



**Empowering a  
New Generation  
of Americans**

## **Board of Directors Meeting Package**

**Meeting #4**

**Tuesday, May 21, 2024**

Hispanic Unity of Florida-Casa Sanjuan: 5811 Johnson St, Hollywood, FL 33021

### **Mission**

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



**Board of Directors**  
**Meeting Agenda**  
 Tuesday, May 21, 2024 | 8:00 AM – At HUF

Time	Item	Lead	Pgs.	Action
8:00	<b>Call to Order / Roll Call</b>	Felina Furer		
8:02	<b>Chair Welcome</b> <ul style="list-style-type: none"> <li>Board Schedule – Summer</li> <li>Board Retreat, Saturday, Sept. 14<sup>th</sup></li> </ul>	Tony Abbate	Pg. 1	Information
8:05	<b>CEO Report</b>	Felipe Pinzon		Information
8:15	<b>Mission Moment</b> <ul style="list-style-type: none"> <li>Family Strengthening Program</li> <li>Unity4Kids Graduation</li> </ul>	Elizabeth Dorante & Yonela Carusi	Pg. 2	Presentation
8:35	<b>Governance</b> <ul style="list-style-type: none"> <li>Demographic and Experience/Expertise Survey Results</li> <li>Board Recruitment – Priorities</li> </ul>	Maria Barnard	Pgs.3-7	Discussion Discussion
8:45	<b>Finance</b> <ul style="list-style-type: none"> <li>2023 Audited Financial Statements</li> </ul>	Lisette Rodriguez & Leonor Romero	Will send Separately	Action
9:10	<b>Strategic Plan Update</b>	Leadership Team	Pgs. 8-17	Presentation
9:30	<b>Public Policy &amp; Advocacy</b> <ul style="list-style-type: none"> <li>Broward County Public School “Redefining Our Schools” Initiative</li> </ul>	Otto Valenzuela	Pgs. 18-23	Information
9:35	<b>Marketing</b> <ul style="list-style-type: none"> <li>2024 Entrepreneur Summit</li> </ul>	Kathy Gallego	Pg. 24	Information
9:40	<b>Fund Development</b> <ul style="list-style-type: none"> <li>Director of Development Update</li> <li>Miniaci Challenge Grant Event</li> </ul>	Felipe Pinzon T. Abbate, F. Pinzon & Kathy Gallego	Pg. 25	Information Update
9:55	<b>Consent Agenda</b> <ul style="list-style-type: none"> <li>Board Meeting Minutes (April 2024)</li> <li>Governance Committee Minutes (February &amp; April 2024)</li> <li>Marketing Committee Minutes (March 2024)</li> <li>PP&amp;A Committee Minutes (February 2024)</li> <li>Finance Committee Minutes (Dec. 2023 &amp; Mar. 2024) <i>to be approved by the Finance Committee on May 16, 2024.</i></li> <li>February and March 2024 Financial Statements</li> </ul>	Tony Abbate	Pgs.26-29 Pgs.30-34 Pgs.35-36 Pgs.37-38 Pgs.39-45 Will send separately	Action

Time	Item	Lead	Pgs.	Action
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	Executive Session			
10:00	Adjourn			
	18 Active Board members / 10 <u>required for quorum and vote</u>			

<b>Appendices:</b>				
	1. Board member self-assessment.		Pg.46	
	2. Program Performance dashboard – March 2024		Pgs.47-49	
	3. Miniaci Challenge Grant Dashboard		Pgs. 50-52	
	4. HUF Management Team		Pgs. 53-54	

Board of Directors				
2024				
Board Members	Jan	Feb	Mar	April
ABBATE, Anthony (Tony)	P	P		P
ALVAREZ, Maritza	P	P		P
BARNARD, Maria	P	P		E
BITTAR, Elsa	E	P		P
CARDOZO, Carolina	P	P		P
CUSHING, Giselle	P	P		P
ESPINOZA, Boris	A	P		P
FRANCO, Lesli	A	P		A
HERZ, Dan	P	P		P
NASSE, Jeffrey	P	P		P
PARADOWSKI, Christina	P	P		P
PALAU, Alexandra	P	P		P
REYES, Christian	A	P		A
RIVERA, Francisco	P	E		E
RODRIGUEZ, Ana	A	P		P
RODRIGUEZ, Lisette	P	P		P
RODRIGUEZ, Lucia	E	P		A
STONE, Angie	P	P		P
Total Board Members	18	18		18
Present: P	12	17		13
Excused: E	2	1		2
Absent: A	4			3
Board Members Present at the Meeting	66% In Person	94% Zoom		72% Zoom

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, Lesli	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



**Hispanic Unity of Florida**

**2024 Board Meeting – Summer**

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August 20		3 <sup>rd</sup> Tuesday <b>ZOOM MEETING</b>
September 14 (Board Retreat)		2 <sup>nd</sup> Saturday <b>IN PERSON MEETING</b>
November 19		3 <sup>rd</sup> Tuesday <b>ZOOM MEETING</b>
December 3	4:00-5:00 pm Meeting & 5:30-7:30pm Social	1 <sup>st</sup> Tuesday – Board Meeting & Social <b>IN PERSON</b>



**Unity 4Kids**  
*Education*

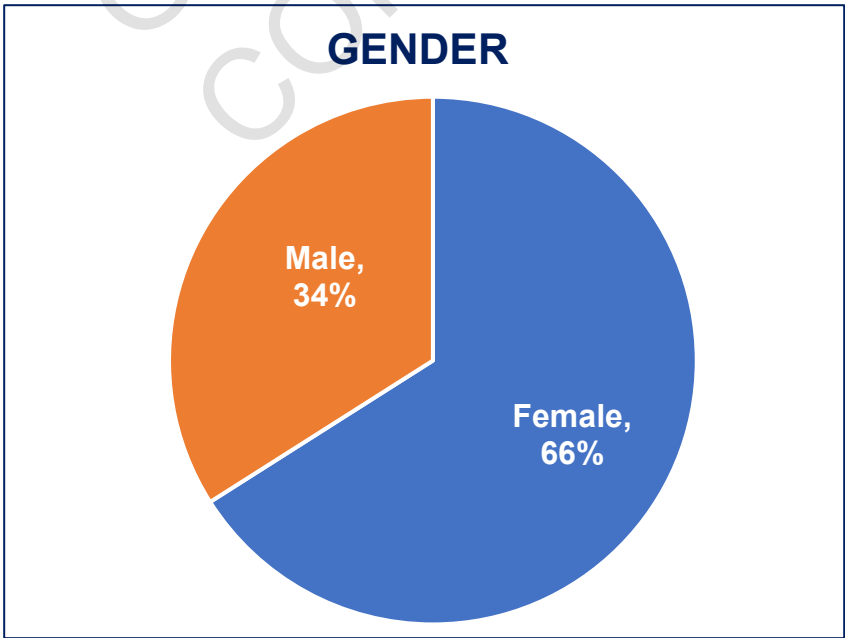
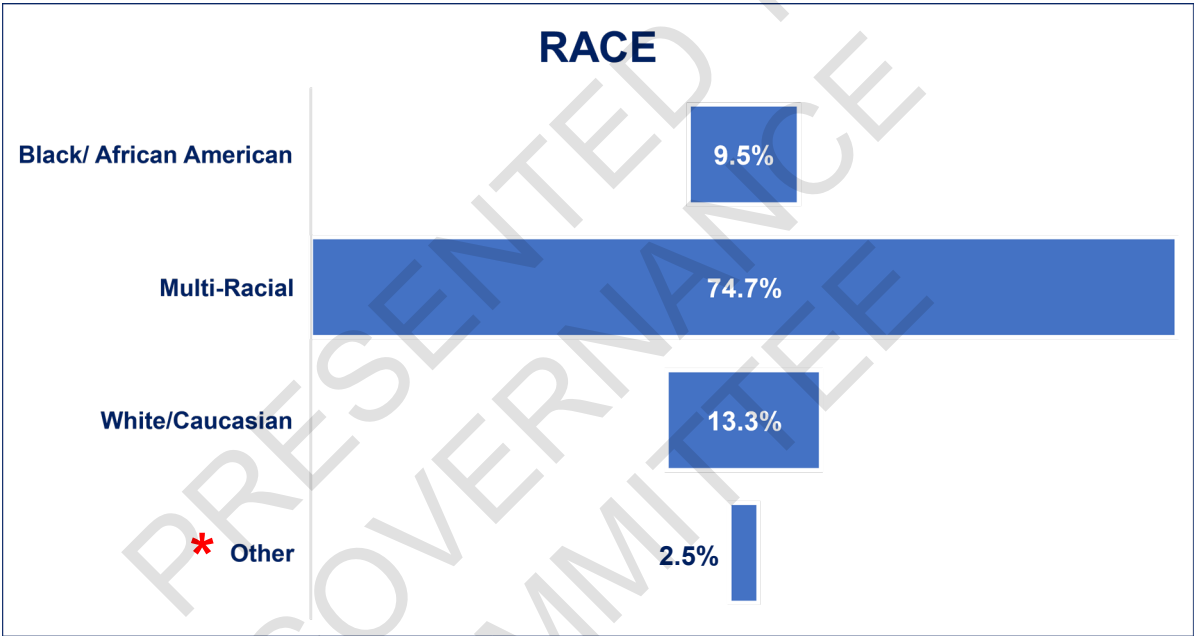
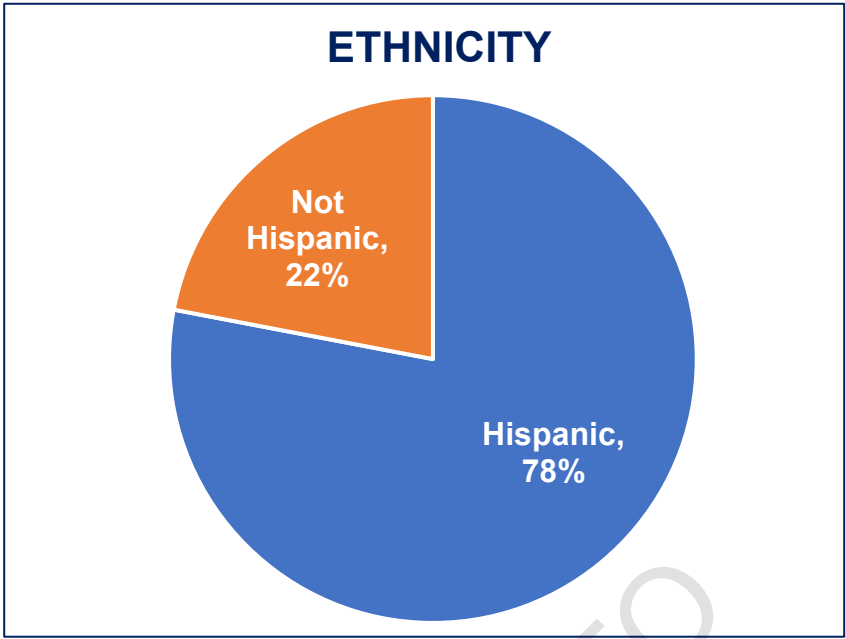
# CLASS OF 2024 GRADUATION

Saturday, June 8, 2024  
Sábado, 8 de junio de 2024  
10:00AM - 11:00AM

Gulfstream Early Learning Center  
120 SW 4th Avenue  
Hallandale Beach, FL 33009



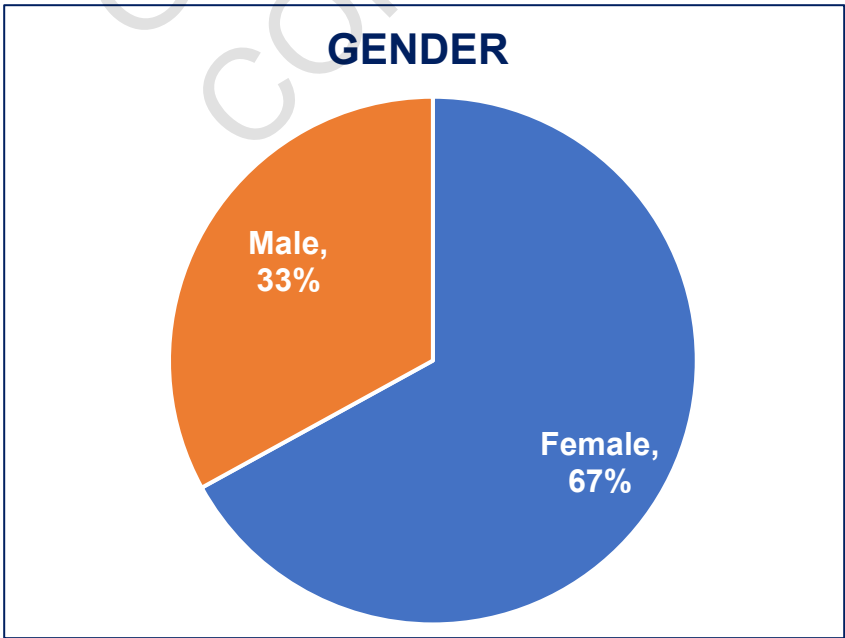
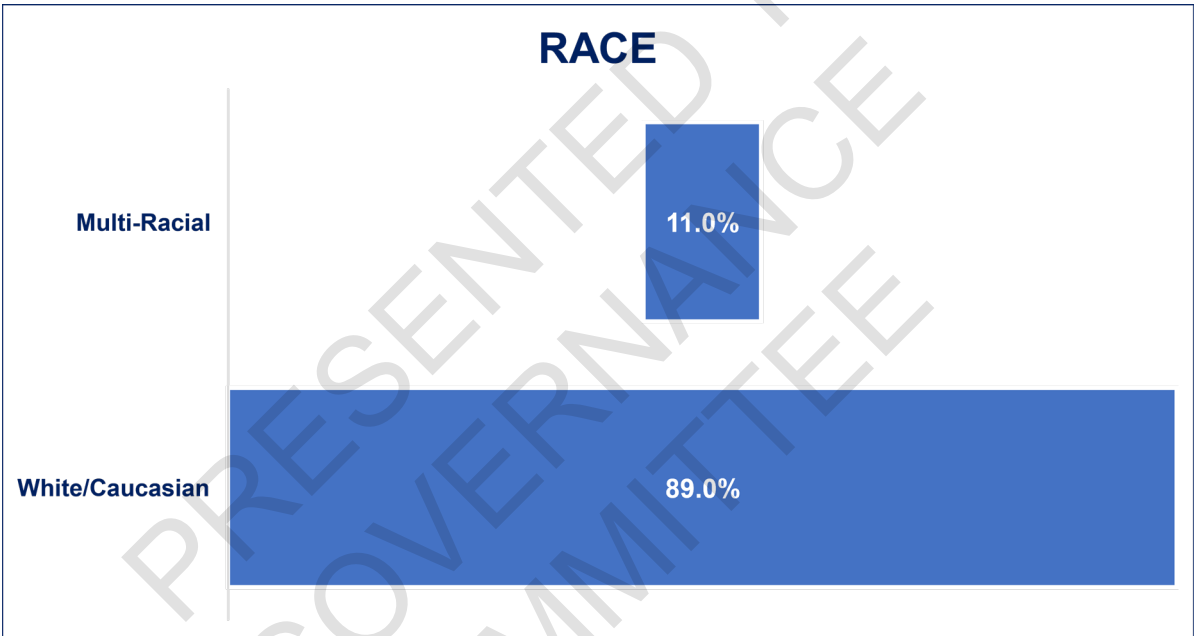
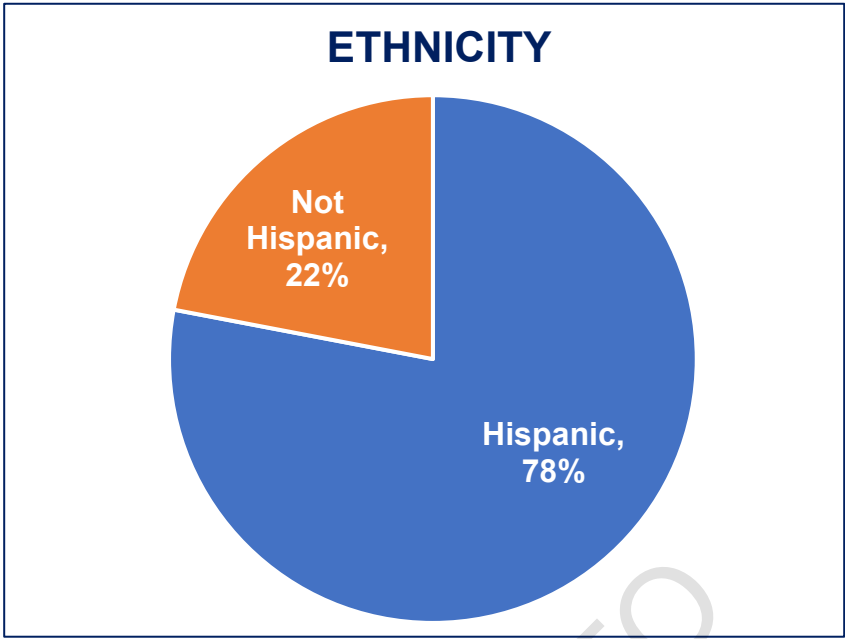
# HUF CLIENTS DEMOGRAPHICS



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\* American Indian/Alaska Native, Asian, Middle Eastern/ North African, Native Hawaiian/ Pacific Islander

# HUF BOD DEMOGRAPHICS



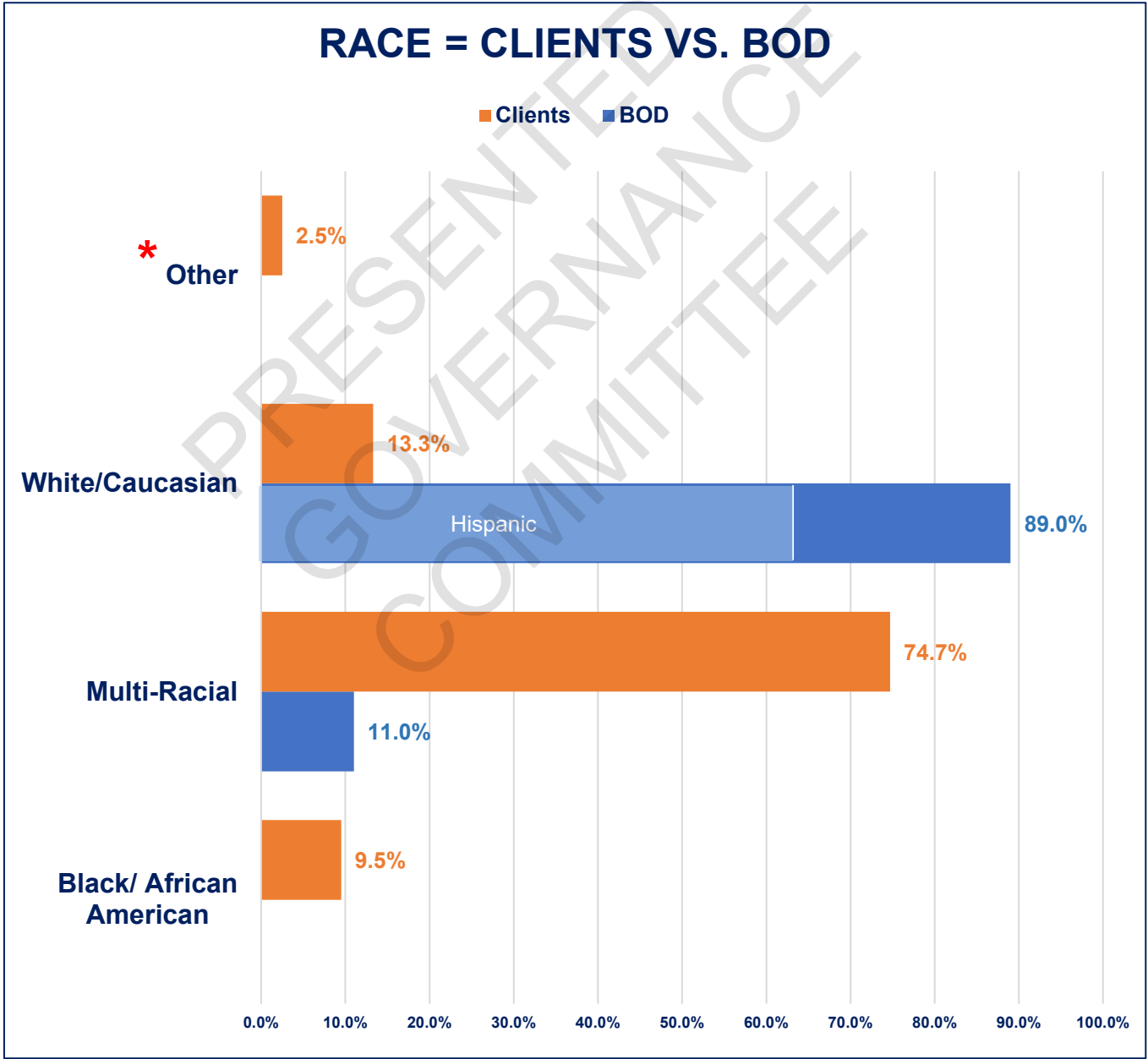
# HUF CLIENTS Vs. BOD DEMOGRAPHICS



Ethnicity = No Gaps



Gender = No Gaps



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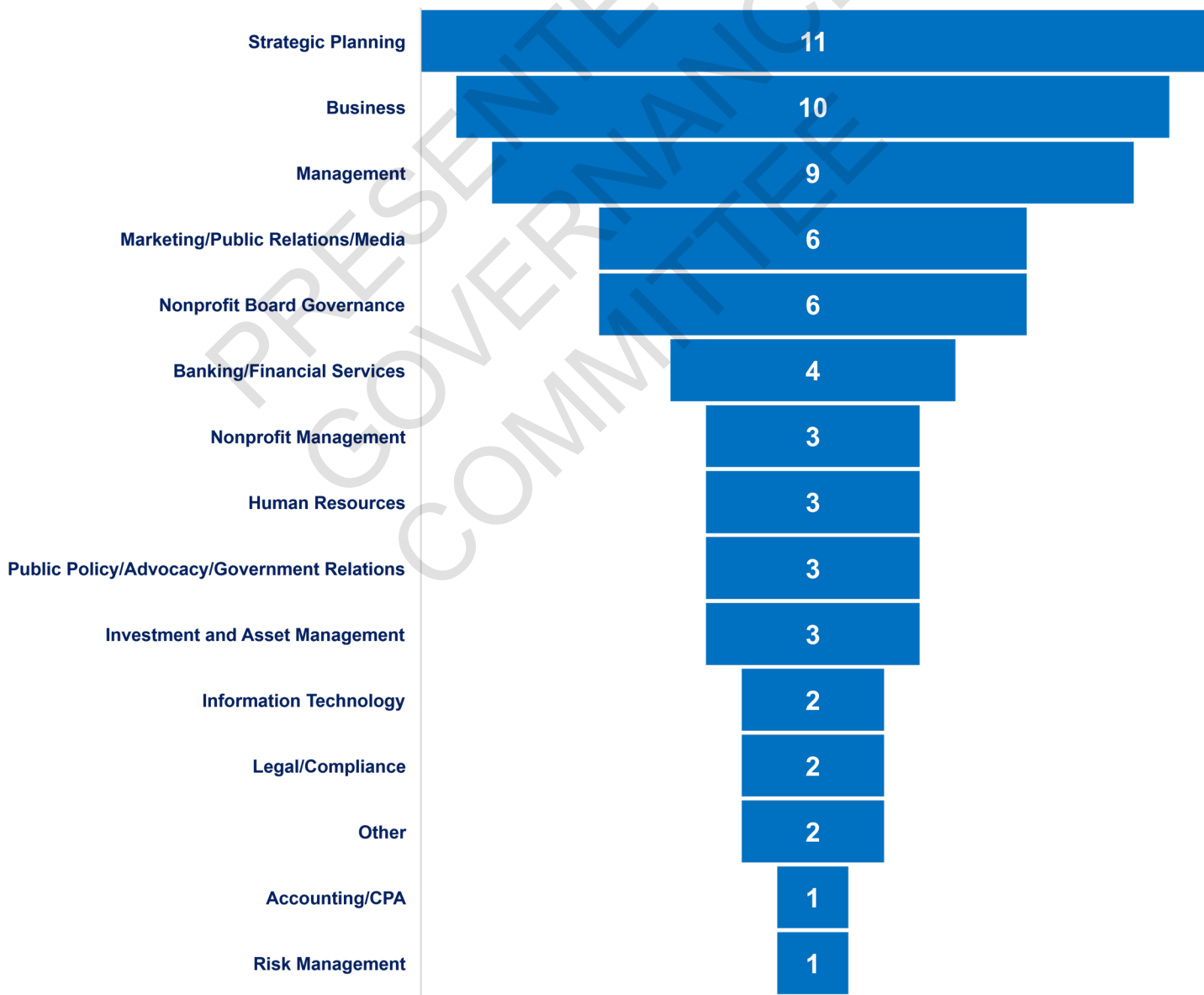
\* American Indian/Alaska Native, Asian, Middle Eastern/ North African, Native Hawaiian/ Pacific Islander

# BOARD OF DIRECTORS

## Experience, Expertise and/or Skills

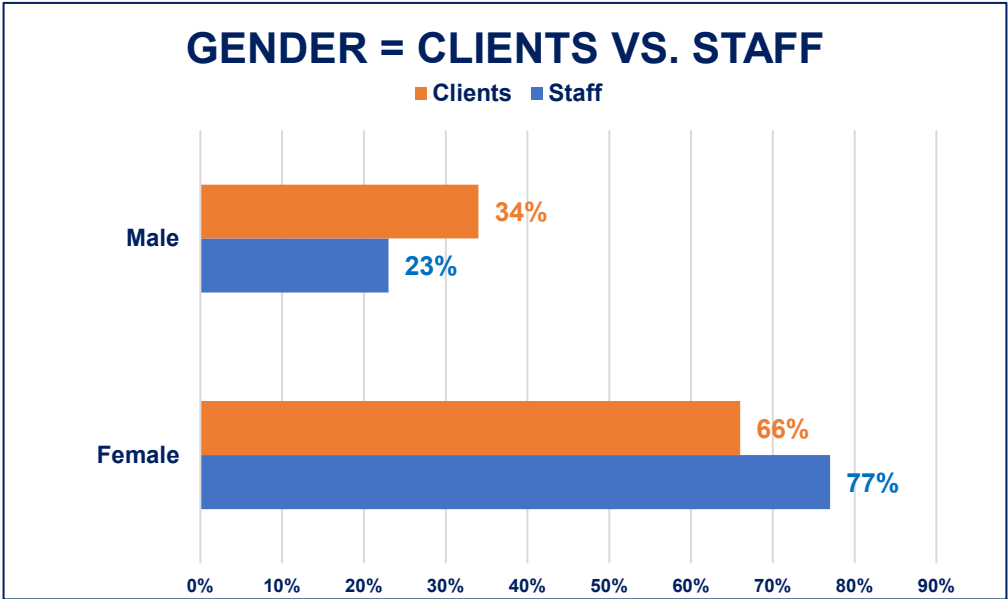
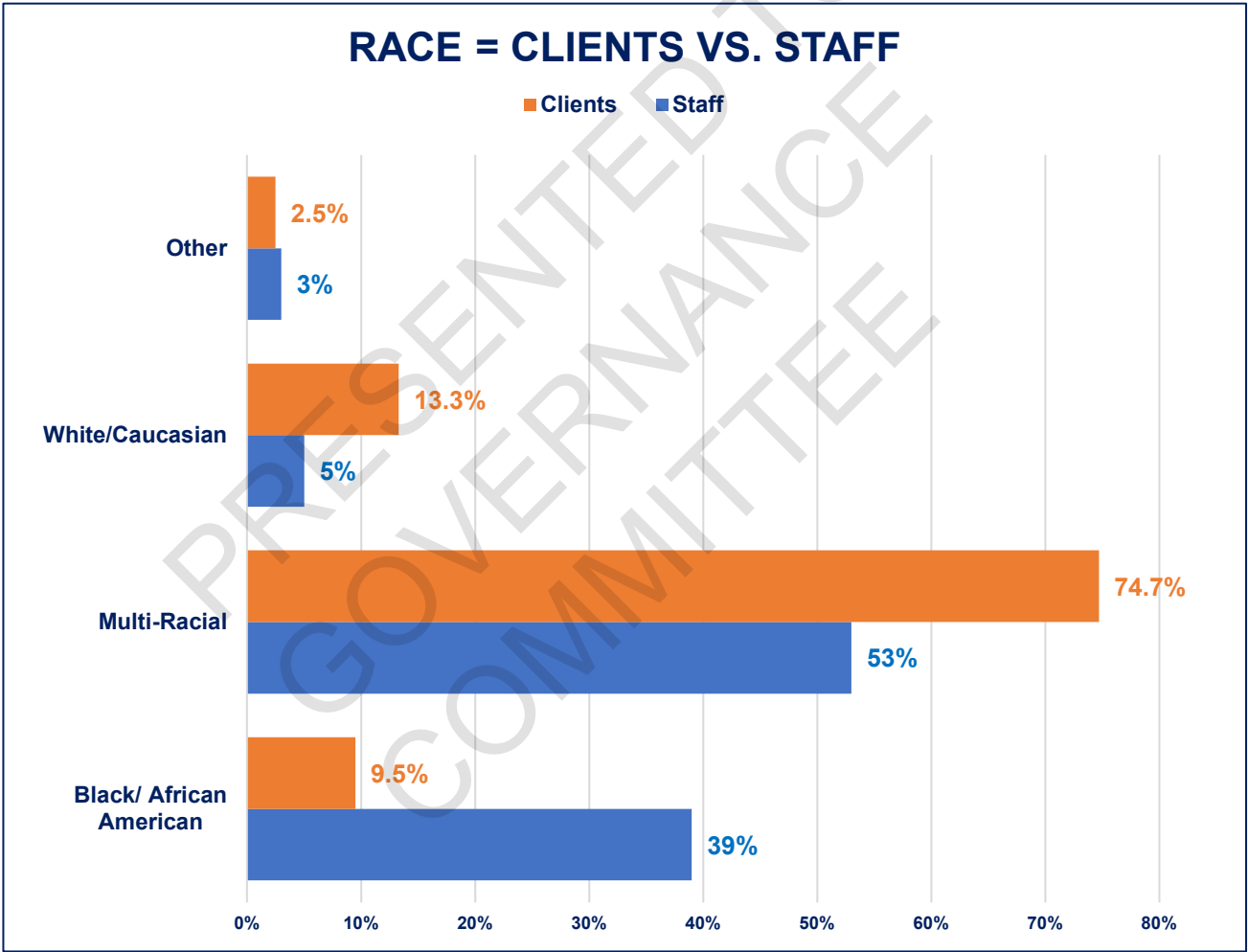
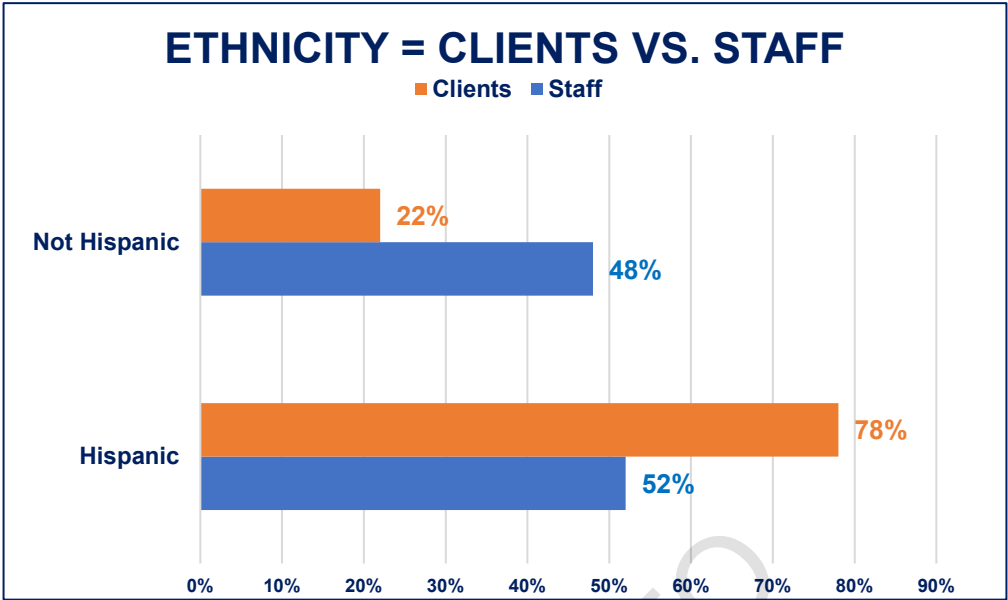
### Need:

- 1. Accounting
- 2. Information Technology and Legal
- 3. Banking/Financial and PP&A
- 4. Human Resources and Risk Management



# HUF CLIENTS Vs. STAFF

## DEMOGRAPHICS





Empowering a  
New Generation  
of Americans

# 2024-2026 STRATEGIC PLAN

## Implementation Updates

May 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.	Q4-2024	N/A	In Progress	Data points are being 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	Planning 3 focus groups oriented towards HUF's workforce education future pathways (to identify clients' skills and experience).
	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	Q3-2024	Pending	Not Started	N/A
			Q3-2024	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.	Q3-2024	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.	Q2-2024	N/A	Completed	2023 clients, Board of Directors, and staff demographic data collected.
		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.	Q2-2024	N/A	Completed	The Governance Committee analyzed data and identified existing gaps in representation and skills.
		Create a plan to address disparities in representation in HUF's Board of Directors.	Q2-2024	N/A	In Progress	Governance Committee defined recommendation.
	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 reached 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.	Q2-2024	Pending	In Progress	Data on high-paying in-demand industries is being analyzed. Next step: Assessment of clients' skills and expertise and identifying partners.
		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	Partially Secured	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 (business partners, workforce dev. agencies, etc.)



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	Information on programming and clients served was gathered by City. Proposals are being drafted.
	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.	Q4-2024	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. This will help define data points,
		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	Secured	Not Started	N/A – Funding secured. Launching will take place during the 2024-2025 school year.
	3.4.2	Research different stakeholders' engagement best practices on Advocacy.	Q2-2023	N/A	In Progress	HUF reached out to Bolder Advocacy, a program of the Alliance for Justice to get feedback on this.
		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	Staff was informed on BCPS school closures, CSC activities, legislative activities. The State Attorney's office visited Youth FORCE.



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	N/A	In Progress	Updated the success story template and created internal process and video production guidelines. Training of staff is pending.
		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.”	2025	Pending	Not Started	Moved to 2025. 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	Bids were requested from 4 agencies. A decision on the Agency that will work on the website will be made by the end of May.
		Recruit, hire, and onboard a full-time Marketing Manager.	Q3-2024	Secured	Completed	Staff member will be at 100% in Marketing on July 1 <sup>st</sup> .



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	Secured	Completed	Cloud9 presented final report and will draft a new contract to support HUF in several areas.
			Q2-2024		Completed	
		Recruit, hire, and onboard a full-time Development Manager	Q3-2024	Partially Secured	In Progress	The job description has been created and the recruitment process will start by the end of May.
	4.3.2	Assess current status of respective efforts (ex. SWOT analysis). Solicit stakeholder feedback on experiences and expectations.	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.	Q2-2024	Pending	In Progress	Finalized revenue mix. Identifying similar organizations with Raza Development Fund and others for comparative 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	Assessing new/increased client fees and Investment strategy for existing reserves.
		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	Q3-2024	N/A	In Progress	60% of the 7 buckets for buildout have been completed.
		Prioritize assessment findings for 2024, 2025, and 2026	Q3/Q4 2024	N/A	In Progress	Several priorities identified have been worked on during the process.
	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	Secured	In Progress	Recruitment process and training completed. Retention in progress.
		Develop a comprehensive staff training and development plan	Q2-2024	Secured	In Progress	Plan completion at 70%.
		Create a Succession Plan (Director level)	Q4-2024 Q1-2025	Secured	Not Started	N/A
	4.6.1	Create an Ad-Hoc operations committee	2025	N/A	Not Started	Moved to 2025 - Initial focus on HR
		Create a plan to assess HUF's operations infrastructure	2025	N/A	Not Started	Moved to 2025 - 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	In Progress	Working on migration to the Cloud with staff.
		Migrate physical servers to the cloud and improve cyber-security systems	Q4-2024 Q1-2025	Pending	In Progress	Project leads are being designated by Directors to support the process.
	4.6.3	Assess HUF's facilities to identify gaps and needs to expand HUF's footprint	Q2-2024 2025	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 2025	N/A	Not Started	Moved to 2025 - Initial focus on HR
		Implement plan to ensure the successful expansion of HUF's footprint	Q4-2024 2025	Pending	Not Started	Moved to 2025 - Initial focus on HR

## Redefining Our Schools

≡ MENU

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Home » (Parents/Students/Staff) » Parents & Families » Redefining Our Schools

### Redefining Schools for a New Era

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Broward County Public Schools (BCPS) is changing to better serve its students and community. Factors such as under-enrollment, population changes, and increased competition require the District to think differently about how and where

## Redefining Our Schools



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Redefining BCPS will involve community input, data analysis, and creative thinking. Strategies may include adding new programs, combining schools, boundary adjustments, school closures, and repurposing schools to expand community services. There will be many opportunities for the community to provide input throughout the planning process.

Join BCPS on this transformation to positively impact schools and the greater community.

### Community Engagement Opportunities

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Broward County Public Schools (BCPS) invites students, families, staff, and community members to participate in the next step of the Redefining Our Schools initiative. Following a series of Community Conversations in February 2024 – where initial stakeholder feedback was collected – and an analysis of key factors impacting enrollment decline, the District is presenting possible Redefining Our Schools considerations for stakeholder input.

Join Broward County School Board members, Superintendent Dr. Howard Hepburn, and District staff at one of the town hall meetings planned in each School Board member district to learn about the proposed considerations:

BCPS remains focused and committed to making our District more innovative and responsive to the evolving educational needs in our communities. The proposed considerations include utilizing strategies such as adding new programs, boundary adjustments, combining schools, school closures, and repurposing schools to expand community services.

To increase community involvement, the District seeks to partner with municipalities, faith-based and civic organizations, and the community to host future focus groups and planning meetings. If you are interested in hosting a discussion

# Redefining Our Schools

≡ MENU



## REDEFINE PRESENTATION

### TOWN HALL REDEFINING OUR SCHOOLS PRESENTATION 4-30-24

**Monday, April 29, in District 1 - Daniel P. Foganholi**

Hollywood Hills High School

5400 Stirling Rd, Hollywood, FL 33021

[Redefining Our Schools Town Hall Flyer](#) | [Español](#) | [Kreyòl Ayisyen](#) | [Português](#)

# Redefining Our Schools

≡ MENU

2501 N.W. 11th St., Fort Lauderdale, FL 33311

## Monday, May 6, in District 3 - Sarah Leonardi

Fort Lauderdale High School

1600 N.E. Fourth Ave., Fort Lauderdale, FL 33305

## Tuesday, May 7, in District 2 - Torey Alston

Charles W. Flanagan High School

12800 Taft St., Pembroke Pines, FL 33028

## Wednesday, May 8, in District 6 - Brenda Fam, Esq

Western High School

1200 S.W. 136 Ave., Davie, FL 33325

## Thursday, May 9, in District 7 - Nora Rupert

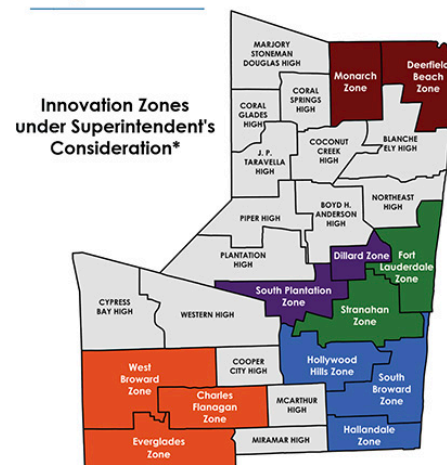
Deerfield Beach High School

910 Buck Pride Way, Deerfield Beach, FL 33441

Broward County Public Schools invites the community to participate in the next step of the Redefining Our Schools initiative. Seven Community Town Halls are taking place at locations throughout the District to share options and obtain community feedback. These meetings are crucial as the changes may impact schools outside of the Superintendent's considerations.

### Doors open 30 minutes prior to the event.

- No bags or purses permitted inside the venue.
- Security waiting upon entrance to the facility.
- American Sign Language, Spanish, Haitian Creole and Portuguese translators available on site.



\*Gray areas are not in the Superintendent's considerations, but may be impacted.

To locate schools in an Innovation Zone, visit [browardschools.com/zones](https://browardschools.com/zones)

LIVESTREAM AT [becon.tv/redefining](https://becon.tv/redefining)



### Schedule of Town Halls

- **District 1 - Daniel P. Foganholi**  
**Monday, April 29, 2024 at 6 p.m.**  
Hollywood Hills High School  
5400 Stirling Rd, Hollywood, FL 33021
- **District 4 - Lori Alhadeff**  
**Tuesday, April 30, 2024 at 8 p.m. (NEW TIME)**  
J.P. Taravella High School  
10600 Riverside Dr, Coral Springs, FL 33071
- **District 5 - Dr. Jeff Holness**  
**Wednesday, May 1, 2024 at 6 p.m.**  
Dillard High 6-12 School  
2501 NW 11th St, Fort Lauderdale, FL 33311
- **District 3 - Sarah Leonardi**  
**Monday, May 6, 2024 at 6 p.m.**  
Fort Lauderdale High School  
1600 NE 4th Ave, Fort Lauderdale, FL 33305
- **District 2 - Torey Alston**  
**Tuesday, May 7, 2024 at 6 p.m.**  
Charles W. Flanagan High School  
12800 Taft St, Pembroke Pines, FL 33028
- **District 6 - Brenda Fam, Esq.**  
**Wednesday, May 8, 2024 at 6 p.m.**  
Western High School  
1200 SW 136th Ave, Davie, FL 33325
- **District 7 - Nora Rupert**  
**Thursday, May 9, 2024 at 6 p.m.**  
Deerfield Beach High School  
910 Buck Pride Way, Deerfield Beach, FL 33441

All town halls may include participation of Countywide At-Large School Board Members, Dr. Allen Zeman, Seat 8, and Debra Hixon, Seat 9.

Host schools were solely chosen based on accessibility and location.

Additional information is available at [browardschools.com/redefining](https://browardschools.com/redefining)

The School Board of Broward County, Florida, prohibits any policy or procedure which results in discrimination on the basis of age, color, disability, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sex or sexual orientation. The School Board also provides equal access to the Boy Scouts and other designated youth groups. Individuals who wish to file a discrimination and/or harassment complaint may call the Director, Equal Educational Opportunities/ADA Compliance Department & District's Equity Coordinator/TITLE IX Coordinator at 754-321-2150 or email [eeo@browardschools.com](mailto:eeo@browardschools.com). Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or email [eeo@browardschools.com](mailto:eeo@browardschools.com).

# Redefining Our Schools

≡ MENU

Expand All

## Previous Conversations



Expand All

### School Board Workshops and Meetings



Redefining our Schools is a priority for the School Board of Broward County, FL. The Board has directed staff to evaluate the need and engage the community in developing recommendations.

See the tentative Board meeting schedule below, which is subject to change.

### School Board Workshops (tentative and subject to change)

### School Board Meeting

For more information on School Board meetings, please visit [www.browardschools.com/schoolboard](https://www.browardschools.com/schoolboard)





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of Americans**

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## BOARD OF DIRECTORS

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**Anthony J. Abbate**  
Chair  
Florida Atlantic University

**Maritza Alvarez**  
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Memorial Healthcare System

**Lisette Rodriguez**  
Treasurer  
Hancock Askew & Co., LLP

**Christina Paradowski**  
Past-Chair  
Mosaic Law

**Carolina Cardozo, Esq.**  
Secretary

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**Maria Barnard**  
JM Family Enterprises, Inc.

**Elsa Bittar**  
JPMorgan Chase

**Boris Espinoza**  
Citi Private Bank

**Lesli Cartaya Franco**  
O'Connell & Goldberg Public  
Relations

**Giselle Cushing**

**Daniel Herz**  
DFH Business Consultants Inc.

**Dr. Jeffrey P. Nasse**  
Broward College

**Alexandra Palau**  
All About Email Marketing

**Christian Reyes**  
JPMorgan Chase

**Francisco Rivera**  
Sony Pictures Entertainment

**Ana Rodriguez**  
Florida Blue/Blue Cross Blue Shield  
of Florida

**Lucia Rodriguez**  
Lucia Rodriguez Strategic Solutions LLC

**Angie Stone**  
Stone Business Solutions, Inc.

**LEGAL COUNSEL**  
**Manooch T. Azizi**  
Tripp Scott, P.A.

April 23, 2024

Dr. Howard Hepburn  
Superintendent Broward County Public Schools  
600 SE 3rd Avenue  
Fort Lauderdale, FL 33301

Dear Dr. Hepburn:

As Broward County Public Schools embarks on its Redefining Our Schools initiative, Hispanic Unity of Florida (HUF) wishes to continue and strengthen the work we currently do with the School Board (early childhood education, English classes, afterschool and summer programs and parenting skills).

With over 20 years of partnership with the community schools (ESOL classes) and our year-round presence at eight BCPS's and the Gulfstream Community Partnership School, we are uniquely positioned to help serve our ever-diversifying community with education and wrap around services.

As BCPS go through the process, HUF would be honored to be a part of the conversation on the future of our schools, specifically how our existing staff at BCPS's may be integrated into the new plan, along with strengthening the presence HUF has at physical school buildings and grounds.

HUF will continue its commitment to Broward's families and students by helping students achieve academic and social success and learn skills to help them grow into self-sufficient, productive adults.

As BCPS looks to the future, we hope to identify ways we can work together to meet our mutual objectives.

Respectfully,  


Felipe Pinzon  
President/CEO





# ENTREPRENEUR

## SUMMIT 2024

# SAVE THE DATE



**Friday, September 27, 2024**



**Alan B. Levan | NSU Broward  
Center of Innovation**

**3100 Ray Ferrero Jr Boulevard, 5th  
Floor Davie, FL 33314**







Empowering a  
New Generation  
of Americans

# PUENTE AL FUTURO BRIDGE TO THE FUTURE

**BRIDGING WORKFORCE INNOVATION AT HUF**

You are cordially invited to join us for an evening of strategic insights and networking. Together, we will explore the vital role of HUF in bridging current needs with future opportunities.

**Panel Discussion  
Featuring Guest  
Speakers from:**

- **The Greater Fort Lauderdale Alliance**
- **Career Source of Broward County**
- **Florida Atlantic University**

**THURSDAY, MAY 30, 2024  
5:30 - 7:30 PM**

**BBX CAPITAL**

201 East Las Olas Boulevard, Suite 1900  
Fort Lauderdale, FL 33301

**RSVP TODAY**



**LIVE LINK**



**EMPOWERING IMMIGRANTS AND OTHERS TO BECOME  
SELF-SUFFICIENT, PRODUCTIVE AND CIVICALLY ENGAGED.**



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

<b>Call to Order / Roll Call</b>	<b>Tony Abbate and Felina Furer</b>
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Began at 8:00am

<b>Chair Welcome</b>	<b>Tony Abbate</b>
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US Health and Human Services Secretary, Xavier Becerra, visited HUF, emphasizing the shared commitment across all sectors and showcasing a few of HUF's programs. He interacted with clients who engaged with him, and Telemundo covered the event.

Birthday wishes were extended to Felina Furer.

Tony reminded the board to complete their self-assessments via the provided link to track progress and commitment to HUF. The next meeting will be in person at HUF before the summer break.

<b>CEO Report</b>	<b>Felipe Pinzon</b>
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Felipe informed the board on several topics:

- Kathy Gallego was accepted to the Learning to Lead Academy, connecting with other human services agencies. She received a full scholarship for the academy.
- Dozens of applications have been received for the Director of Development position, and one individual is moving to the next level for an interview. The final phase will involve Felipe Pinzon, Ana Rodriguez, and Jessica Rodriguez from Cloud9.
- Dan Herz introduced Casio Vargas, a volleyball coach, to HUF, leading to the scheduling of a mini fundraising event at the JCC for a volleyball tournament.
- Giselle Cushing was thanked for introducing Lily Lopez to HUF, resulting in several projects underway with FIU and FPL. Felipe thanked Ana Rodriguez for joining the interview panel for the Development Director and for bringing in \$11k to HUF.
- HUF began its relationship with The Kresge Foundation in 2017, which continued their support during the pandemic. The foundation is renewing its commitment to HUF with \$500k over two years to support workforce education, expansion into Miami-Dade, and public policy advocacy.
- JPMorgan Chase will approve a \$500k over 2 years for workforce education.
- The DeLuca Foundation expressed interest in supporting HUF's strategic plan efforts and a proposal for \$3-\$4 million over three years has been submitted.

- The Children's Services Council's new proposal includes assisting 600 youth with \$4.2 million annually, with a \$1.3 million increase, which is expected to be approved this week. HUF is the second-largest provider for LEAP High (3 schools) and Youth FORCE (5 schools) in Broward County. Elizabeth Dorante shared that this process is very competitive, and our summer program runs for six weeks. Giselle asked if HUF could expand more into West Palm Beach and Miami-Dade. Felipe shared that they are working on expanding the relationship with The Children's Trust in Miami, which is the CSC of Dade. This will be a conversation for the next few years. The strategic plan has two major components addressed in the CSC proposal: workforce education for the youth and leadership development.
- The American Psychiatric Association selected HUF to receive the 2024 award for advancing minority mental health through the HEAL program. HUF will also receive a \$5k award.
- Felipe also shared speaking engagements, conferences, and other special events to which HUF was invited.

#### **Mission Moment**

**Elizabeth Dorante and  
Eduardo Pineda**

- The Center for Working Families (CWF) serves as the cornerstone of the Economic Development department, offering a comprehensive approach to supporting low-income working families. By bundling services such as SNAP, Medicaid, and rent assistance, CWF provides families with a holistic toolkit to address their needs and build their assets. The program focuses on empowering individuals and assisting families in becoming self-sufficient through job placement and advancement. In 2023, 60% of participants increased their household income and improved their credit scores. HUF partners with over 30 employers to train and place individuals in job opportunities. Additionally, many higher education institutions, community-based organizations, and government agencies collaborate with HUF to further aid clients. Strategic initiatives going forward include workforce education, housing, and emerging entrepreneurship.
- Elizabeth shared updates on HUF events, including the Broward AWARE day of reading campaign designed for child safety and well-being. The Job Fair held on April 3rd drew 190 participants, with employers expressing satisfaction and conducting on-the-spot interviews. A Citizenship clinic was held on Saturday, April 13th, at Ana G. Mendez University in Miami Lakes, where HUF collaborated with law students, volunteers, and lawyers to assist 150 legal permanent residents. They were able to help 170 individuals file legal paperwork.

Giselle inquired about tracking the number of hires from job fairs, which Elizabeth will work on. She also suggested reposting Univision clips from the Citizenship clinic on HUF's YouTube page, as it is good material to highlight the organization's work. Ana Rodriguez asked about expanding the Citizenship program further into Miami, mentioning ongoing expansion efforts in Hialeah with the support of Florida Blue office spaces. The goal is to establish a Saturday Citizenship class in Miami, with funding being the main requirement for expansion. Ana offered her support in sharing Florida Blue locations, and Giselle mentioned Miami Dade College as a potential resource for replicating clinics.

## Governance

**Maritza Alvarez**

- John Guerrero is being considered for the title of Board Member Emeritus due to his significant contributions to the agency from 2016 to 2022. He was deeply involved as a board member, donor, and Chair during his tenure.

**Christina Paradowski motioned to approve John Guerrero as Board Member Emeritus. A second was made by Angie Stone. Motion passed.**

- The 2024 Demographic and Expertise/Experience Survey will be distributed after this meeting. The aim is to gain a clearer understanding of the board's composition and expertise. The goal is to establish a board that reflects the community we serve.

**Maritza Alvarez motioned to approve the decimation of the board demographic survey. A second was made by Giselle Cushing. Motion passed.**

## Finance

**Leonor Romero**

- Credit Card Changes: The finance committee is working to secure a new line of credit for \$125k with Truist and close our existing Chase account, which currently has only \$50k.

**Carolina Cardozo motioned to approve new line of credit with Truist for \$125k. A second was made by Christina Paradowski. Motion passed.**

- Check Signers Update: The policy for check signers will be changed from the VP of Development to the VP of Program as the signer. Shani Wilson and Christina Paradowski will be removed, and Elizabeth Dorante and Maritza Alvarez will be added as check signers.

**Christina Paradowski motioned to approve updates to check signers for HUF. A second was made by Ana Rodriguez. Motion passed.**

**Fund Development****Tony Abbate  
and Felipe  
Pinzon**

- The Miniaci Challenge Grant Event is a significant undertaking, marking the first large event since 2012. After several meetings and feedback sessions over the past few months, the organization aims to host a large parrillada in the future. However, in the meantime, efforts will focus on building awareness and fostering a community of donors to support the mission. Scheduled for May 30th at 5:30 pm at BBX in downtown Fort Lauderdale, the event will showcase HUF's impactful work in workforce development and its approach to bridging current needs. Felipe outlined a short run of show, ensuring the speaking portion of the event will not exceed 25 minutes. The organization has compiled a comprehensive guest list from Broward County and is beginning to secure sponsors. Tony encouraged the board to invite those in the workforce space and to assist in finding sponsors. A "save the date" notice will be sent out immediately after this meeting, with the official invitation to follow later in the week. The event's primary purpose is to introduce attendees to HUF and its initiatives.

**Consent Agenda****Tony Abbate**

**Dan Herz 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, May 21<sup>st</sup> @8am via Zoom**



**Governance Committee**  
Meeting Minutes  
Friday, February 2, 2024 | 9:00 AM

**Call to Order / Roll Call**

**Tony Abbate and Felina Furer**

Began at 9am

**Attending:** Tony Abbate, Maria Barnard, Giselle Cushing, Christina Paradowski and Maritza Alvarez

**Excused:** Angie Stone

**Absent:** Melida Akiti and Maria Elena Ferrer

**Approval of November 2023 Minutes**

**Tony Abbate**

**Tony Abbate motioned to approve November 2023 minutes. A second was made by Maritza Alvarez. Motion passed.**

**Strategic Plan**

**Tony Abbate &  
Juliana Esguerra**

The governance committee has outlined several key steps for the coming months. They plan to collect demographic data for both the board and staff by the end of Q1, followed by an analysis and implementation plan. A training plan will be developed to address any identified gaps, with support from the PP&A committee to tackle disparities. Additionally, there is a suggestion for a training plan for the board to enhance advocacy efforts. Succession planning, including a roadmap and timeline for a transition plan, is slated for completion by the end of Q3 2024. The committee aims to diversify board composition to gain further insight into the community, aligning with a goal from the Fund Development committee. The next immediate step is for staff to collect board demographics in four areas.

Maritza's concern about potential discrimination suits related to board selection is noted, and efforts are being made to ensure the board mirrors the community without amending the bylaws.

**Attendance**

**Maria Barnard**

Tony is tasked with reaching out to the four board members in question, while Felipe will also be reaching out as part of his responsibility to report absences to the board and perform check-ins. Maritza Alvarez will be reaching out to Melida Akiti, and Angie Stone will be contacting Maria Elena Ferrer for a check-in. These outreach efforts are aimed at maintaining communication and ensuring that board members are engaged and informed.

**2023 BOD Scorecard****Maria Barnard  
& Felina Furer**

Maria inquired about additional focus areas beyond attendance. Tony proposed that introductions should be a key talking point, and he will communicate this to the board. Regarding Alexandra Palau, there was discussion about her potentially needing a mentor. Christina suggested matching her with either Lucia Rodriguez or Francisco Rivera.

**Recruitment – Hanai Sablich****Tony Abbate**

Tony shared that Hanai is interested in joining the Finance committee and had a successful interview. Hanai who is approaching empty nester status, has been recommended by Angie to start with the committee. Tony believes she could eventually be recommended to the board as well. Additionally, Giselle expressed a desire to recruit more influential individuals, focusing on those at the Director level and above.

Maria is interested in bringing Hanai onto the Finance committee and will be reaching out to Lisette Rodriguez, the committee's chair, to share the Governance recommendation. Lisette will then invite Hanai to the next meeting. Maria also plans to consult with Angie regarding the recommendation of Hanai to the board.

**Adjourn**

Ended at 10:05am

**Next Meeting: Friday, April 5<sup>th</sup> @9am**



**Governance Committee**  
Meeting Minutes  
Friday, April 5, 2024 | 9:00 AM

**Call to Order / Roll Call**

**Maritza Alvarez and Felina Furer**

Began at 9am

**Attending:** Tony Abbate, Angie Stone, Christina Paradowski, and Maritza Alvarez

**Excused:** Giselle Cushing and Maria Barnard

**Absent:** Melida Akiti and Maria Elena Ferrer

**Approval of April 2024 Minutes**

**Tony Abbate**

**Christina Paradowski motioned to approve the April 2024 minutes. A second was made by Angie Stone. Motion passed.**

**Strategic Plan**

**Juliana Esguerra**

Juliana Esguerra informed the committee about the progress of the Board of Directors demographic survey and shared what it looks like. This tool will allow the Governance committee to collect and analyze the demographic data of the current members of the Board of Directors and create a plan to address disparities in community representation. This, to ensure HUF's programs and services effectively respond to the evolving needs of the community, one of HUF's Strategic Plan objectives. Juliana indicated the survey was previously reviewed by Maria Barnard.

She also mentioned that once the Governance Committee agrees on the survey and its respective process, it will be presented during the next Board meeting (April 16) and Board members will be asked to submit their information by Friday, April 19. The Human Resources department is currently collecting the same information from all staff members and a summary of all the data will be presented to the Committee once this process is finalized.

Angie Stone suggested adding a clear definition of race and ethnicity to avoid confusion, using the same language from the U.S. Census Bureau. Christina Paradowski mentioned a new race category will be added by the federal government in the next few years, to include Middle Eastern and African groups. The survey should include that category. Juliana indicated the suggested changes would be made and a final version would be shared with Maria Barnard before the next Board meeting.



<b>John Guerrero: Board Member Emeritus Consideration</b>	<b>Martiza Alvarez</b>
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Felipe Pinzon shared the numerous contributions made by John Guerrero to HUF. He indicated John's contributions extend beyond his tenure, having recruited board members Scott Karlen and Maria Barnard. He 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.

**Christina Paradowski motioned to recommend John Guerrero as Board Emeritus to HUF Board of Directors. A second was made by Angie Stone. Motion passed.**

<b>Recruitment Updates</b>	<b>Felipe Pinzon</b>
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Felipe Pinzon presented a summary of the status of potential candidates to HUF's Board of Directors or Committees as follows:

- Hanai Sablich: From Regions Bank, has been a significant funder and friend to HUF. She actively involves her team in hosting financial coaching workshops at high schools. Hanai is now a member of our finance committee.
- Manny Alvarez: Felipe recently met with Manny Alvarez, an accountant with extensive experience. Manny has previously worked with Leonor Romero and attended school with Lisette Rodriguez. The Governance Committee is considering Manny for the Finance Committee. Maria Barnard and Angie Stone will coordinate with Felina Furer regarding their availability and schedule an interview with Manny.
- Liza Robles: Felipe Pinzon met with Liza in March for a tour of HUF, facilitated by Chuck Tatelbaum. Liza is an attorney with Tripp Scott and is engaged in the community, although she does not have any board experience. She has expressed interest in joining the Finance Committee. Maria Barnard and Christina Paradowski will interview her, and Felina will coordinate their availability and schedule the interview with Liza.
- Maguana Jean: Maguana was part of Willy Gomez's team at WoodForest Bank and served on the Marketing Committee in the past. Efforts are underway to re-engage her, and Felipe will be meeting with her in May for coffee.

- Michael Garcia: Martiza Alvarez introduced Michael Garcia to HUF. However, based on recommendations from stakeholders, an invitation to apply to join HUF was not extended to him.
- Gene Harvey: Martiza Alvarez introduced Gene Harvey to HUF. With a banking background, Gene is still considering joining HUF after an invitation to apply to the Board was extended to him. Felipe continues cultivating the relationship with Gene.

There are currently three vacancies on the Board, to complete a full slate of 21 members. Three Board members will be terming off at the end of 2023. The areas of expertise needed on the HUF Board include Financial, HR, Legal, IT, and Marketing. The upcoming Board survey will include areas of expertise and background information, as it appears in the Board application, to identify opportunities and gaps in experience and expertise. Consideration should be given to candidates of Caribbean descent.

<b>Adjourn</b>
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Ended at 9:40am

**Next Meeting: Friday, May 3<sup>rd</sup>@ 9am**



**Marketing Committee**  
Meeting Notes  
Friday, March 22, 2024 | 9:00 AM

<b>Call to Order / Roll Call</b>	<b>Kathy Gallego</b>

Began at 9:00am

**Attending:** Tony Abbate, Alexandra Palau, Lucia Rodriguez, Ana Rodriguez, Kathy Gallego, Maggie Martinez, Felina Furer and Felipe Pinzon

**Excused:** Francisco Rivera

**Absent:** Lesli Franco, Maguana Jean, Elsa Bittar and Boris Espinoza

Anthony Santana has been invited to join this committee.

<b>Events</b>	<b>Kathy Gallego</b>
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Event Plan Document: HUF has had four events this year already. Next month we have a Citizenship clinic, and we are using a specific form/document to capture all the processes and requirements for this type of program event. With this document, we want to empower management to take the lead on their events and have a template to follow. This helps keep the client experience positive and consistent throughout the event and also maintain a healthy brand standard. Lucia Rodriguez and Alexandra Palau offered in-person assistance for the clinic.

Comprando Rico y Sano Gulfstream Expansion: Following the event, we had 20 people sign up for SNAP benefits. The total attendance of the event was about 80 members of the community. The testimonial was video was a fantastic idea although Kathy had to request the professional videographer to capture.

<b>Communication Plan</b>	<b>Kathy Gallego</b>
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We are refining the messaging for HUF and being very intentional on the words we are using, from collateral material to scripts and presentations. We will be creating a communication plan that identifies our target audience, which is very similar to our marketing process that we highlighted to the board last September. This time we will have an excel to capture the movement across.

**Miniaci Grant****Kathy Gallego**

We were granted a \$200k pledge by Albert & Beatriz Miniaci and HUF must match their pledge to get the full. We are currently working with Cloud9 to create a Thank you template for Thursdays to celebrate and acknowledge the donations for Miniaci Gran. A portion of the April board meeting will be dedicated to event discussion to raise awareness for the grant. Ana Rodriguez suggested to have a participation fee. For this event, the board members would be reaching out to guest(s) that they want to introduce to HUF without asking for donations.

**Marketing Strategic Plan****Kathy Gallego**

- Changing the Narrative: Kathy is working with Juliana to have specific data points that will help create the new narrative for immigrants.
- Storytelling: We want to share the share the accomplishments of the immigrant community and build increased awareness of HUF and our mission. We will be focusing on the packaging of the stories video client success story videos. For the next couple of months, we will focus on research best practices and developing a framework with an internal pipeline.
- Website: We currently have four organizations submitting their quotes at the end of April. The website has a hard launch date in the first week of December. Kathy will update at the April meeting. A draft framework exists for the website that was worked on between Kathy and Francisco.
- Full time staff: Maggie is moving 100% to the Marketing team in near future.

**E-Summit**

Different from prior years, we will have an Advisory Committee for the E-Summit. Board members will be invited to join the committee. We will request Cloud9 to assist in the logistics part of it. Potential dates for the event are late September (27<sup>th</sup>) or early October at Nova Southeastern University. We need expert assistance as this is a huge event. There is also conversation to move this event into Miami in 2025.

Alexandra Palau & Lucia Rodriguez volunteered to be part of the committee.

**Adjourn**

At 10am

**Next Meeting: Friday, April 26<sup>th</sup> @9am**

**Hispanic Unity of Florida**  
**Public Policy & Advocacy**  
**Committee Meeting**  
**MINUTES**  
**Friday, February 9, 2024**

**Present:** Carolina Cardozo, Tony Abbate, Dick Blattner, Robby Holroyd, Dr. Maria Bernard, Kersti Myles, Nazbi Chowdhury, Armando Arana substituting Megan Turetsky, Otto Valenzuela, Felina Rosales-Furer, and Felipe Pinzon

**Excused:** Nicholas Hessing, Dr. Jeff Nasse, Megan Turetsky

**Roll Call**

Began at 9:03am

Carolina Cardozo welcomed Anthony “Tony” Abbate as HUF’s new Board Chair for the 2024-25 period. Tony introduced himself and the committee members briefly introduced themselves.

Armando Arana, Coordinator of Governmental Affairs, part of the Legislative Affairs and Community Relations team at Broward County Public Schools introduced himself to the group taking advantage of the group being in person.

**Approve November 2023 Minutes**—Presented by Otto Valenzuela

**Motion**

**Commissioner Blattner moved to approve the November 2023 minutes. Kersti Myles gave a second. Motion passed.**

**HUF’s PP&A Activities Update**—Presented by Otto Valenzuela & Felipe Pinzon

- United Way Days: Participated in November before the beginning of the Legislative Session.
- Broward Days: HUF visited Tallahassee as part of Broward Days, this time as a sponsor. Another fruitful visit and Otto suggests everyone participate in future.
- Congresswoman Debbie Wasserman-Schultz: Visted our VITA site on 2/3 as it kicked off for the 2024 season.
- Sign-on Letters: Lift the Bar Act, Asylum reform, Funding for the Special Nutrition Program (SNAP), and Employment for Minors (HB 49/SB 1596).
- Appropriations Request 2024: Unfortunately, HUF was not included in the initial budget. The HUF team along with its lobbyist Ashley Boxer, were in conversation with the sponsors of our request Sen. Lauren Book and Rep. Griff Griffiths, who worked on trying to get HUF included in the budget. We are currently in a wait and see position on how the rest of the budget process during the legislative session will progress and if there will be an opportunity before the end.

**Get to Know a HUF Program: Unity4Teens**—Arelis Dilone, Youth FORCE Program Manager and Andres Capriles, Unity4Teens Success Coach Team Leader

- To get committee members to know HUF and its programs better, periodically, we will be bringing in different programs and staff to present to the committee.
- This month, we are presenting Youth FORCE, the program that is in five middle schools across the county and runs an after school program focused on supporting high risk youth with enrichment programs and their families.
- Youth FORCE: We try to focus on the youth and what their interests are to keep them away from risk factors so they can achieve their full potential. We use the 2Gen approach to help the children and parents with wrap around services. Program details were discussed and the risk factors we work to deter them from such as alcohol, no pregnancy, drugs, trouble with the law, etc. HUF will share with the committee data after the kids complete the program and move on to high school and then graduation.

**Good of the Order**

- Armando Arana brought up the current situation facing BCPS where several schools are scheduled to close. He informed that this is due to federal funds ending and the plan is to be enacted for the 2025-26 school year. The School Board is holding community listening/informational sessions and hoped to work with community partners to set these up or provide information related to the potential solutions.
- Tony Abbate shared that advocacy will be added to HUF board member job description in the future. He’d like this committee to help inform and the verbiage and what the board should be advocating for. He’d also like to assist with work force requests as he is part of another board. He shared the vision of what came from HUF’s Strategic Planning

of having the HUF Board engage in policy and advocacy efforts.

- Nazbi shared that United Way of Broward County's Commission on Behavioral Health & Drug Prevention is hosting the *Conferencia Latina Rompiendo Estigmas* on 2/10, a conference hosted entirely in Spanish, free to the community addressing mental health issues in a culturally competent matter and mentioned all were invited to attend.
- Commissioner Blattner circled back to the issue of potential school closings and mentioned that in Southeast Broward, where many schools are subject to closure, the population is largely Black and Hispanic and stressed HUF should be involved in involving these communities in the discussion.

## **Adjourn**

At 10:00am

**Next Meeting: Friday, March 1st @9am**



**Finance Committee**  
Meeting Minutes  
Wednesday, March 21, 2024 | 9:00 AM

**Call to Order / Roll Call**

**Lisette Rodriguez and Felina Furer**

Began at 9:00am

Present: Arnold Nazur, Lisette Rodriguez, Christian Reyes, Hanai Sablich and Tony Abbate

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

Excused:

Absent: Alejandro Loscher

Welcome Hanai Sablich to the Finance Committee, she has 30 years in the Finance world. She works for Regions Bank and is looking forward to serving the community.

**Approval of January 2024 Meeting Minutes**

**Lisette Rodriguez**

**Arnold Nazur motioned to approve January 2024 minutes. A second was made by Christian Reyes. Motion passed.**

**Program Update**

**Elizabeth Dorante**

In Education, the Family Strengthening Program, despite having its challenges, is close to being on track. We successfully served 55 families during the first quarter (Oct through Dec) out of 240 families to be served by September 2024. The team has projected to serve over 80 families in each of the remaining two quarters to be able to reach the goal of serving between 90 and 100% of families.

During the first quarter the program was not fully staffed; this is the main reason why 55 families were served. The final two coach vacancies were filled; that staff started two weeks ago. This allows the ability to serve two additional cycles and support more families.

The leadership of this program is currently in conversations with the CSC and working on re-projecting the units not billed up to today, making a contract amendment where new staffing chart and additional types of units will be added to support the effort being made by all members of the team.

Unity 4Kids started the year with a full house with 20 kids enrolled and high attendance. The program surpassed the revenue projections for January.

We are very proud to share with you that last week the National Child and Adult Care Food Program (CACFP) was celebrated. The Child Care Food Program (CCFP) recognized Hispanic Unity and thanked us for our commitment to excellence by ensuring that well-balanced meals are served, and good eating habits are taught.

Youth FORCE and LEAP High contracts are on track to meet the programmatic outcomes established for the contract. Both registration and attendance goals have been surpassed.

The average daily attendance goals are above 100% for each contract.

We are on track with units and revenue.

Both contracts were successfully presented to the panels established by CSC a week ago. CSC's comments were that they received approximately \$33 million in requests for funding and only have \$19 million to allocate, to explain that funding might not be awarded exactly the way organizations asked. They are looking at patterns of attendance per school.

104% for registration and 117% for attendance. Youth FORCE

- The average daily attendance goal is 101%.
- The average number of students registered is 200, almost reaching the goal of 210 – We are at 95% of this goal.

In the Economic Development area, all programs show on track. VITA opened most of the sites in the last 2 weeks of January. We will have more information at the next meeting once we process the data for February and possibly March when we expect to have the peak of the season.

For the CWF, we are only showing United Way and TJMF contracts; the SOW for BC contract was revised during the month of February and is set to be placed on the April 16th Commission Meeting agenda for approval. In the meantime, BC has asked us to submit invoices going back to October so they can be processed and paid as soon as the agreement is executed.

The HEAL Program is on track as well. 102 new participants have been served out of the 150 that should be served by the UW contract that will end at the end of June this year. The leadership team is trying to get confirmation with the funder for a possible extension or renewal. We reached out to the CPO at UW who explained that they are going through negotiations but believe there will be funding to continue the program. We will keep you posted.



The program has some additional funding from Humana Foundation and recently applied for funding to continue through the Florida Blue Foundation. Neither one of these options will allow supporting the team of three as it is right now if UW is not renewed.

The Civic Engagement Department is on track with all outputs. As you can see, they already surpassed the goal of naturalizations submitted through the USCIS contract. The program is also doing extremely well by providing services in Mami-Dade County regularly. We are looking forward to start replicating what we have in Broward County and charge service fees to increase revenues. They started the year strong and will most likely reach the goal of \$150,000 in revenue by the end of the year.

#### **Fund Development Update**

**Felipe Pinzon**

Felipe shared we have opened the position of Director of Fund Development. Shani Wilson is no longer with HUF. The position is open, and the recruitment process started March 20<sup>th</sup>. Regarding revenues, the scorecard included in the packet is through December 2023. Our budget for 2023 was just over \$8.7M. We were tasked with raising nearly \$1.7M, including \$560,000 in unrestricted funds and \$1.1M in restricted or grant funding. We exceeded our overall goal by \$170K.

The scorecard for 2024 will be ready in April but we can share some highlights: As we mentioned a few months ago, we asked a foundation for nearly \$5M for the implementation activities tied to our strategic plan. Our proposal spans three years, and the foundation is one that has previously supported HUF's work.

We have continued the conversations, and the last proposal is a request of \$4M. They plan to let us know this week – if may take another week though.

Unity 4Teens, if you recall these two contracts are scheduled to end in 2024. Largest contracts totaling \$3M. We have submitted two proposals and requested \$4.8M. Elizabeth and her team defended the proposals in the last 10 days. It is highly competitive. The announcement will be made in April.

The Kresge Foundation has invited HUF again to submit a proposal, it is more funding than what was projected for 2024.

JP Morgan Chase, we have budgeted \$150K and we were invited to submit a proposal for \$500K.

Miniaci matching grant goal for fundraising year one is \$50k. The actual is close to \$80K. We recently gained support from Bob Taylor and the Ansin Foundation.

#### **December 2023 YE Draft F/S**

**Leonor Romero**

Leonor reviewed the December end of 2023 financials. We had some large donations. Our line of credit usage is very low and overall, we are good with cashflow and

maximizing our interest earnings. Overall, we have a net increase of \$1.8 million including pledges. Our Statement of Financial position is good, the line of credit from 2022 is now gone; that is the biggest change. No major large pledges in 2023 compared to 2022.

<b>Preliminary January 2024</b>	<b>Lisette Rodriguez</b>
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Will be sharing with committee on Monday due to new software updates it was delayed. It will be a vote by email. Target for February financials to go out in three weeks. Lisette would like to stick to the original plan, send out January on Monday. Leonor can send other reports with the focus of the Audit as the priority.

<b>Updates</b>	<b>Leonor Romero</b>
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- Audit 2023: 990 has been filed. There will be a draft by end of April. In the beginning of May, the Audit committee will meet to review and vote.
- ERC IRS Credit Applied for by 1/31 covering one-quarter in 2021 we qualified for only that quarter during Corona Virus.
- IT Financial Software –Sage Cloud Migration: There was an small cost to upgrade but the gains outweigh due to increased efficiency; we can use this in our Cloud Migration set for 2025 agency-wide.
- Truist Sweep Update: Banking rep explained money market accounts limits transactions so it will not work for HUF's interests; our priority is maxing interest earnings while not risking the cashflow operating demands.
- New Check-signer: Replacing signers removing Shani Wilson (VP of Development) and Christina Paradowski and adding Elizabeth Dorante (VP of Programs) and Maritza Alvarez (Chair Elect).

**Lisette Rodriguez motioned to approve the new check signers. A second was made by Tony Abbate. Motion passed.**

- New credit card line with Truist: Due to HUF's operational needs, the current Chase line is too small. Truist offered a higher limit of \$125K verse Chase's \$50k. It mitigates risk as our transactions would move faster. We will not keep both accounts. Arnold asked about American Express as an option. But we secured our options with Truist at present.

**Arnold Nazur motioned to approve the new credit care line with Truist. A second was made by Lisette Rodriguez. Motion passed.**

<b>Adjourn</b>	<b>Lisette Rodriguez</b>
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At 10:07am

**Next Meeting: Thursday, May 16<sup>th</sup> @9am**



**Finance Committee**  
Meeting Minutes  
Thursday, December 21, 2023, | 9:00 AM

**Call to Order / Roll Call**

**Lisette Rodriguez and Felina Furer**

Began at 9:00am

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

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

Excused: Alejandro Loscher

Absent: Myrna Monserrat

**Approval of November 2023 Minutes**

**Lisette Rodriguez**

**Arnold Nazur motioned to approve the November 2023 minutes. A second was made by Lisette Rodriguez. Motion passed.**

**October 2023 Financial Statements**

**Leonor Romero**

Positive position, we are stable in growth pattern even in comparison to prior years. We are \$222k over budget due to overage in units completed. Development is unfavorable due to unrestricted goals; however, agency is in good position overall. Cash is strong and remains flat with no line of credit debt. We have maximized interest in the money markets. There will be a surplus at end of the year.

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

**Finance Committee Meeting Calendar  
2024**

**Lisette Rodriguez**

The schedule is to reflect seven meetings in 2024 verse twelve annually. They coincide with the board meetings. There will still be monthly financial statements prepared even if we are not meeting reviewed with management.

**Arnold Nazur motioned to approve the 2024 Finance committee calendar. A second was made by Christian Reyes. Motion passed.**

The final package will be reviewed by committee on January 10<sup>th</sup> but will be shared with committee on the 3<sup>rd</sup>. We do not foresee any major issues in 2024 and will be in a positive position. The Miniaci Challenge Grant is part of the budget. The overall budget is projected to be \$9.2 million and is believed to be flat. \$567K revenue goal is set aside for our strategic plan. We are looking to raise \$961K in 2024.

Shani shared for 2024, we have a \$9.6M revenue target. The goal is to fundraise close to \$2.9M (\$2,889,979). Grants, \$2,082,979 (up from \$1.1M in 2023). Of these dollars, \$2,037,701 (98%) is estimated from existing funders and are considered renewals. The remaining \$45,278 (2%) are new dollars.

Unrestricted, \$707,000 (up from \$560K). This includes \$592K of revenue – 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. This \$707K unrestricted goal also includes \$115K of the \$200K challenge grant from the Miniaci Family, supporting workforce development.

Throughout the duration of this multiyear pledge, HUF is tasked with raising \$160K from new donors and incremental gifts (\$121K has been identified; \$17.5K has been secured, and \$16.5K is TBD) and the board of directors' efforts will contribute another \$40K.

As a point of reference, last year, HUF submitted and pitched \$8.4M in requests. \$3M more than the \$5.4M submitted and pitched requests in 2022. Approximately \$4.4M (\$4,395,781) of these 2023 requests were awarded. In 2022, more than \$3.1M of those 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.

Later in today's presentation, you will hear a few details regarding our plans to increase capacity which will improve our fundraising efforts, especially among individual donors and foundations.

Leonor shared the main highlights of the budget. Tuition for Unity4Kids is increasing. Tentative additional fees in Citizenship. Revenue composition for our biggest revenues is 48% unit cost grants and 45% temporary restricted. We gain bank interest earnings of \$68K & \$17K. No increase in unemployment rate. Depending on how we secure the funds, we are adding a few new positions to assist in capacity. Other expenses include IT migration to the Cloud, audit fees, lobbying expenses, etc. Capital improvements and upgrades are needed for aging HUF 5840 and 5811 buildings. Roof replacement at 5811. Security cameras inside and out, fire sprinklers. Building insurance has increased substantially.

Arnold Nazur mentioned if cameras outside are put up we need to have policies and procedures created as well. He would also like to see a one pager on Felipe's biggest concerns and how they can mitigate.

<b>Adjourn</b>	<b>Lisette Rodriguez</b>
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At 9:47am



## 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](#)

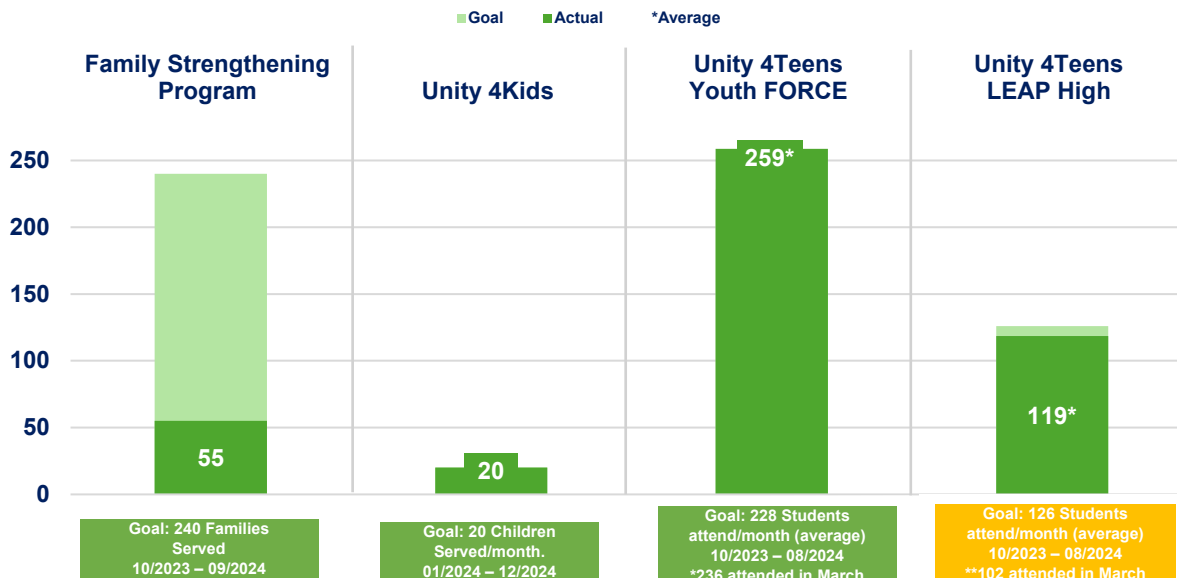


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New Generation  
of Americans

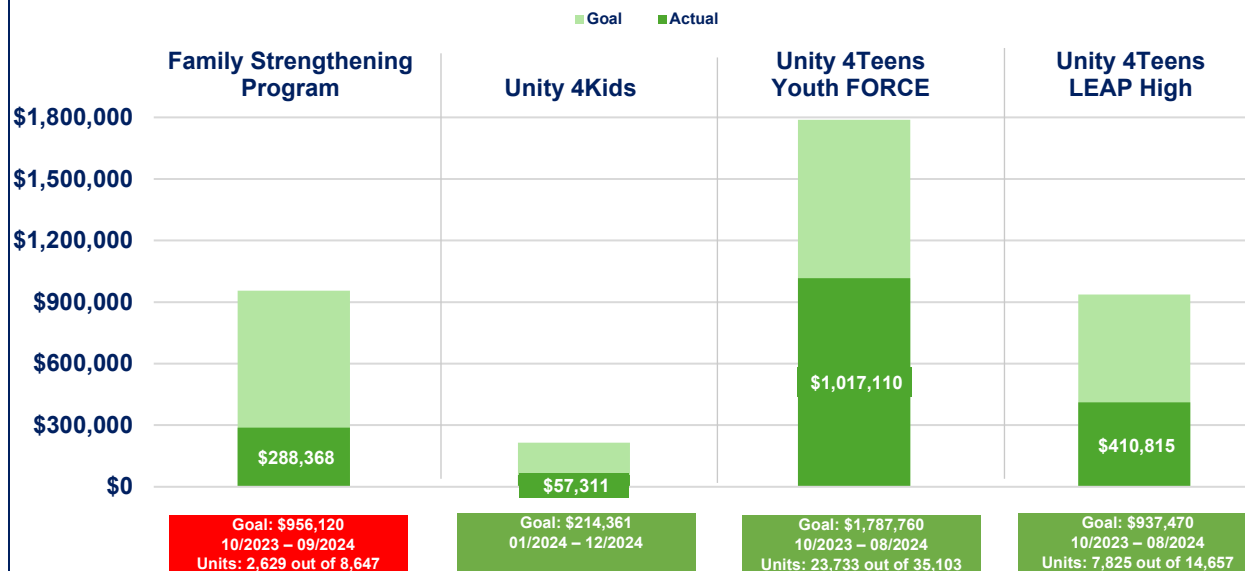
# EDUCATION

## MARCH 2024

### 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

## MARCH 2024

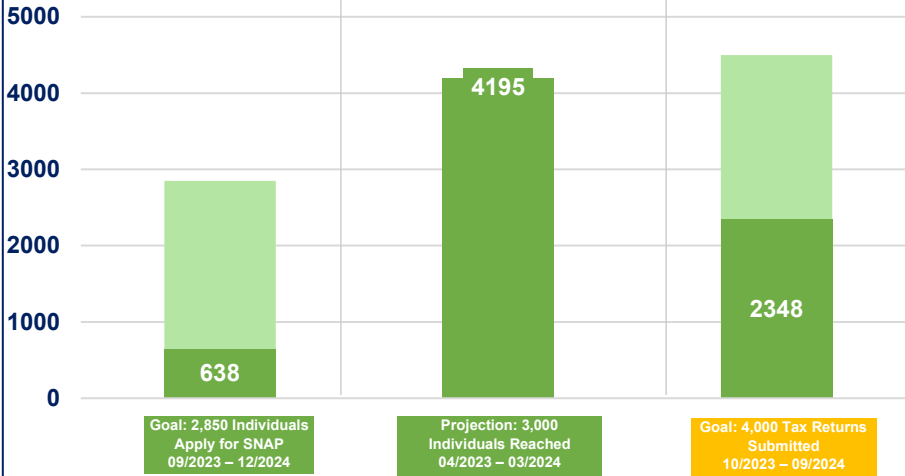
### PROGRAMS PERFORMANCE = GOALS

Goal Actual

Comprando  
Rico y Sano

Health Literacy

VITA



### PROGRAMS PERFORMANCE = GOALS

Goal Actual

Te Ayudo

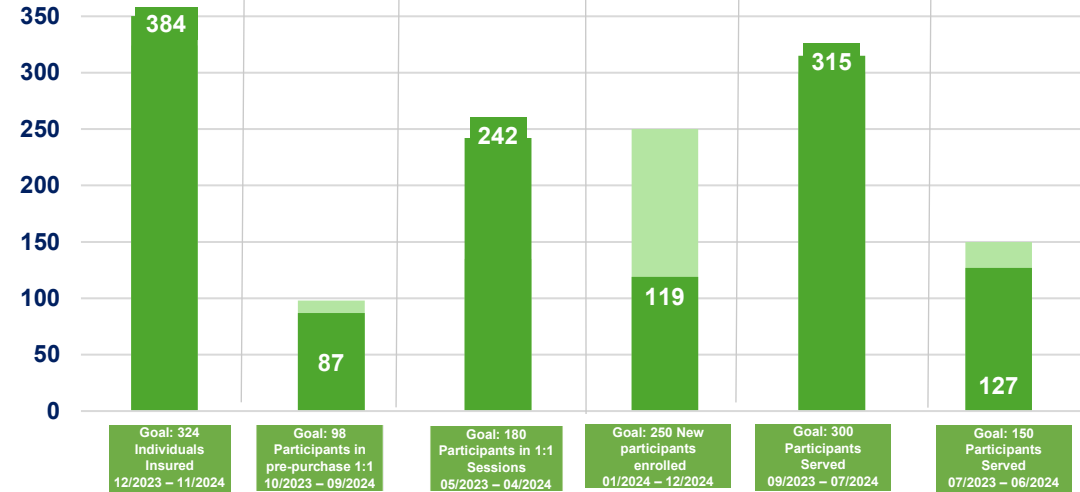
Housing

Financial  
Capabilities

CWF

AmeriCorps

HEAL



### PROGRAMS PERFORMANCE = REVENUE

Goal Actual

CWF

VITA

\$400,000

\$300,000

\$200,000

\$100,000

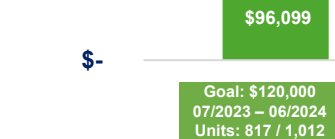
\$-

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

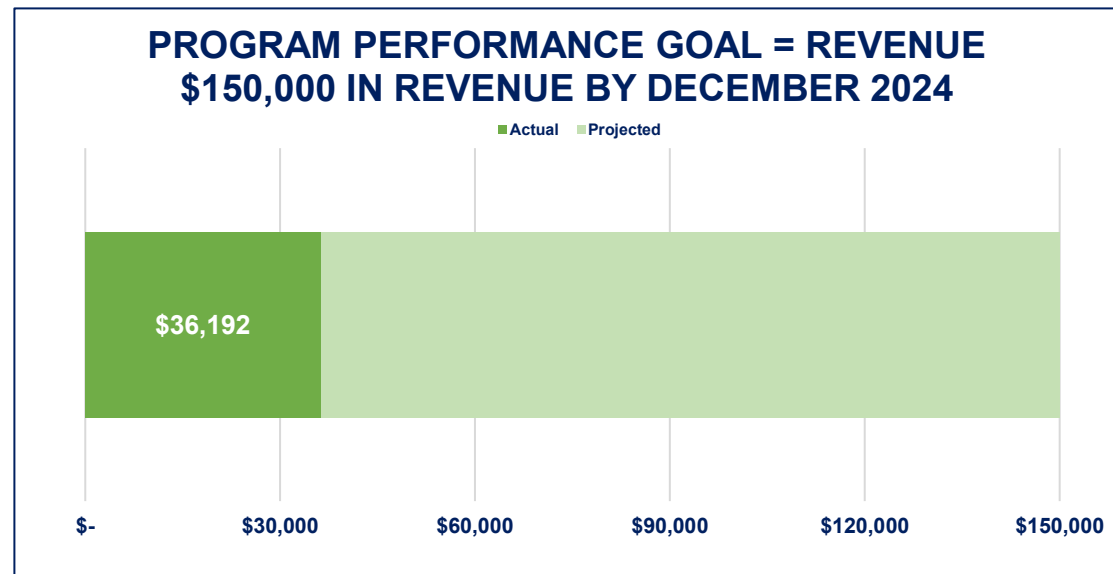
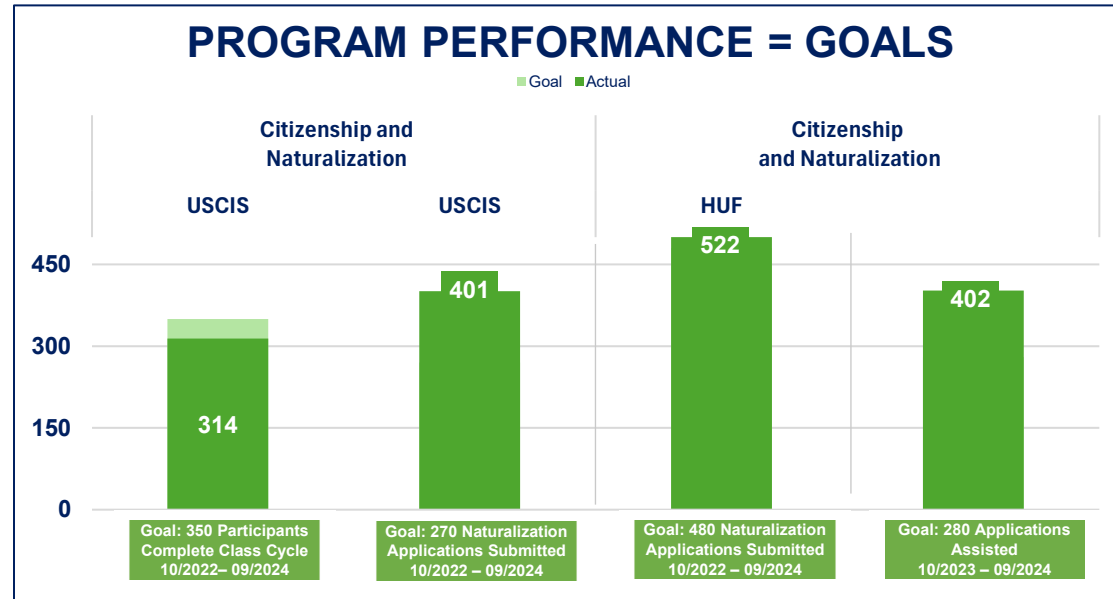
Not on track to meet goals/projections <85% of the goal





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# CIVIC ENGAGEMENT MARCH 2024



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

**\$83,850**

\$0 \$20,000 \$40,000 \$60,000 \$80,000 \$100,000 \$120,000 \$140,000 \$160,000 \$180,000 \$200,000

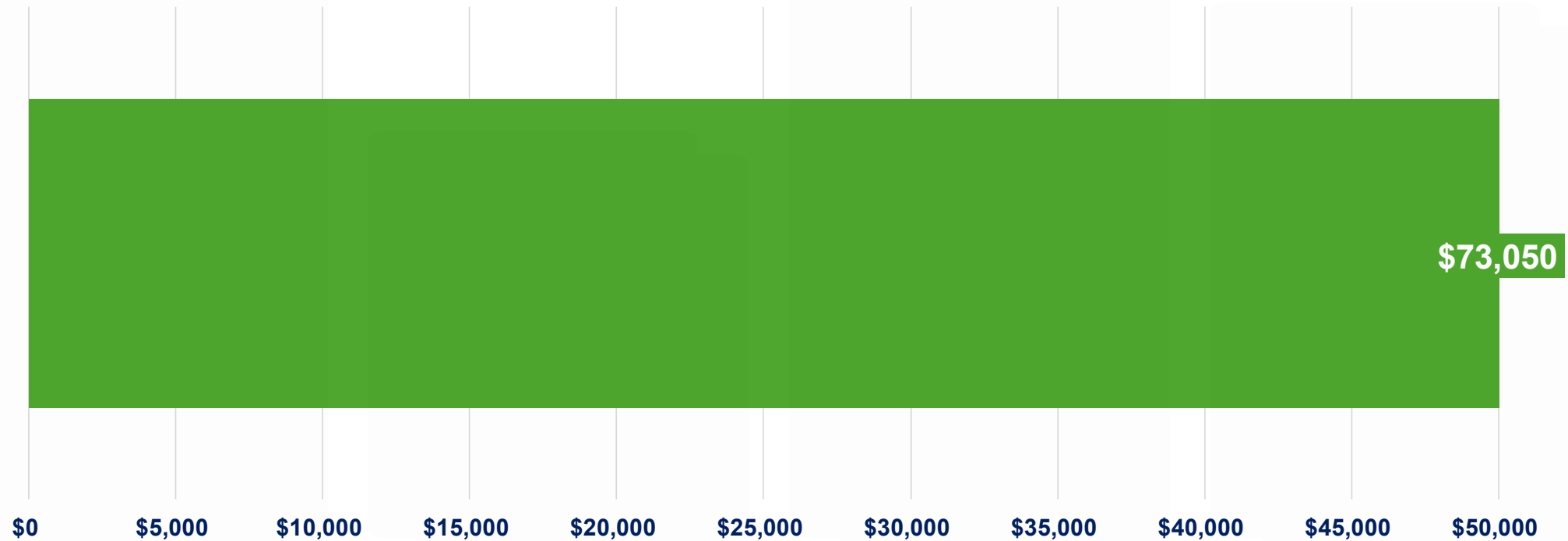


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## MINIACI CHALLENGE GRANT

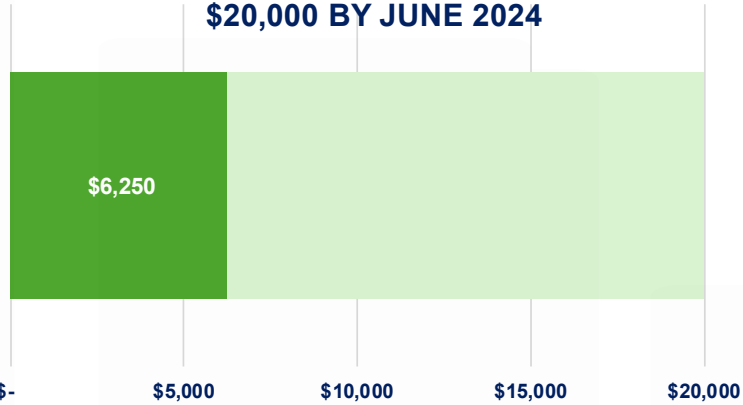
**YEAR 1 GOAL: \$50,000 RAISED BY JUNE 2024**

■ Actual ■ Goal

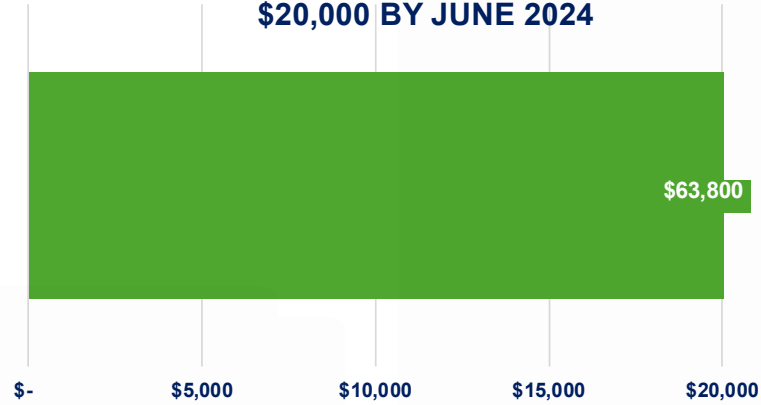


# MINIACI CHALLENGE GRANT YEAR 1

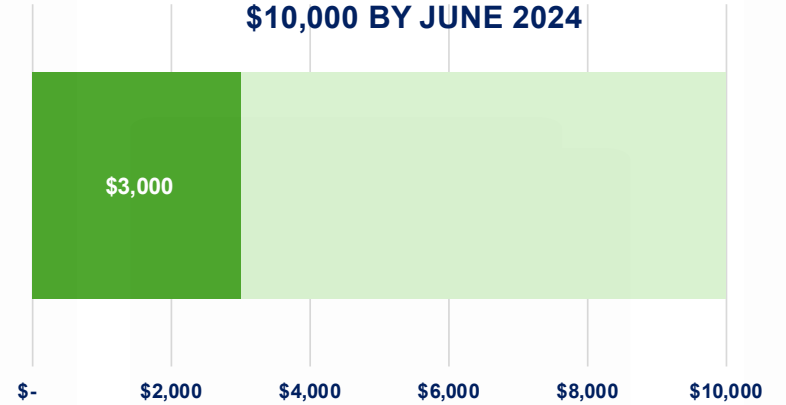
## NEW DONORS GOAL: \$20,000 BY JUNE 2024



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

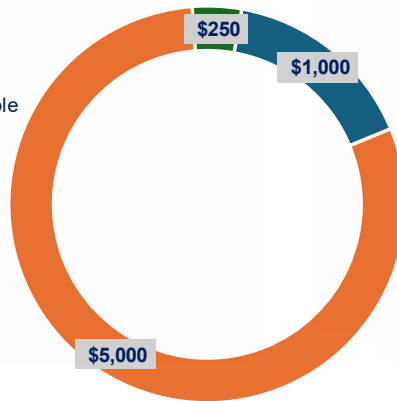


## BOARD OF DIRECTORS GOAL: \$10,000 BY JUNE 2024



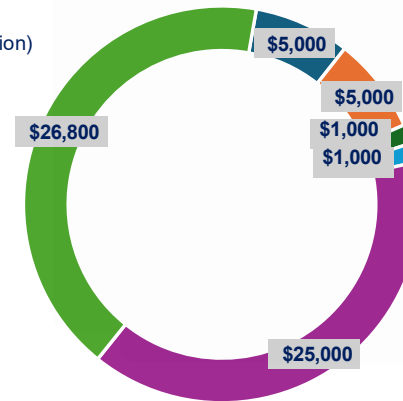
## NEW DONORS

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



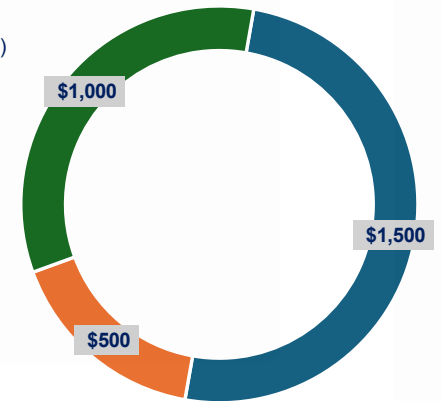
## EXISTING DONORS

- 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



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	<p><b>Magaly Alvarado,</b> Director of Civic Engagement</p> <p><a href="mailto:malvarado@hispanicunity.org">malvarado@hispanicunity.org</a></p> <p>954-907-1354</p>		<p><b>Yonela Carusi,</b> Director of Education Department</p> <p><a href="mailto:ycarusi@hispanicunity.org">ycarusi@hispanicunity.org</a></p> <p>954-701-5232</p>
	<p><b>Katherin Gallego,</b> Senior Marketing Director</p> <p><a href="mailto:kgallego@hispanicunity.org">kgallego@hispanicunity.org</a></p> <p>954-329-5262</p>		<p><b>Juliana Esguerra,</b> Director of Evaluation and Innovation</p> <p><a href="mailto:jesguerra@hispanicunity.org">jesguerra@hispanicunity.org</a></p> <p>954-639-2043</p>



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	<p><b>Felina Rosales-Furer</b>, Senior Executive Assistant</p> <p><a href="mailto:ffurer@hispanicunity.org">ffurer@hispanicunity.org</a></p> <p>954-329-5968</p>		