

Q4 2019 Meeting
May 14, 2019
The General

Present: Mitch Bednoff, Scott Brucker, Rochelle Culbreath, Adam Kaye, Rick Margulies, Mike Monsell, Craig Nurick, Todd Sandler, Phyllis Sudman, Bonnie Rothenstein, Dave Shipon (phone), Darren Sudman, Dorothy Wilson

Absent: Ken Fair, Eric Haron, Trish Harrington, Eldwin Thay,

Meeting Start: 7:11 PM

Guests: Annie Fitzpatrick and Whitney Jones

- a) Approve the Minutes
 - Motion: S Brucker
 - Second: T Sandler
 - Vote: Unanimous

- b) Discussion Consent Agenda
 - Financial Planner mailer will not be repeated. Financial planners do not make charitable recommendations to their clients because it could be a conflict of interest (Darren).
 - The Dunleavy relationship is over. I met with Jeannette today and she acknowledged that they came up short on the chaperoned meetings. They still owe us five. She will make good on them. The revenue shortfall of \$30K is a direct reflection of this relationship not generating any money. (Darren)
 - Rochelle C: Met with Calvin Johnson, a Dunleavy prospect. He was Secretary of Health under Rendell. Non-practicing physician. He was interested in healthcare and bringing it to underserved communities. We should invite him to educate the board and then pitch him on a specific project.
 - Adam K: Can we go to Dunleavy and ask them to make good? They should know how concerned the board is about the engagement. I was supposed to meet someone too but was never really prepped. I thought there would be a profile.
 - Craig N: It is disappointing they did not come to us and

acknowledge the shortfall

- Todd S: Another alternative is to figure out how much money we spent on completed tasks and ask for a refund for the uncompleted tasks.
- Rochelle C: We also need to understand our expectations. Are we expecting to get money from the first meeting? These are relationships that may yield money in the future.
- Darren S: I will address this with them. I want to wait until they have made good on the chaperoned meetings. Those meeting could yield some revenue.

c) Approve Consent Agenda

- Motion: Scott
- Second: Rochelle
- Vote: Unanimous

d) Deep Dive

- The role of the Board of Directors.
- A succession plan for the Executive Director.

Board of Directors

Adam K: Eldwin and I have been discussing the future of Simon's Heart. We think there is so much opportunity, but we are not operating at our max capacity. After some Soiree debriefs, we realize that we aren't sure of the Soiree's purpose. This leads to the question – what are we trying to do? What can we do better? We don't have a clear vision and we don't have a roadmap.

We looked at how we are structured and how we be more active to accomplish our objectives. We need more involvement at the board level to create and execute the plan.

We've added new board members and they seem to want to roll up their sleeves. It becomes complicated when some people want to do lots of stuff and others just want to provide oversight.

Todd S: I agree. We said this two years ago. It got us to the place to creating a structure through a budget. As a business, you have plans and objectives and they are tracked regularly. Do we have the right team? Darren can't do this by himself.

Scott B: We met two years ago and struggled to come up with a plan and our ultimate goal. We need to figure out what we want to accomplish. Another group I work with knows that once they find a cure, they will go out of business. We need that clarity.

Dorothy W: It's hard to get to where we're going until we know where that is. Until there are clearly defined goals, we flounder.

David S: Dunleavy did help us to develop our fundraising focus. We settled on on GotAED, research and community outreach. We saw these as potential funding mechanisms. I think we have a vision based on these three things.

Dorothy W: Even if these were our three things, we have not gone after them as a board. We're meeting and talking and not feeling good about it.

Bonnie R: We've got initiatives we work on, but every time we add one, we take away from another. Where do we feel we'll have the biggest impact? Then, we can figure out what is nice to have and what we must have. It may even be confusing. GotAED is almost an independent brand. We should pull everything together.

Adam K: What is the right model for our board? We're not Alex's. We're not J & J. The board needs to provide oversight, but it also needs to do some of the work. It is not reasonable that a staff will do all of the strategic work and all of the execution. Can the board do some strategy and work streams?

Adam presents handout. Board is comprised of Founders, Officers and Directors. There are more realistic board requirements too. Board members will take responsibility for an area of programming so their role is more defined.

Mitch B: This is well organized and makes tremendous sense. We know board service takes a lot of work and time. We need to have committees. I am the Treasurer and Darren shouldn't be so involved in the finances. We should get some new faces and new blood.

Mike M: I love new committees. If I was director of something, I could get ten people who are not involved.

Adam K: We can nominate people for roles. We also want to make it OK for people to stay involved but maybe not in one of these roles. We may have some of the right people right people already here, and we may have some gaps.

Todd S: This maps to an 11 person board. So, there are six people that may not have a role. There is some thinking that the bigger the board, the broader the reach. We should determine what needs to get done and then determine the number of people that are needed. We need to review how many people serve and how they serve. Now may be the time to blow it up.

Adam K: The board is not the only way that people can significantly be involved. Smaller and tighter seems easier for accountability.

Phyllis S: It's been 13 years and we've had these conversations. We've had term limits and committees and we're at a point where we need to focus and determine where we want to go. I thought that Dunleavy helped us define Simon's Heart.

Todd S: Now is the time to rewrite the organization so that we can accomplish our next 3 – 5 year plan (whatever it is). We are not currently scaled to fundraise. Adam and Eldwin should continue to figure out the path and let the rest of us know our role.

Scott B: More people on the board may help us extend our reach.

Adam K: Next Steps. We'll summarize the notes and capture the interest level of people for next steps and roles. We'll create a working group to received feedback and make the next level recommendation.

Succession Plan

Darren S: We should consider a succession plan. While we are engaged in all of this big thinking, what would the organization look like without me as the Executive Director? This is primarily an academic exercise, but there is a small chance that my future will require a job that pays more. We don't know what Jaden's academic future will require.

Craig N: Generally speaking, it would be hard to find someone with the commitment level.

Bonnie R: The Sudmans are part of the brand. The selection would be a very tedious process. Maybe the board could take some of the burden off and open up opportunities for you to wear another hat.

Todd S: It is very common for the founder of a startup to relinquish CEO role and hire the next person while staying on board as Chairman. We should not be scared of it.

Adam K: There is whole world of possibility that could be good for the organization . We don't need to be afraid. This could open up the world of how we operate.

Mike M: I work with lots of nonprofits. This mission is great, but I was drawn to what Darren and Phyllis were able to do. Most charities born from tragedy have a natural arc. I think that Darren and Phyllis are special and if they weren't leading it, it would be a little scary.

Whitney J: It was Darren and Phyllis that pushed me to get involved. It wasn't just the cause. The new leader would have to be able to articulate the mission to pull other people in.

Adam K: This could be used to free up Darren to do things he is really good at.

Rochelle C: I look at the Vanguard Group and how it dramatically changed once Bogle stepped down. I joined Simon's Heart because my family would not have taken this road but for Darren and Phyllis. We need to know the mission for certain before there is another leader so that it doesn't stray.

Mike M: THON is my favorite charity and they structure themselves like this proposal. There are directors and colonels and workers. It is not the people, though, because they change every year. It is the system and that is what is being proposed.

Meeting Adjourn: 8:48

Motion: Adam

Second: Craig

Vote: Unanimous