	2,405
Information Technology	14,290	182	14,108	159,719	2,186	157,533
Database Management System	-	208	(208)	-	2,500	(2,500)
Insurance	4,431	-	4,431	79,112	-	79,112
Interest expense	3,022	-	3,022	40,009	-	40,009
Licenses and permits	-	403	(403)	-	4,830	(4,830)
Mileage reimbursement	1,917	2,707	(790)	22,814	32,470	(9,656)
Miscellaneous	-	162	(162)	-	1,946	(1,946)
Travel/Conference	-	-	-	1,549	-	1,549
Office expense	2,488	5,493	(3,005)	54,133	65,924	(11,791)
Postage and shipping	232	151	81	3,652	1,812	1,840
Printing	(580)	512	(1,092)	51,609	6,135	45,474
Professional fees	6,311	6,494	(183)	90,011	77,919	12,092
Program expenses	90,986	45,069	45,917	596,119	540,744	55,375
Rent	12,982	-	12,982	86,566	-	86,566
Software	5,000	-	5,000	49,586	1,008	48,578
Staff training and development	1,299	2,845	(1,546)	44,923	34,137	10,786
Telephone	(7,395)	1,731	(9,126)	58,116	20,776	37,340
Telephone - Cell/HotSpots	2,610	2,109	501	69,339	25,285	44,054
Utilities	5,239	-	5,239	41,126	-	41,126
Administrative Cost (net)	56,077	75,038	(18,961)	704,356	900,411	(196,055)
Total Expenses	817,020	600,649	216,371	7,223,669	7,208,548	15,121
Increase (Decrease) in UNR Assets	(124,123)	43,626	(167,749)	2,077,505	522,755	1,554,750

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

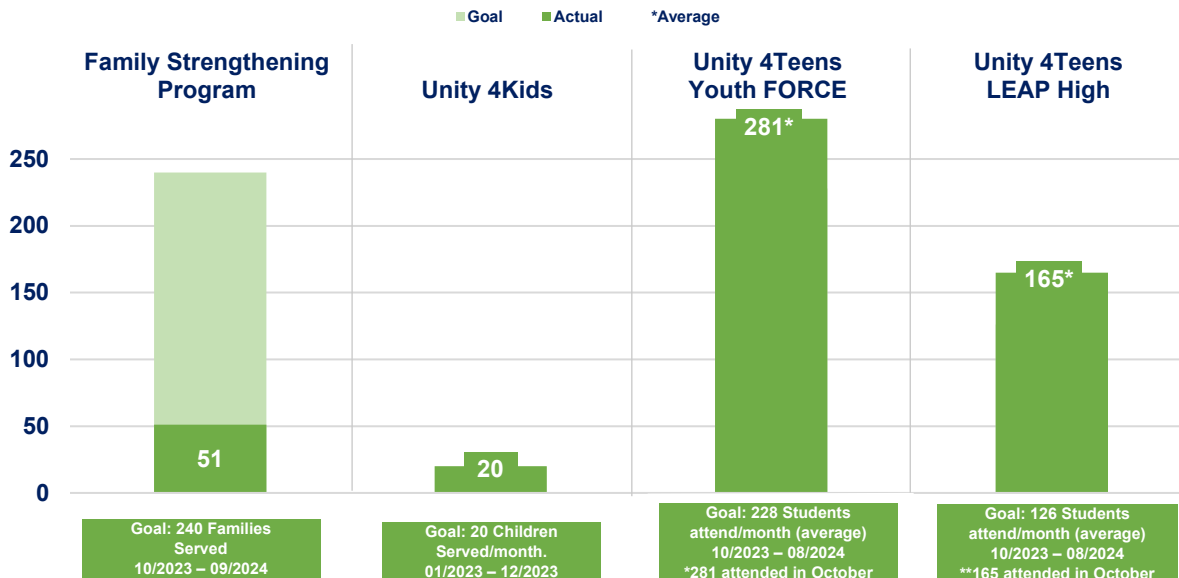
	Month Actual	Month Budget	Over (Under)	Year to Date Actual	Year to Date Budget	Over (Under)
Revenues						
Donations - UNR	\$ 62,912	\$ 39,167	\$ 23,745	\$ 257,748	\$ 470,000	(\$ 212,252)
Donations - TR	5,800	9,800	(4,000)	55,800	117,596	(61,796)
Satisfaction of Restrictions	18,633	25,718	(7,085)	317,851	308,616	9,235
Fundraising Events	0	6,667	(6,667)	42,500	80,000	(37,500)
Grant Income	0	0	0	0	0	-
Interest Income	7,509	0	7,509	57,764	0	57,764
Rental Income	0	0	0	0	0	-
Voluntary Pre-K	0	0	0	0	0	-
Fees & Miscell Income	0	0	0	21	0	21
Total Revenues	94,854	81,352	13,502	731,684	976,212	(244,528)
Expenses						
Salaries and benefits	168,786	112,344	56,442	1,030,951	1,348,121	(317,170)
Advertising	1,413	1,208	205	2,027	14,500	(12,473)
Bank service charges	1,256	750	506	14,418	9,000	5,418
Building repairs/maint	8,989	9,714	(725)	70,583	116,564	(45,981)
Depreciation	(715)	12,083	(12,798)	14,635	145,000	(130,365)
Dues Subscriptions	3,132	1,400	1,732	18,742	16,794	1,948
Information Technology	1,409	11,510	(10,101)	22,835	138,120	(115,285)
Database Mgmt System	0	4,500	(4,500)	0	54,000	(54,000)
Database Management System	0	56	(56)	0	675	(675)
Insurance	(215)	6,921	(7,136)	4,810	83,060	(78,250)
Interest expense	(3,020)	5,200	(8,220)	4,424	62,400	(57,976)
Licenses and permits	0	0	0	5,551	0	5,551
Mileage reimbursement	65	142	(77)	2,150	1,700	450
Travel/Conference	2,150	1,337	813	21,602	16,043	5,559
Miscellaneous	276	(20)	296	2,128	(6)	2,134
Office expense	523	8	515	16,955	100	16,855
Postage and shipping	85	262	(177)	406	3,136	(2,730)
Printing	11,881	2,614	9,267	17,559	31,366	(13,807)
Professional fees	23,110	12,483	10,627	289,235	149,790	139,445
Program expenses	5,000	289	4,711	9,000	3,467	5,533
Public relations	4,901	583	4,318	16,872	7,000	9,872
Rent	(9,113)	2,233	(11,346)	(33,741)	26,800	(60,541)
Software	0	0	0	0	0	0
Special fundraising events	0	2,292	(2,292)	35,280	27,500	7,780
Staff events/meetings	3,209	663	2,546	18,408	7,955	10,453
Staff training and development	275	2,166	(1,891)	20,252	26,000	(5,748)
Telephone	1,498	5,792	(4,294)	1,322	69,504	(68,182)
Telephone - Cell/HotSpots	4,775	1,213	3,562	2,803	14,556	(11,753)
Utilities	28	3,578	(3,550)	7,337	42,939	(35,602)
Administrative Cost (net)	(56,078)	(75,034)	18,956	(704,357)	(900,410)	196,053
Worst Case-Admin Net Effect	0	0	0	0	0	0
Total Expenses	173,620	126,287	47,333	912,187	1,515,674	(603,487)
Increase (Decrease) in UNR Assets	(\$ 78,766)	(\$ 44,935)	(\$ 33,831)	(\$ 180,503)	(\$ 539,462)	\$ 358,959



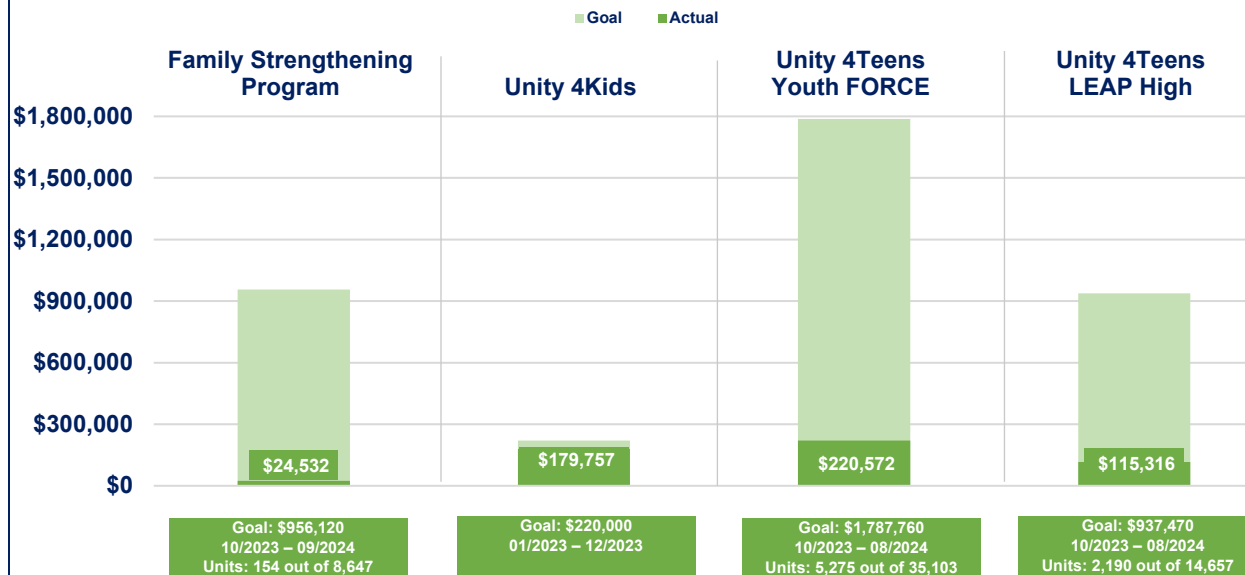
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New Generation
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EDUCATION OCTOBER 2023

PROGRAMS PERFORMANCE = GOALS



PROGRAMS PERFORMANCE = REVENUE



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.



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ECONOMIC DEVELOPMENT OCTOBER 2023

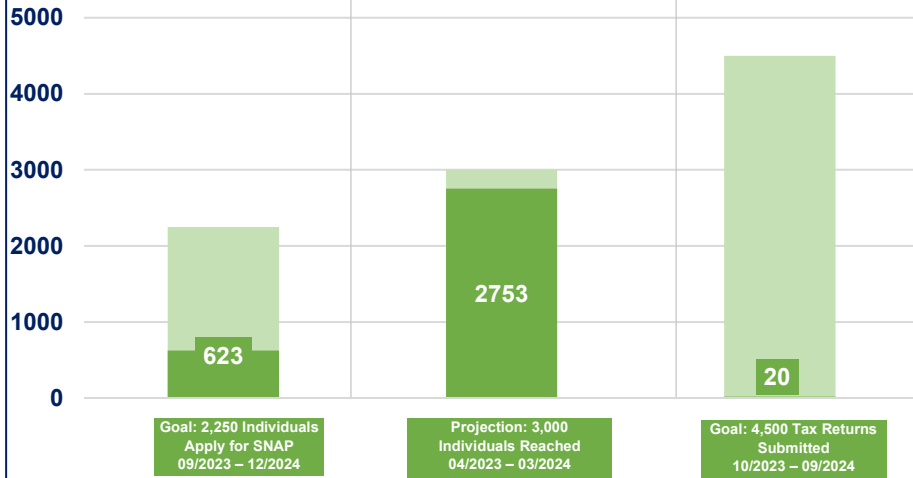
PROGRAMS PERFORMANCE = GOALS

Goal Actual

Comprando
Rico y Sano

Health Literacy

VITA



PROGRAMS PERFORMANCE = GOALS

Goal Actual

Te Ayudo

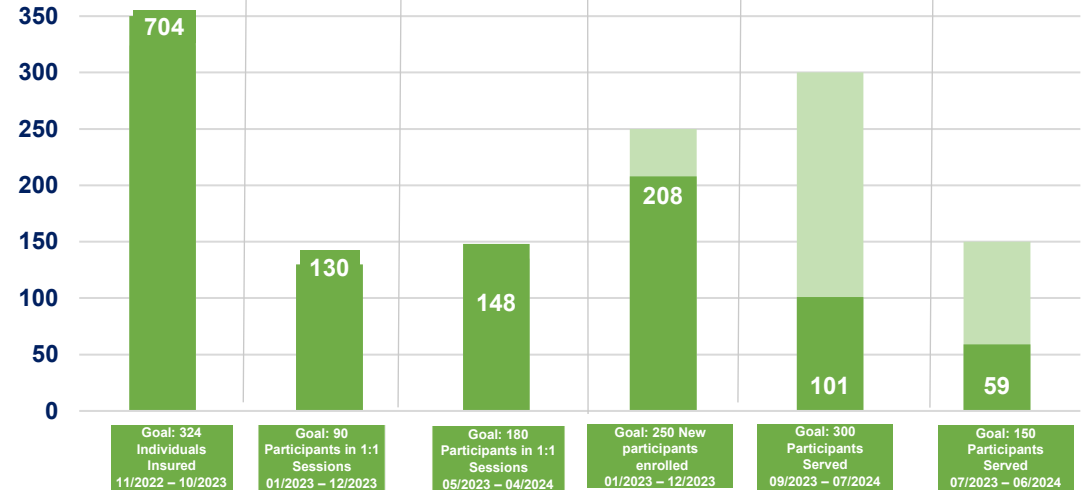
Housing

Financial
Capabilities

CWF

AmeriCorps

HEAL



PROGRAMS PERFORMANCE = REVENUE

Goal Actual

CWF

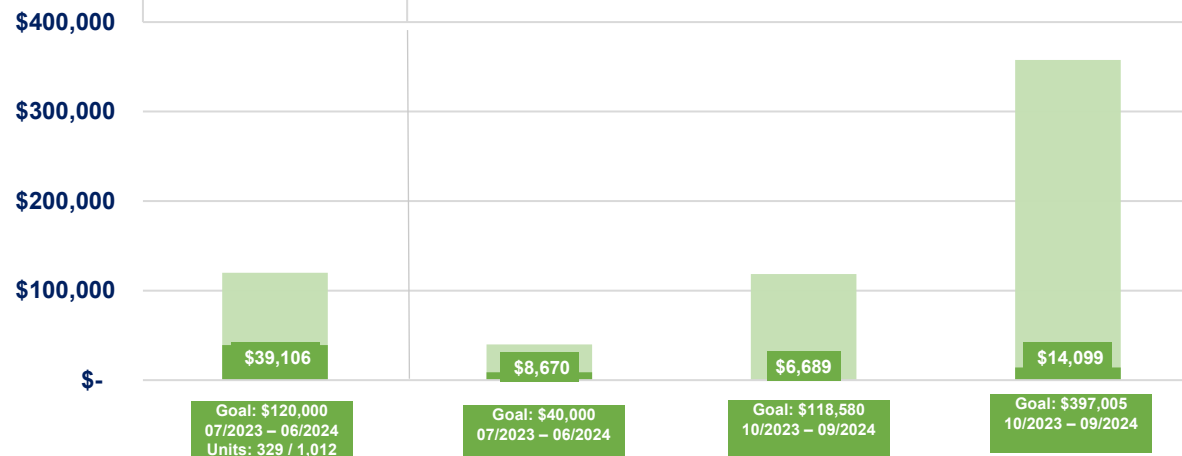
VITA

UW

UW

IRS

CSC



Based on current results and if future projections are met:

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

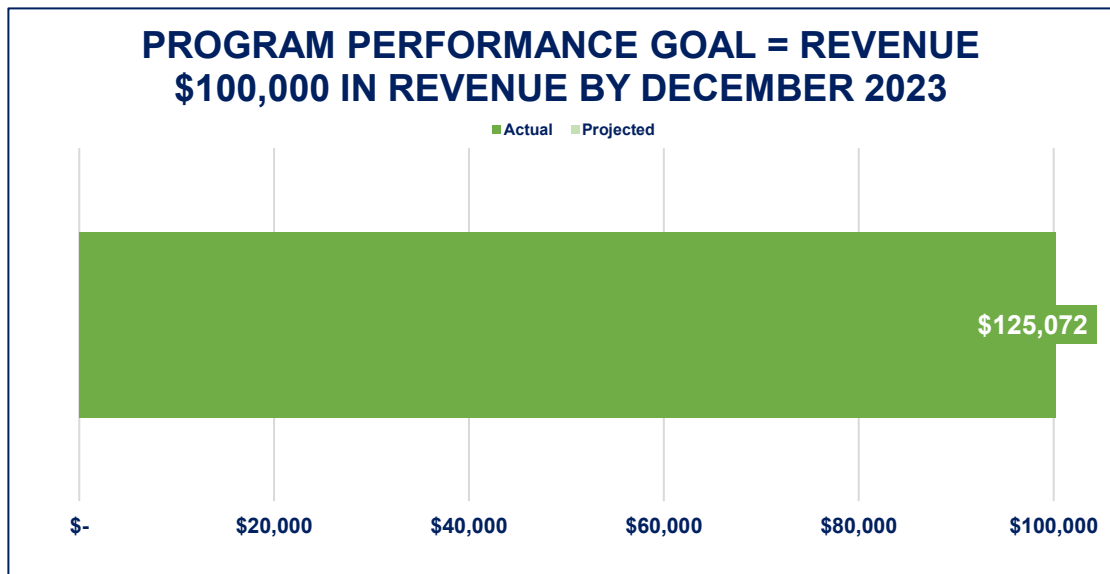
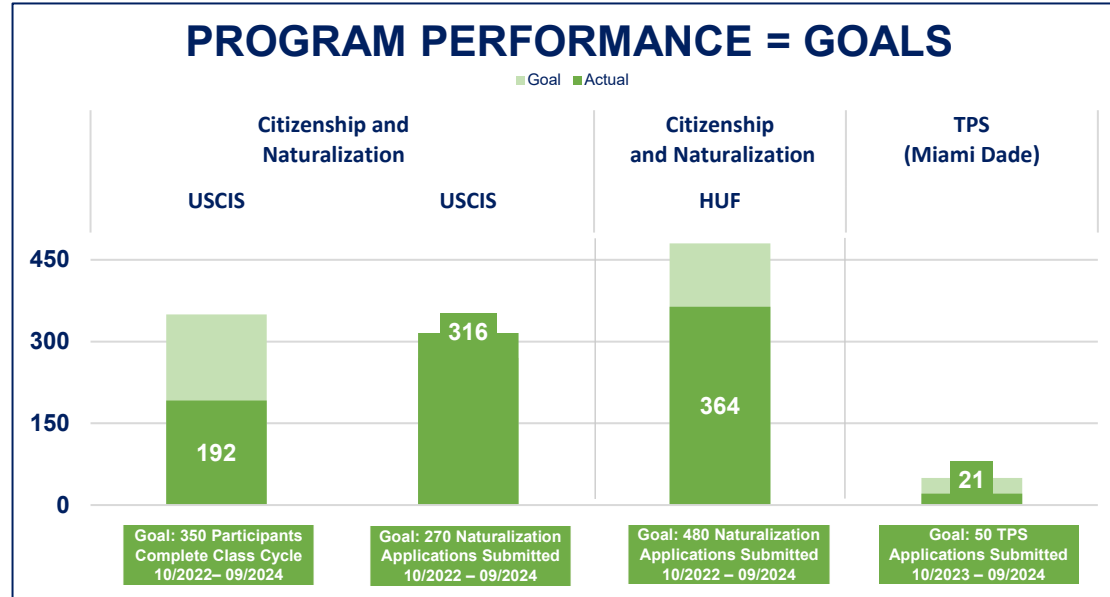
Close to being on track to meet goals/projections 85% > 94% of the goal

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



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CIVIC ENGAGEMENT OCTOBER 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

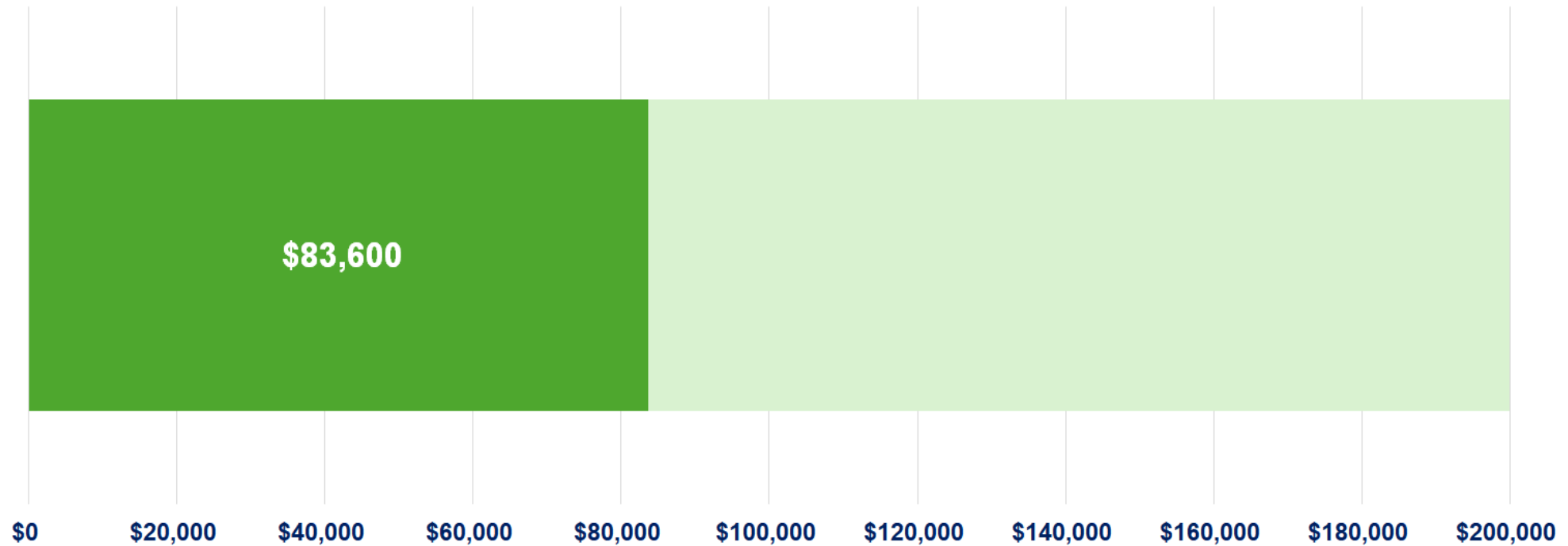


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MINIACI CHALLENGE GRANT

3 YEAR GOAL: \$200,000 RAISED BY JUNE 2026

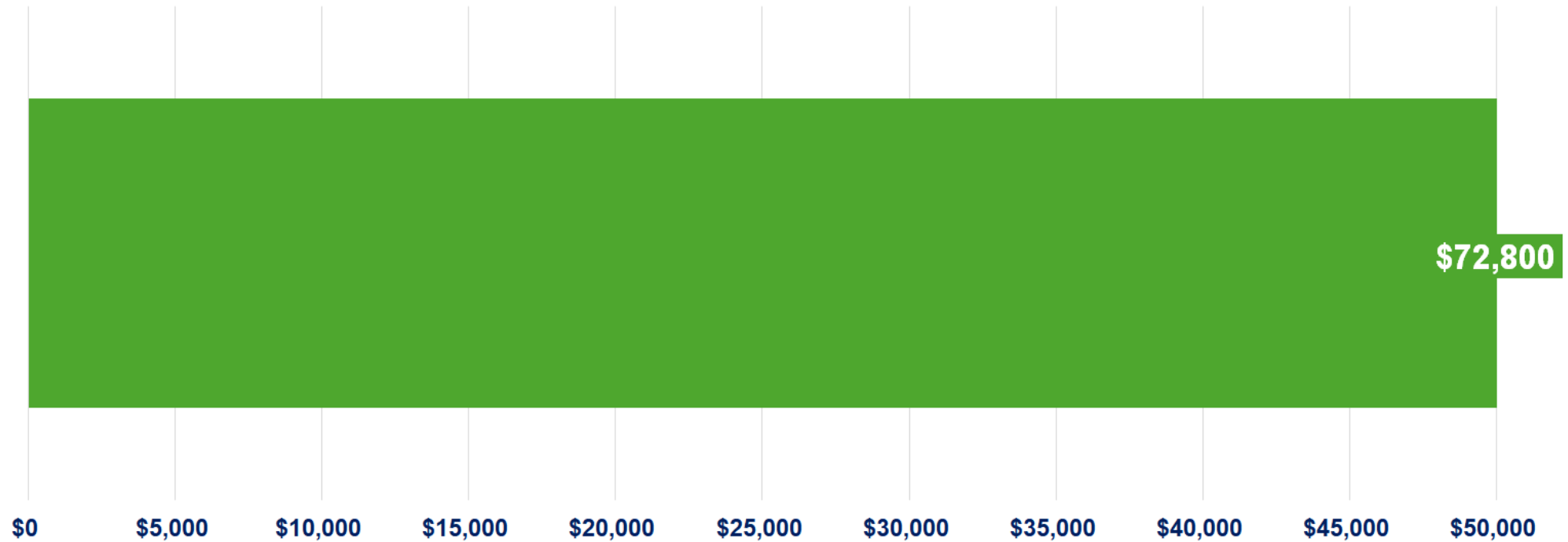
■ Actual ■ Goal



MINIACI CHALLENGE GRANT

YEAR 1 GOAL: \$50,000 RAISED BY JUNE 2024

■ Actual ■ Goal

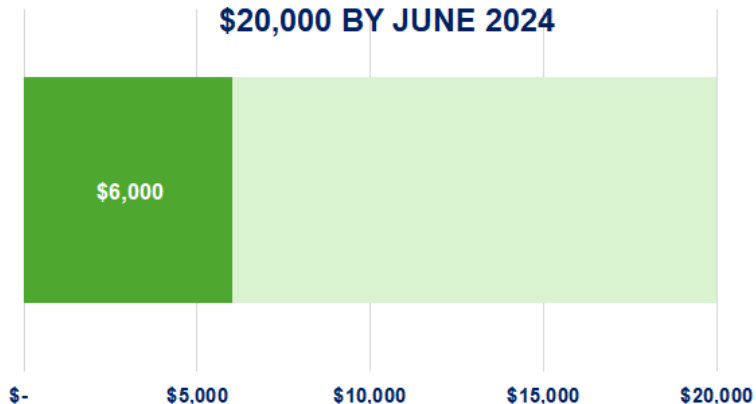




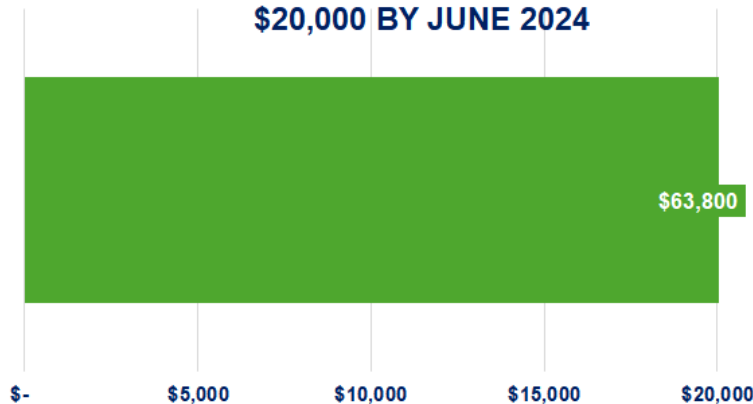
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MINIACI CHALLENGE GRANT YEAR 1

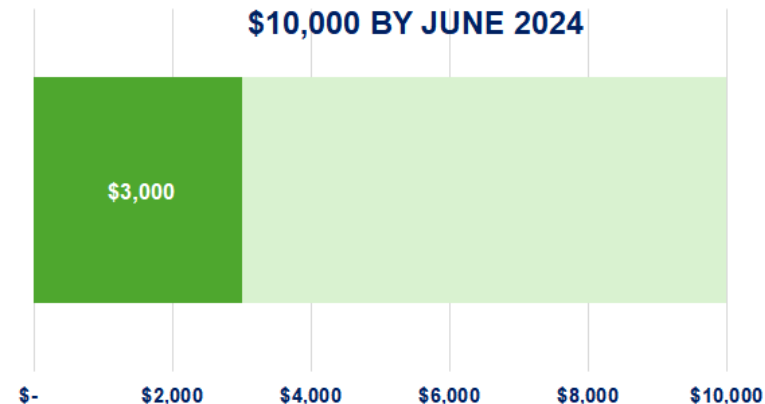
NEW DONORS GOAL: \$20,000 BY JUNE 2024



EXISTING DONORS GOAL: \$20,000 BY JUNE 2024

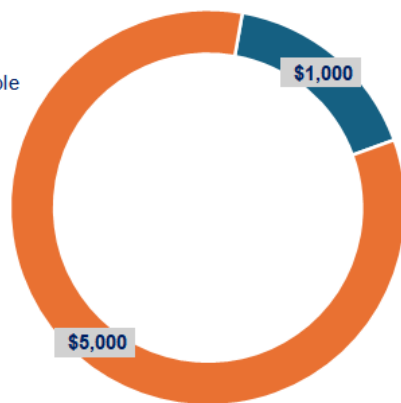


BOARD OF DIRECTORS GOAL: \$10,000 BY JUNE 2024



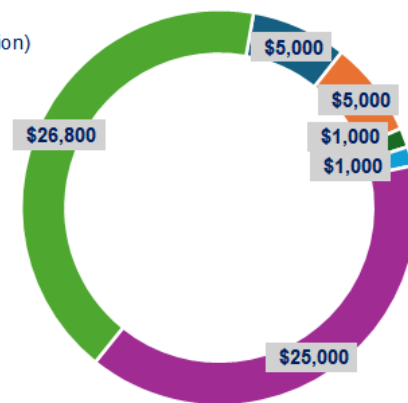
NEW DONORS

- Alex Recio (Miramar Bakery)
- The James I. Coddington, Jr. Charitable Fund



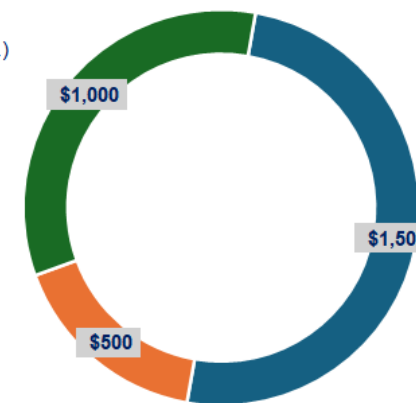
EXISTING DONORS

- Susie Levan (Levan Family Foundation)
- Kenny Tate (Broward Film Society)
- Maria Soldani
- Maria Sanjuan
- Lily Pardo (Ansin Foundation)
- Bob Taylor (BBI)



BOARD OF DIRECTORS

- Maria Barnard (JM Family Enterp.)
- Boris Espinoza
- Tony Abbate





Empowering a
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2024-2026 STRATEGIC PLAN

Implementation Updates

March 2024



AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
EVALUATION AND INNOVATION	1.1.1	Update specific indicators of the "State of Hispanic and Immigrant Broward" report to use it as an analytical tool for assessing community needs, informed decision-making processes, and targeted interventions.	Q2-2024 Q4-2024	N/A	In Progress	Data points will be updated internally (\$ saved). Initial focus on demographic info. is in progress.
		Conduct periodic, client-oriented research methods, such as focus groups, interviews, and surveys, to systematically gather data on HUF's client needs, experiences, and concerns among others.	Q3-2024	Pending	In Progress	Currently planning 3 focus groups oriented towards HUF's workforce education future pathways (to evaluate initial assessment).
	1.1.2	Foster continuous KPI and Metrics refinement through staff engagement, and based on challenges, opportunities, and emerging insights.	Quarterly/ Based on New Contracts	N/A	In Progress	In continuous conversations with managers. Constant update of scorecards based on new contracts.
		Conduct comprehensive programmatic internal audits to ensure alignment and compliance according to organizational and contractual standards.	Q2-2024	N/A	In Progress	Program to be audited as well as main areas to be reviewed have been identified. In planning phase.
			Q4-2024	N/A	Not Started	
		Conduct data workshops where staff can access, analyze, and discuss programmatic data collectively, encouraging open dialogue to foster a culture of shared insights and better evaluate program effectiveness	Q2-2024	Pending	Not Started	N/A
			Q4-2024	Pending	Not Started	
	1.1.3	Conduct Innovation Exchange sessions where staff members can convene to share insights on successful projects, best practices from other organizations, and brainstorm innovative ideas.	Q2-2024	Pending	Not Started	N/A
			Q4-2024	Pending	Not Started	



AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
GOVERNANCE	1.1.4	Collect demographic data on the current Board of Directors and HUF's staff, including information on age, race, ethnicity, and other relevant factors.	Q1-2024 Q2-2024	N/A	In Progress	Demographic survey was created. Staff data collection at 80%. BOD to submit data by 04.19.
		Analyze and compare the demographic data collected to the demographics of the community that the organization serves. Identify significant disparities or underrepresentation in both groups.	Q1-2024 Q2-2024	N/A	Not Started	N/A – Pending data collection
		Create a plan to address disparities in representation in HUF's Board of Directors.	Q1-2024 Q2-2024	N/A	Not Started	N/A – Pending data collection
	3.4.4	Review and update the Agency's bylaws to include an advocacy component in the Board of Directors' job description.	Q2-2024	N/A	Not Started	N/A
	3.4.5	Conduct a comprehensive assessment of the current advocacy knowledge and skills within the Board of Directors.	Q2-2024	N/A	In Progress	HUF will reach out to Bolder Advocacy, a program of the Alliance for Justice to get feedback on this.
		Customize a training plan based on the assessment results, tailoring content to address the wants and specific needs and gaps identified within the Board and aligned to HUF's PP&A agenda.	Q3-2024	N/A	Not Started	N/A
		Implement the training plan	Q4-2024	N/A	Not Started	N/A
	4.4.3	Outline the roles and responsibilities of key board positions and assess the performance and potential of current Board members (self-assessments, peer feedback, performance reviews, talent matrix, etc.)	Q2-2024	N/A	In Progress	HUF is currently looking for an external stakeholder to guide the Board in this process.
		Develop a roadmap that outlines the steps, timeline, and resources required to prepare and transition successors into identified board positions (including contingency plans for unexpected vacancies or emergencies).	Q2-2024	Pending	Not Started	N/A
		Execute the succession plan by providing mentoring, training, shadowing, or delegating opportunities to prepare identified successors (regularly monitor and evaluate progress and outcomes).	Q3-2024	N/A	Not Started	N/A



AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
PROGRAMS	2.1.1	Gather data and perform a comprehensive assessment of the local labor market to identify workforce demands, integrating the adults' and the youth's needs, strengths, and skills gaps.	Q1-2024 Q2-2024	Pending	In Progress	Data on high-paying in-demand industries is being analyzed. Next step: Assessment of clients' skills and educational background.
		Design and map a workforce education program with multiple pathways, that addresses the educational and training needs of both adults and the youth, creating a network of local business partners and educational institutions that allow to offer a diverse array of resources and opportunities to HUF's clients.	Q2-2024	N/A	Not Started	N/A
		Launch the 2Gen Workforce Pathways Program.	Q3-2024	Pending	Not Started	N/A
		Evaluate the effectiveness and viability of the 2Gen Workforce Pathways Program design.	Q4-2024	N/A	Not Started	N/A
	2.1.2	Continuously grow a network of local business partners, workforce development agencies, professional associations, and educational institutions to improve the offering of resources and opportunities for clients.	Q3-2024	N/A	In Progress	Several meetings have taken place to define partnerships and strategies needed.



AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
PP&A	3.1.2	Seize opportunities to meet with elected officials (with a focus on State, County, and Municipal elected officials).	Q4-2024	N/A	In Progress	The process to meet with County commissioners and city managers. has been mapped out.
	3.1.3	Strengthen all digital platforms to highlight community needs and advocacy efforts to engage and inform stakeholders and clients.	Q2-2024	Pending	In Progress	PP&A and Marketing are working on elements to be redesigned.
		Update specific data points of the State of Hispanic and Immigrant Broward report (Reference 1.1.1) and organize roundtables to socialize data and report findings.	Q3-2024	Pending	Not Started	N/A
		Identify what resources, information, and data do external stakeholders need regarding community needs to be able to discuss systemic issues (ex: data, client listening sessions).	Q3-2024	N/A	In Progress	Questions have been defined and are being asked to stakeholders.
		Develop an action plan to engage stakeholders/community based on research findings.	Q4-2024	N/A	Not Started	N/A
	3.2.2	Identify a leadership curriculum to incorporate into Unity4Teens program.	Q4-2023	N/A	Completed	2 curriculums were identified and included in the CSC RFP proposals.
		Launching the leadership program/curriculum for Unity4Teens program.	Q3-2024	Pending	Not Started	N/A
	3.4.2	Research different stakeholders' engagement best practices on Advocacy.	Q2-2023	N/A	In Progress	Internal discussion on who to reach out to and questions to be asked has started.
		Power map HUF BOD and volunteers' connections to elected officials and other stakeholders.	Q3-2024	N/A	Not Started	N/A
		Continue engagement work that HUF PP&A has commenced with HUF Programs to inform staff on PP&A issues and activities related to their programs.	Q3-2024	Pending	In Progress	Three roundtables have been scheduled for April (Unity 4Teens)



AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
MARKETING	4.2.1	Develop a process for capturing stories and creating a clear narrative to share with identified audiences (clients, community, donors, staff, and influencers).	Q3-2024	Pending	In Progress	Based on HUF’s mission, the definition and description of success was determined to set a baseline for success stories.
		Develop a process to provide narrative, talking points, and support material for friends/influencers to tell the story of the “value and contributions of immigrants.”	Q4-2024 2025	Pending	Not Started	In 2024 HUF will focus on revising its communications plan, new website, and success stories pipeline.
		Create, launch, and implement the new HUF bilingual website that integrates with the Data Management System to streamline data collection and analysis of marketing campaigns.	Q4-2024	Pending	In Progress	SOW completed. Meetings with several vendors were held. Bids are expected at the end of April.
		Recruit, hire, and onboard a full-time Marketing Manager.	Q3-2024	Pending	In Progress	May 1 st staff member will be 75% dedicated to Marketing. Expectation of July 1 st to be at 100%.



AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
DEVELOPMENT	4.3.1	Retain fundraising consultant(s) to 1) support development activities & special projects, and 2) recommend processes & procedures for recurring activities related to donor cultivation, stewardship, and recognition.	Q1-2024	Pending	In Progress	Cloud9 will present the final report and will draft a new contract to support HUF in several areas.
			Q2-2024		In Progress	
		Recruit, hire, and onboard a full-time Development Manager	Q2-2024 Q3-2024	Pending	Not Started	Once Director of Development is recruited, this staff member will be in charge of this next step.
	4.3.2	Assess current status of respective efforts (ex. SWOT analysis). Solicit stakeholder feedback on experiences and expectations.	Q2-2024 Q3-2024	N/A	In Progress	HUF is assessing major donors' experiences and expectations. CEO collecting specific information.
		Define revised goals & objectives for each effort and establish appropriate KPIs; Develop a comprehensive communications plan; Implement strategies for respective efforts; Monitor/evaluate KPIs monthly and adapt as needed.	Q3-2024	N/A	Not Started	N/A
			Q4-2024		Not Started	
	4.3.3	Research and recommend strategy(ies) for engaging family foundations	Q3-2024	N/A	Not Started	N/A
		Implement family foundation strategy	Q4-2024	N/A	Not Started	N/A



AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
FINANCE	4.3.4	Conduct a comprehensive comparative analysis of HUF's revenue mix against similar best-in-class organizations and evaluate revenue distribution percentages across various categories (e.g., grants, donations, program fees) to identify disparities and similarities.	Q1-2024	Pending	In Progress	Finalizing revenue mix for HUF. Identifying similar organizations with Raza Development Fund and other stakeholders for analysis.
		Review the organization's revenue mix analysis with the Board of Directors to discuss any necessary adjustments if the initial benchmarks are not reflective of the current industry landscape or HUF's evolving priorities.	Q2-2024	N/A	Not Started	N/A
		Implement continuous monitoring and adjustment mechanisms to track HUF's revenue mix over time while staying informed about industry trends and changes in funding landscapes to proactively adapt the revenue mix strategy.	Q3-2024	N/A	Not Started	N/A
	4.3.6	Have a cross-functional team conduct a comprehensive Feasibility Analysis for each potential innovative idea to grow unrestricted funding (assessing the financial implications, risks, and expected returns). involving finance, strategy, and program management to conduct the feasibility analysis.	Q2-2024	N/A	In Progress	Current focus on individual donors and fundraising events. Investment strategy for existing reserves TBD.
		Implement pilot programs for the most viable and promising ideas identified during the feasibility analysis and measure the impact of each initiative.	Q3-2024	N/A	Not Started	N/A
		Actively engage stakeholders, including donors, Board members, staff, and the community, throughout the process to solicit feedback and input to ensure ongoing support and alignment with the organization's values.	Q3/Q4 2024	N/A	Not Started	N/A



AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
OPERATIONS	4.5.1	Retain a consultant to assess current and future HR structure	Q1-2024	Secured	Completed	MEG Development Group retained.
		Conduct a full assessment of current and future HR structure including support necessary for the execution	Q2-2024	N/A	In Progress	Consultant assessment underway.
		Prioritize assessment findings for 2024, 2025, and 2026	Q3/Q4 2024	N/A	Not Started	N/A
	4.5.2	Increase internal capacity by hiring an HR fully dedicated staff member to work on addressing gaps and future growth	Q4-2023	N/A	Completed	HR Generalist onboarded Q4-2023.
		Create HR systems, processes, and procedures to address recruitment and retention	Q2-2024	Pending	In Progress	Recruitment process and respective training completed.
		Develop a comprehensive staff training and development plan	Q2-2024	Pending	In Progress	Training and development plan underway.
		Create a Succession Plan (Director level)	Q4-2024 Q1-2025	Pending	Not Started	N/A
	4.6.1	Create an Ad-Hoc operations committee	Q1-2023 2025	N/A	Not Started	Initial focus on HR
		Create a plan to assess HUF's operations infrastructure	Q3-2024 2025	N/A	Not Started	Initial focus on HR
		Assess HUF's operations infrastructure	Q3-2024	N/A	Not Started	N/A
		Create a plan to address HUF's operations infrastructure findings	Q4-2024	N/A	Not Started	N/A






AREA	SP NEXT STEP	IMPLEMENTATION PLAN	DEADLINE	FUNDING	STATUS	COMMENTS
OPERATIONS	4.6.2	Prioritize internal operational systems for automation (IT, HR, Marketing, Digital architecture, etc.)	Q3-2024	N/A	In Progress	Facilities ticketing system in HUF's Data Management System launched.
		Design and implement the automation of the operations systems	Q4-2024	N/A	Not Started	N/A
		Migrate physical servers to the cloud and improve cyber-security systems	Q4-2024 Q1-2025	Pending	In Progress	The implementation plan has been shared with the management team.
	4.6.3	Assess HUF's facilities to identify gaps and needs to expand HUF's footprint	Q2-2023	Pending	In Progress	HUF has obtained additional space at GELC (35+ staff members).
		Create a plan to strengthen physical and virtual capabilities to expand HUF's footprint	Q3-2024	N/A	Not Started	N/A
		Implement plan to ensure the successful expansion of HUF's footprint	Q4-2024	Pending	Not Started	N/A

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