

Transcript of Presentation from Suzi Huhn

Suzi Huhn: I think donors, different donors will have different wishes around how they they choose to get there.

Patti: So Suzi that makes me clarify. So you've clarified about in your model, the development staff sits within Casa de Los Ninos does all the annual fundraising and obviously is asking people for planned gifts, the results of which may end up in the foundation's accounts because that's what you do with them. What about other staff support for the foundation? So do you attend every Foundation meeting? Who takes minutes What about your finance?

Suzi: So the CFO and I and the development director all attend the foundation meetings and my admin does all the minutes just like she does for the other boards. So she does all the notices to board so it's all staff support.

Patti:, okay. And so there's no money coming out of the foundation to support that support that right, okay, nope. So I'll raised within the operational side.

Suzi: Yes.

Patti: Okay. And as things you mentioned that you've changed some things over time or done some tweaking to make things better has any of that needed to include changes to the foundation bylaws?

Suzi: Yeah, we actually revised both our sets of bylaws is that about a year and a half ago, we were redoing all of our agency policies because we go through Council on accreditation every four years. So every four years we look at every policy and bylaws and make all the corrections we think that we need to make at that point in time. And that's kind of we have an ad hoc committee. That's a policy committee and that's all they do for that year is looking at all of that. And we have in the policy committee is made up of members of both boards.

Patti: Okay. And does the Foundation Board have any committees have its own like governance or anything?

Suzi: No. Okay, so when they're looking at bringing on additional members, or people are rolling off, how is that managed? So it's really managed by the Foundation, it's a nine person board. So it's a much smaller board than the operational and so they just discussed that and, you know, oftentimes they also look at when people are stepping down from the operational board which has a lot more time intensiveness to it, that we often asked them if they'd be interested in stepping down to the foundation board because it's less of a time.

Patti: Got it, okay.

Suzi: So what I have three members currently board members currently on the foundation board that have been on the operational board and back to them past presidents.

Patti: Okay. Right. Do you have term limits on the foundation board?

Suzi: So all of our terms are three year terms. We have no term limits on either board.

Patti: Okay. Great.

Suzi: And we really not so much on the foundation board, I'd say there's probably more longevity on the foundation board. But right now, I only have three board members out of 15 that probably have been on our board longer than 10 years. Everyone else so if it naturally has staggered itself,

PC: got it. Okay. I'm watching the time so why don't if it's okay with you, Barbara, why don't we open up to any board members who have questions for Susie that either want to dive a little deeper into something she's raised or just have totally different questions.

Barbara: This that's just a small question, but how many are on your on your operational board? How many members

Suzi: 14 or 15 right now. That's a really good question for for what you the purpose of boards are sometimes. We used to have a rather large boards. We used to have up to 30 people on our board because we did fundraising events. And we intentionally years ago decided not to do fundraising events anymore because we weren't really finding that was the way that our donors were getting connected. So we stopped the car raffle. We stopped the golf tournament. We never did galas or lunches, so we didn't have to stop that. But we really did intentionally change our fundraising model. And you don't need if you're not selling tickets to a lot of things sometimes you can do real well with a smaller board and so the board intentionally made those changes.

Patti: Who else has questions for Suzi?

Barbara: I'd like to know a little bit more about what makes a supporting organization what the criteria are. I mean, you have to say you there are three different models and you're using your three different kinds and it doesn't have to be you know, exact.

Suzi: but there is the IRS defines them as three different types. They updated it in April of 2022. And basically it's the amount of supervision and power one has over the other. That's how it's defined. So a type one really actually appoints the other trustees and directors. So in a type one, there's a lot more control but in ours, they fall under their own bylaws and they appoint their own board members. So we didn't fall in a type one. The supporting organization does not control who goes on each board. In a type two, that allowed for that kind of flux back and forth. And so that's the second one. And then the type three actually, sometimes relates more to publicly supported organizations.

Patti: Any other question?

Jeanie: So your foundation doesn't have any employees? And it's just governed by its volunteer board. What do you think about you know, does it does it have any trouble setting its agenda because it's an all volunteer board or do you do that.

Suzi: I do that Foundation President so I, the process is no different from the operational board to the Foundation Board. You know, I work with the board executive committee to set the board agenda. Foundation doesn't have an executive committee so I work with the Foundation President to set the agenda for the foundation. Sometimes those agenda items are recommended at the end of one board meeting for the next board by the whole board.

Jeannie: And do you think there would be a benefit to having a second or a foundation Executive Director? Would that confuse? What you do to think?

Suzi: I think you have to be really clear on what the roles are and the responsibilities are between the two and how that is communicated on who represents what in the community. So where can get I think, confusing is if you have two executive directors being the face of The Haven in the community that could be confusing to donors, and the community so that it didn't work for us that well and so that's why we stopped.

Jeannie: Yeah, I could see maybe having a development person that is writes grants just for the foundation like El Rio does. But I definitely see where there'd be confusion if there was a leader of the foundation in the community.

Suzi: The one beauty thing about El Rios model, though, and what Brenda is so good at is it raises money for the direct operational part of El Rio not just the found it's not just about Planned Giving. And so that's what's that's what you is hard to decipher between because we still need to sell our services to get a lot of our donors and they want to give to operational things like El Rio raises money for their dental clinic, through their foundation and direct services. They're not just raising plan giving, which is a different animal. It's a different type of development. It's a different kind of conversation you have with donors that are interested in doing that, especially when you're looking at charitable remainder trust and things like that. We have often taken our long term donors on the operational side and then turn them in to also plan giving donors but they didn't start there. They already had an affinity to the organization because of the service.

Vanessa: We kind of do a combination of both as you described Susie. I will say though, that Brenda does report up to the CEO so there is an alignment there they're not you know she does have that rep recording responsibility as an executive director as reported to the CEO and although they're both faces at El Rio, there is a structural alignment there.

Suzi: Yeah, no, no doubt. And, you know, I just think I know the beauty of raising money for direct services over raising money for a will and bequest. And it's a lot sexier to sell something that's going to benefit somebody directly. And that's how you get them booked. And then you might move them along. You can think about development as a process. And you look at best practices for development is a process that's where you progress people through you to hope all your donors eventually will leave you in their will.

Cynthia: So neither one of you have stuff to do that.

Suzi: Yes, that is correct. Now do we ask or too? So I look at my board as fundraisers and ambassadors more than fundraisers. And so for the Foundation Board. I do ask because we have a lot of wealth management folks on that board. That's where a lot of wills and bequests come to us because of their client. So it's not that they are not in the act of talking about their board service to Casa with their clients that benefits us. And we've gotten lots of wills and bequests that way because of that, so, but I don't necessarily give them a list to say go out and cultivate these donors. They already have the relationships with donors, potential donors, and they're cultivating it. I asked the same thing on our operational board that you know, we've had receptions for both boards at the same time, where we've asked them all to bring three people that have never been to Casa and have a tour and learn about the work we do. So to me, that's, that's really friendraising and that's being an ambassador for the organization. So I coin it, I guess a little differently than fundraisers.

Cynthia: Yeah. Yeah, it's different. Get a gift as much money.

Suzi: Yes. Even have that. I mean, we have 100% board giving requirement. Yeah. But we make it that it's a gift that is meaningful to that particular person.

Cynthia: All right. Cool. And you said, you do do annuities, the Foundation does your whole remainder trusts and all that stuff.

Suzi: Right now? Three, because me.

Cynthia: Okay.

Suzi: So my VP of development has an empty position right now. I have a grants position empty, and we're just starting to fill those but with the transition, So we'd like four to five as is where we like to land.

Patti: and remind everybody what your annual budget is and how many staff you'd have Susie?

Suzi: We have 245 staff and we have budgeted 23,000,000 and 32 different funding sources, grant sources, sources, however you want to put it

Patti: Barbara I'm watching the time and I want to send it back to you do you want to see if there's any other questions out there? Do you want to sum up?

BS: So. Anybody else have any questions for either patty or? Or Susie? So a lot to take in it. It sounds like I know you're totally familiar with all this but as I listened to it, I It's a lot for me to take in so

Suzi: while I'm happy after you know even after tonight if you guys anybody has other questions, feel free Aimee knows where to find me and how to get a hold of me and she'll have my new information because I'm going to join Patti's world of consulting and in February. So, I am happy to help so if you've got other questions, like email, I can usually answer those.

Barbara: I want to thank you on behalf of the board I mean, it's it's really helpful information and I've learned a lot today. I'm sure everybody else had we appreciate both having both of you here. So I applaud you guys for doing it. I think it's a great step and that's a smart step to do. Thank you.

Alright, last chance nobody,

Suzi: Aimee did put the IRS form in the chat for you all. Thank you for mentioning that.

Aimee: I did have one question that you touched on. I think back in July. You I believe your position with regard to the foundation is in an advisory capacity somehow to the board is that how does that work?

Suzi: Well, it works that way because the foundation does not have authority to hire and fire. The operational board does. So that's how we coin it. So we just call it an advisory because of the legal definition because I am hired by the organization Casa de Los Ninos not Casa de Los Ninos Foundation. And so that's the legal entity that is oversees me and does my performance eval but they do it in conjunction. That's where it gets important how you set up the structure, that there's because the more collaboration between the two boards, the smoother things go.

Aimee: If you have time, could you talk a little bit about the two boards participating in the strategic planning process and what that how long is that? What does that look like?

Suzi: Both been different about every time we've ever done a strategic planning process. Patti's done a couple for us. So generally, we do. We do a lot of factfinding I believe in homework notebooks for boards prior to retreat, where we give them we look at a SWOT analysis that the staff has done. We look at market competitiveness and overlap within communities with services. We look at gaps in services. And then we look at feedback from our clients and our donors and our community about who we are. And we roll all of those pieces of information up. And then what I always want to ask people is after they've read the end trends, what are future trends? And then we've used different models. We've used a Matrix Model from profitability of our cost centers to how close it as to our mission, which was a good exercise which is led us to close our shelter in 2017. Profitability was not anywhere near and it was losing a lot of money, but we also didn't think it was best for kids anymore. And so that was our mission. And the board made a decision to take a look at that maybe we should be doing different kinds of work.

Aimee: When you say the board, is it the operations board or do you have members of both boards present from all of that,

Suzi: Both boards are invited.

Barbara: Anybody else

Jeannie: That's all been really useful. Thank you so much.

Suzi You're welcome.

Rebecca: Thank you very much. It's been amazing, very insightful.

Suzi : All right, thank you all good luck.