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Developing a Sustainable Nonprofit: The Case of Syndio Health Foundation

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Developing a Sustainable Nonprofit: The Case of Syndio Health Foundation

By

Alexis Krcelic

Submitted in Partial Fulfillment
of the Requirements for
Graduation with Honors from the
South Carolina Honors College

May, 2017

Approved:

Hildy Teegen
Director of Thesis

Anna Redwine
Second Reader

Steve Lynn, Dean
For South Carolina Honors College

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Introduction

For charitable nonprofits, the phrase “sustainability” is commonly used to describe a nonprofit that is able to sustain itself over the long term, perpetuating its ability to fulfill its mission. Sustainability in the nonprofit context includes the concepts of financial sustainability, as well as leadership succession planning, adaptability, and strategic planning” (Nonprofit Sustainability).

“Sustainability planning is a concrete process that an organization takes on over the course of several months; it is also an ongoing process that should become part of an organization’s very fabric” (Creating Your Sustainability Plan).

Syndio Health Foundation was established January 1, 2017 in order to help alleviate the high cost of medical expenses and the associated debt people incur in the United States. When starting a nonprofit, Syndio Health Foundation wanted to ensure that it was going to be a sustainable organization that could withstand large expansion, time, and changing environments. Financial, leadership, legal, funding, and strategic elements have all been considered when establishing the foundation of the nonprofit. In my personal experience, I have witnessed too many nonprofits fail or be ineffective due to a lack of sustainability and planning. For example, I worked in the Dominican Republic at a nonprofit that rehabilitated girls from sex trafficking. The organization was new and when eleven girls came into the house they were unable to function because no one had planned for these numbers. Also, we were unable to increase our projects due to the lack of funding and lack of planning for increasing available funds. To this end, I made a decision that whatever organization I became involved in throughout my life, it would be a sustainable one that planned for the future and thoroughly thought through its mission and the implications of that mission and vision, while continuing to create sustainable structures throughout its existence.

In January I was asked to be the executive director of Syndio Health Foundation. There was no structure or team in place. To ensure a fulfillment of the foundation's dream of improving people’s lives, the most significant step forward was creating a sustainable plan and structure in all areas so it could thrive, grow, and make a difference in the world.

The intention of this senior thesis is to research what constitutes a sustainable nonprofit that cannot only be sustained for the short term but also for the long term. The purpose is to create Syndio Health Foundation as a successful and impactful nonprofit and all necessary structures to ensure the continuation of the organization for the foreseeable future. It is also to research and test out the model of the foundation for stability.

The thesis research has three parts. The first part is the research into what elements should be included when creating a sustainable nonprofit such as organizational structure, fundraising plans, and governance of the organization. The research also includes doing a case review of two sustainable nonprofits: Watsi and charity: water, organizations that have scaled to over a million dollars annually in donations and have over a fifteen person team and conduct work in multiple countries. The information was collected and comprised of financial records, mission statements, and various other documents through website research. This allows successful elements of other nonprofits to be implemented in Syndio Health Foundation.

The second part is the creation of all necessary plans and documents, including the charter documents, fundraising plan, strategic plan, proposed budgets and bylaws.

The final part is the presentation of the plans and the overall structure to three experts in the nonprofit field, Clay Grayson, a nonprofit lawyer, Mac Bennett, the President & CEO at United Way Midlands, and Ben Bullock, the Director of Operations at Together SC. These experts evaluated the structure and gave specific feedback and recommendations for improving the sustainability of the foundation.

I am expecting to gain a great amount of knowledge about nonprofits and the requirements of success. I am also expecting to create a fully functioning nonprofit with every element in place to sustain it past my time of July 1, 2017 at the organization.

The significance of this project could be very large. The nonprofit, if successful, has the potential to raise over a million dollars annually. These funds would be used to benefit the health of individuals in the United States and globally. With expansion, the nonprofit could incentivize research for rare diseases or chronic diseases. These grants could help individuals pay for medical expenses, continue research for cures, and

potentially shape how we think about health and empowerment as stated in our mission of health empowerment through generosity.

Best Practices for Sustainable Nonprofits

charity: water Case Review

Facts About charity: water

- In 8 years they have constructed 16,000 water projects
- They have worked in 24+ developing countries
- 100% of public donations go towards funding water solutions
- Won Google's Global Impact Award in 2012 and received \$5 million
- Founded in 2006
- Has served over 5,000,000 people

Staff

There are 72 staff members, full and part-time, and volunteers. The top staff members include Scott Harrison, Christoph Gorder, Michael Gumbley and Lauren Letta. Their office is headquartered in New York, New York and all full-time staff members report to that office.

Board of Directors

As of 5/1/2016 charity: Water has 8 members on their board whose names and companies are listed below.

- Gian-Carlo Ochoa: Aslan Advisors
- Scott Harrison: charity: water
- Brant Cryder: Yves Saint Laurent North America
- Valerie Donati: Brand Building Communications
- Michael Wilkerson: Citigroup Global Markets
- Brook Hazelton: Arrabon
- Chi-Hua Chien: Goodwater Capital
- Shannon Sedgwick Davis: Bridgeway Foundation

Mission Statement

charity: water is a non-profit organization bringing clean and safe drinking water to people in developing countries.

"We inspire giving and empower others to fundraise for sustainable water solutions. We use local partners on the ground to build and implement the projects. Then, we prove

every single project funded, using GPS coordinates, photos and stories from the field” (Guidestar).

“In keeping with our mission to transparently show our donors their direct impact, we ensure that every single donor knows exactly where their funds were used. We map every water point funded on our website, and we show our donors photos of the communities they have helped. We also report back to online donors on the specific project they funded via a specialized platform called Dollars to Projects, or D2P. We promise our donors that the water points they sponsor will be complete and in use by beneficiaries 18 months from the end of the quarter in which they donate” (Guidestar).

Funding

There are six major ways that charity: water accepts donations and allows its 100% model of public donations to fund all water projects (charity: water).

1. Angel Investors

“Our Angel Investors are donors who recognize the impact of a major gift to our operations. Like any startup business, we need investors who believe in, and support our business model. But we can't offer stock options or the promise of a big buyout; so instead, our investors' ROI is measured in the amount of people we serve with access to clean drinking water.

Our largest operations gifts have come from entrepreneurs Michael and Xochi Birch. To date, the Birch Family have invested more than \$10.5 million towards charity: water's infrastructure and work in the field. We're honored to have their support and grateful for their belief in our work” (Guidestar).

2. The Well: Membership Program

“To support our growth, we bring together a like-minded community of business people and philanthropists to fund our operating budget on a regular basis. The Well is a membership program where donors give a set amount to our operating costs each year. Their support paves the way for us to continue doing what many said was impossible: scale the organization using our 100% model and give clean water to every single person on the planet” (charity: water).

3. Foundations

There are six main foundations which support operations. These foundations are the Select Equity Group, Provision Foundation, Skirball Foundation, Bilger Foundation, Heritage Mark Foundation, and Mortimer D. Sackler Foundation.

4. Corporate Sponsorships

The organization partners with corporations for matching donations, tailored employee engagement, and public campaigns.

5. Gifts In Kind

These gifts are donated to the staff and their office by businesses in items such as furniture, technology, and supplies so the organization does not have to spend a large portion of an operational budget on these items.

6. Public Donations

100% of public given funds go to water solutions and projects around the world. Charity: water uses its mass social media following and email subscriber engagement to receive donations. The foundation also used days or special occasions from supporters as a way of fundraising. Examples of this include selling chocolate, donating your birthday, donating Christmas, or donating an anniversary. The person “donating” this activity or day would raise money for the organization through a very thorough, secure, and engaging system.

Financials

The organization has published all of their financial information on their website. Attached in Appendix B are samples from the 2015 financial year. These include an audit, a 990 form, and an audit opinion.

Rankings

charity: water continues to rank extremely favorably throughout nonprofit ranking systems. On Charity Navigator it ranked 92.54 overall, 89.45 in Financial, and 100 in Accountability and Transparency (Charity Navigator Rating). On Charity Watch, the nonprofit received an A (Charity Watch). On BBC Wise Giving Alliance the organization was ranked as an accredited charity, having met all standards necessary (BBC Wise Giving). Though these rankings vary and look for different information to conclude a certain percentage or grade for the organization, charity: water ranked high in all of the above rankings.

Articles

Below is a news articles found about charity: water. The majority of the news is positive and shines a light on Scott Harrison, the founder's, story of moving from working for Mercy Ships, to working in night-life, and later starting a nonprofit. http://www.centralctcommunications.com/bristolpress/article_2931f570-05fb-11e7-8623-efb800cd8dd6.html

Watsi Case Review

Facts

- 22,146 donors
- 11,657 patients
- Have over 100+ volunteers
- Work in over 18 countries
- Surgeries have a 99% success rate

Staff

There are 16 team members with Watsi who work in their San Francisco, California based office. Most of these people seem to be in their 20's or 30's. There are also 46 noted volunteers on their website along with two fellows or interns. The following is the list of positions at Watsi:

- Watsi Operations
- Donor Operations
- 4 Tech
- 2 Design
- Marketing
- 2 Operations
- Chinese Social Media
- Partnerships
- Patient Operations
- Medical Operations

Board of Directors

As of 12/5/2016 there are three members of their Board of Directors: Paul Graham, Christy Chin, and Chase Adams.

Mission Statement

“To provide global access to healthcare by connecting people.”

“Watsi is a global crowdfunding platform that enables anyone to donate as little as \$5 to directly fund life-changing healthcare for people around the world.”

“Watsi enables anyone to directly fund life-changing healthcare for people around the world.”

Funding

“One hundred percent of donations to Watsi’s crowdfunding campaigns go to patient care. But with this \$3.5 million for its operations, Watsi will hire engineers to build out its platform that manages healthcare crowdfunding and the efficient distribution of that money. Adams says the hope is to only need one more round after this before Watsi becomes sustainable thanks to revenue from allowing others to use its donation platform.”

“Rather than constantly hitting up donors for money like most nonprofits, Watsi founder Chase Adam tells me ‘we raise money for a defined set of time to achieve a defined set of goals’” (Constine).

Watsi has a 100% model where 100% of public donations go towards funding the medical procedures. The organization even pays the credit/debit card fee for the donors so that genuinely 100% of the money donated goes directly towards making an impact.

Watsi has five major ways of supporting not only their project expenses but also their operational expenses (Watsi).

1. In 2013, Watsi held a seed round where it raised over \$1.2 million to support and “prove” Watsi’s concept. Those donors were:
 - Ron Conway
 - Tencent
 - Joe Greenstein
 - Eric Wu
 - Jasmine Social Investments
 - Sidgmore Family Foundation
 - Y Combinator
 - Starkey Hearing Foundation
 - Ilkka Paananen and Mikko Kodisoja
 - Draper Richards Kaplan Foundation
 - Paul Buchheit
 - InnoSpring
1. In 2015, Watsi held a growth round in order to scale and fund operational expenses. Those 15 donors included:
 - Ron Conway
 - Paul Graham
 - Paul Buchheit
 - Khosla Family
 - Tencent
 - The Presching Square Foundation
 - Ilkka Paananen and Mikko Kodisoja
 - Draper Richards Kaplan Foundation
 - Geoff Ralston

- Joe Greenstein
 - Eric Wu
 - The Nasiri Foundation
 - Jasmine Social Investments
 - Sidgmore Family Foundation
 - Beloved in Christ Foundation
2. The organization also has “in-kind” supporters who essentially donate products to help run and execute operations. These include:
- Cooley
 - Google
 - Heroku
 - Teespring
 - Dropbox
 - Mixpanel
 - Periscope Data
 - Bokeh
3. Another way Watsi helps fund operational expenses is by using a “tip” method. At the end of every donation, a person can leave a tip like one would on a bill. This money goes straight towards operational expenses and allows the public to also continue towards the operational funds. In 2016, tips equaled \$12,250 while in-kind donations equaled \$10,140. General or public funds were equal to \$269,682. Investments were not specified but in 2015, Watsi received \$3.5 million and their net assets in 2016 were \$3,902,000.
4. The final funding method Watsi uses is through public donations on their website/ social media platforms. People are able to donate to specific individuals and their procedures or they can make a general donation for Watsi to use at their discretion in projects.

Financials

Attached in appendix C are the 990 form and a 2013 financial statement. Also, Watsi is extremely transparent on exactly what their money is being used for. They even have an ongoing viewable spreadsheet on their website which allows people to see how much money a procedure costs, when it was posted, who will be the foreign doctor, if it was successful, and how much money to date is currently raised.

https://docs.google.com/spreadsheets/d/1tZq47h6jg7NX4ddhTS_H8JFVfLZiDbxwwdQD47_ow64/edit#gid=2063795117

Rankings

Watsi, unfortunately, is not ranked on many of the nonprofit evaluation websites. I did find a rating on Glass Door from an employee which is below.

“3 out of 5 stars worked at Watsi full-time

Pros:

Nice people work here and salaries are good. And obviously the mission of the organization and support from YC is great.

Cons:

A lot of cool ideas about management but not a lot of good execution here. Not a lot of good opportunities to learn outside of your role. Very common for employees to work through the night based on management's example” (GlassDoor).

The organization was looked at favorably on GuideStar. However, it was not registered on Charity Navigator or Charity Watch.

Articles

There are several articles and new stories below on Watsi. The predominant focus of these stories is on Watsi's large operational funds of over \$3.5 million, which is for expansion and development, and the inventive model of “crowdfunding” for healthcare that is ethical and making a real impact.

<http://www.nytimes.com/2013/04/14/business/watsi-a-crowdfunding-site-offers-help-with-medical-care.html>

<http://www.ciol.com/y-combinator-watsi-partnering-to-see-how-technology-can-improve-healthcare/>

<https://techcrunch.com/2015/11/04/philanthropic-entrepreneurship/>

In reviewing the literature available and conducting two case reviews, there are many “best practices” found throughout these various sources that should be implemented into Syndio Health Foundation’s strategic plan.

charity: water Takeaways and Recommendations

Based on reviewing and researching charity: water as an organization, there are numerous recommendations that I feel Syndio Health Foundation could benefit from.

1. The 100% split of operational expenses and project money is where I believe the foundation should aim to move towards in the future. This is 100% of public donations go straight to projects/grants and 100% of operational expenses are paid by other sources that are not necessarily public. This is extremely important to strive for so that the operational budget and monetary supply can expand with no restrictions from a percentage of the restricted funds. This will allow the nonprofit to grow and conduct more activities due to a higher operational budget.
 - a. We have set up our accounting systems to create a restricted and unrestricted accounts so we can work towards 100% split in operational and project funds.
2. This split leads to strategically looking at funding sources for other purposes besides “public donations”. This could mean asking companies to donate products, furniture, services, etc. This could also mean having people invest in our ideas which leads to them wanting to later invest in our operational expenses (Invest is used as a term similar to the for-profit field but with different returns. Please see Angel Investor Proposal for full definition). We need to have big names, whether that be people or companies, believe in us and want to help us pursue our mission.
 - a. We have shaped our fundraising model to include these various types of donations. We will be hiring someone in the near future for fundraising and they will be focusing on these types of donations as well. We are pulling from our network to contact executives at Coca-Cola, Google, and Apple for potential corporate partnerships or investments.
3. Their 2015 Report, attached in Appendix C, is one of the most beautiful business documents I have ever seen. It is clean, concise, and intriguing for 45 pages. The document contains financials, their accomplishments, names of projects, and bright and colorful pictures of people they have helped. The document was easy

to read and scan, their significant information was bold and concise so no extensive reading was necessary, and they made it accessible to people who know very little about their organization. The takeaways for the foundation to implement would be a clean and clear financial section, updates on individuals we helped, facts about our accomplishments for the year, and accessibility to not only our donors or people who know us but anyone who picks up the document to read. Their graphic designer is amazing with the structure and cleanliness of the photos, text, and placement of information throughout the document so it was legible and made the reader want to continue on. A graphic designer is definitely a person we should invest in in the future, not only for an annual report but to craft email designs, logos, advertisements, and marketing materials. Also, they seamlessly keep their theme throughout their website, reports, and social media. They use the same color scheme, water or a water bucket is always involved, and the pictures are close ups of people or their projects on all platforms. We can learn a great deal from their excellent branding.

- a. We have used their website extensively with our designers to model parts after their look and accessibility in donating and becoming involved. We are also looking at their report along with others to see how we would want to craft our annual report. We are also placing this needed business element in our operational budget as it is not cheap to have such a beautiful and seamless design and function.
4. The organization also GPS tracks their money so they can give personalized updates to people. They are able to do this due to their tech employees and a large operational budget. However, I think this would be something to consider down the road so we can give more personalized stories to donors and have them fall in love even deeper with our mission because they see the real and tangible impact their money has made. I think this is significant because it adds personalization to a donation, gains trust from donors in the organization because one can see their money is going where it said it would, and people can see exactly what their money is doing in a specific community. I think that specificity in exactly where money is going or what it is paying for is significant to donors and to keeping accountability in the organization. There have been several examples of organizations illegally missing money and by tracking the money, there is less of a chance of misuse or risk.
5. Through their rankings and website, it is clear to see that charity: water is extremely transparent with their financial information. They post their information in multiple places and are not afraid, but rather encourage people to look at the information and make an informed decision. I think this could benefit us greatly

by posting all of our financials yearly in a beautiful way (i.e. a yearly report) and in the form of 990 form as well as an audit form.

- a. We have already set up easily accessible monthly SOA and SOFP that will be posted to our website once it is up and running.
6. The last significant takeaway from the organization that I gleaned through research was that it is invaluable for us to be registered on websites like Guidestar and Charity Navigator. These websites provide a level of transparency that allows people to use when looking to make large or small donations. It seems to be rather important to be registered as these websites contain most nonprofit information. It is also important that if we register we not only take the time to fill out the information but we also update it when new information is available so people can make the most informed decision about our nonprofit profit. These ratings increase funder traffic and are vital to investors or large gift donor's decision making processes.
- a. We are in the process of registering with these organizations and will update our information regularly.

Watsi Takeaways and Recommendations

Based on the information gathered from Watsi, there are several takeaways and recommendations I would make that I feel could greatly benefit Syndio Health Foundation.

1. The first is the 100% split of having separate funds for operations and actual project costs. They do this through tips, company partnerships, and donations of items like Dropbox services that allow their operational costs to be low. They maximize their resources, including team and partnerships with other medical institutions. They also act like a for-profit in many ways by having seed and growth rounds. This might be something to consider for the foundation.
 - a. We have created our Angel Investor Proposal and are planning on having a seed round as well as growth rounds later on in the process. The seed round will help us become fully operational in 2017.
2. Watsi has a full time team with high expertise. They do not waste resources on hiring individuals who are not skilled in their particular field. Since they deal with large logistical issues, donors, medical partners, and day-to-day operations, the organization has hired a larger team to manage all parts which is beneficial so everyone can focus intently on their field.

- a. We have created a team expansion plan and have plans of moving people to full-time positions as well as hiring various experts.
3. Watsi also has an impactful website along with social media platforms. Their website is easy to navigate, has bright colors, and is full of concise information that is not overwhelming.
 - a. Our Social Media Coordinator has been viewing their social media and is modeling much of our work after theirs.
4. The organization also gave information to people as often as possible. They update donors by email on surgeries and funding needs. They also publish and update regularly the number of people they help and how many donors have contributed. Showing transparency in numbers is important to building a loyal and trusting support system.
5. Every person's story on their website is compelling and well written. It said that all stories were written by volunteers and interns. I'm assuming a content manager approves the final copy of the stories. However, having other people craft the story allows for the content writer to focus on other aspects of their content.
 - a. We hired an excellent content director who has worked in the medical and nonprofit world. She will be writing and approving all stories.
6. Watsi's transparent document is an excellent way of being open and honest with the public. It is laid out very well and is a live update of their impact. SHF needs to have some type of document like this as well. That level of transparency greatly sets an organization apart.
7. On their website, there is an extensive frequently asked questions page. It has dozens of questions and helps to answer these before someone contacts them asking a question that can easily be answered. It also adds another level of transparency. It anticipates the needs of the "customer"/donor so they feel even more comfortable in making a decision to give to this particular organization.

Literature Takeaways and Recommendations

1. Transparency is extremely important not only when applying for 501(c)3 status or a 990 form, but also when communicating with donors. It is highly recommended to have financials viewable on the website or in another similar fashion so potential donors can view them with ease and this mitigates potential risk of abuse of financials (Delaney).

2. Overhead costs are a point of contention in the nonprofit community. However, in recent years it is highly emphasized that overhead costs need to be higher when spent on the appropriate items. For example, spending more on a marketing budget allows the organization to reach more individuals and raise more money for their cause (Pallotta). Suzanne Perry also suggests that nonprofits need to start focusing on “data for donors” and actual results as opposed to overhead costs. A budget for overhead costs as well as projects needs to be created but it does not need to be so limited as once thought. Better yet, as suggested in the case reviews, having two separate funds allows the operational budget to expand greatly as long as it is not interfering with the project fund budget, but rather making the projects more impactful.
3. Having a strong team in place is critical to the success of the organization. Not only is having expertise in the team important, but the way in which the transition of roles is handled makes a large difference (Succession Planning for Nonprofits). Since Syndio Health Foundation is new, there are many changes of roles as people are hired or individuals are replacing others and this transition process needs to be adapted to become extremely smooth and intentional. Some of these include continuity sheets, updating monthly reports, and having at least two weeks of transition time for each position.
4. There are many foundational documents which are needed before operations begin or may occur afterwards. These documents should be kept permanently or until no longer needed. These documents include bylaws, 1023 IRS form, funding strategy, EIN number, role descriptions, insurance policies, strategic or business plan, articles of incorporation, audit reports, corporate resolutions, checks, financial statements, any deeds/bills of sale, and tax returns. (Nonprofit Formation Documents).
5. Multiple ways of fundraising need to be considered as discussed in the case reviews. In considering sources, plans need to be in place for how the money will be acquired, who will be soliciting it, who will be giving (what is the donor demographic), and how will the donors be communicated with and reached. One important type of donation to nonprofits is in-kind donations as we are aiming to seek to have any services or products given to us in order to reduce that section of the operational budget (In-Kind Donations).
6. It is also necessary to ensure that legally the nonprofit is not only following rules set out by the IRS but by the state in which it is registered. Also, it needs to register to solicit donations in each state it plans on fundraising in. This can be rather costly but our foundation must be strategic in where we solicit donations and in what manner we do so (Nonprofit Sustainability).

7. Continuing to research nonprofit sustainability more as this topic is explored and becoming increasingly important in the nonprofit sector is a vital way to stay on top of new ideas, strategies, and research for best practices (Nonprofit Sustainability).
8. Setting up a sustainable financial plan is pivotal to the success of the organization. The Environmental Protection Agency advises a six step model: establish priorities, assess capacity, set fundraising goals, identify funding sources, evaluate and select funding sources, and write and implement plan (EPA).
9. Developing strategies for all aspects of the business and continuing to edit those strategies seems to be the most effective way to create a sustainable nonprofit. Some of these are created before the start of the nonprofit and others are created after. However, all of them continue to evolve alongside the organization. Some of these strategies include funding, a business plan, relationship, volunteer and donor, earned income, grants, partnerships, and resource development strategies (Creating Your Sustainability Plan).

Foundational Documents

Please see Appendix A

Expert's Evaluations

A major element to nonprofit sustainability is to have plans, models, and structures reviewed thoroughly by a legal team, an internal team, or an outside advisor. The strategic business plan for Syndio Health Foundation was given to three nonprofit experts who then reviewed the document and provided extensive feedback. From there, the document was edited upon the various reviews taking into consideration that some elements may need to be included or excluded, even if they conflicted with the expert's.

Clay Grayson is a nonprofit lawyer:

1. "This reads more like a private placement memorandum for a for-profit tech company, than a strategic plan for a nonprofit. A lot of that is terminology, style of communication, and semantics. I have found that every industry or profession has a way of speaking, certain terms of art, etc. When you stray from that language or ability communicate, you lose your audience if they are more knowledgeable than you. I think there is a lot of that misuse of language here.

Nonprofits don't talk about investors, or founders, or seed rounds. Talking like that turns off philanthropy. At least, that's my experience." Some various examples of the language Clay referenced was the term founder, investor, and not using the term restricted/unrestricted gifts.

- a. The document has been edited and many of the "tech" terms have been replaced with more sympathetic-philanthropic terms.
2. "Prohibition Against Private Inurement – I strongly suggest that she familiarize herself with this 501c3 concept. I saw potential violations throughout this strategic plan. I am very concerned about the for profit C corp that is referenced in the mission section."
 - a. We are working with our lawyers to ensure we are not violating any rules and how to communicate it appropriately, and that we are fully IRS compliant (see #7).
3. "Business Plan – While I appreciate the energy, the fundraising goals are unachievable."
 - a. We have lowered our fundraising goals significantly while still maintaining a high enough goal to fulfill our goals for each year. We did so by calculating expected expenses and then planning for the number of grant recipients per year with some overage in the event that we award more grants or to have reserved for the following year.
4. "Mission – I think she needs to spend some time developing a strong mission statement. She should think really about why people give."
 - a. A mission statement has been recreated.
5. Clay also brought up concerns with the family relations amongst the member of the Board of Directors and tax implications of these relationships.
 - a. Our legal team is working on this and we are happy to accommodate any extra work necessary from a legal standpoint.
6. Similarly, he brought up concerns about the overlapping between the Executive Director role and the Chairman role in the foundation outside of the Bylaws.
 - a. Both of the responsibilities for these positions have been edited to reduce overlap.
7. Clay was also extremely concerned in all aspects with being IRS compliant and using appropriate language and transparency so that the foundation's 1023 form would be passed and there would be no abuse of laws in any respect.

Mac Bennett is the CEO and President of United Way of the Midlands:

1. Mac was also concerned with being IRS compliant, especially in areas of our grant application. Along with being IRS compliant, he wanted to ensure that the Foundation was being HIPAA compliant as we are dealing with medical bills, patients, and medical institutions.
 - a. Our application is being reviewed by our legal team as well as other medical experts to ensure it is legal and HIPAA compliant.
2. Similar to Clay, Mac was interested in the use of the term “Angel Investor” and the potential implications of using the term investor for a nonprofit where most people consider this term used for for-profit investors in stock.
 - a. After careful review, we decided to keep the term “Angel Investor” in our proposal because we felt it differentiated us, that we were adjusting to new nonprofit business practices in the 21st century, and that it would be compelling for our target audience.
3. He emphasized the fundraising goals and making sure that our fundraising goals were compelling for the number of people who would be receiving benefits from the money (grant recipients).
4. Mac gave extensive feedback on the Bylaws to be more compliant with general nonprofit bylaws as well as IRS rules. Examples of this included increasing quorum to 51% from 33% and changing the term President to Chairman/Chair.
 - a. All changes in the bylaws have been made based on his recommendations as well as the others. Our legal team will revise our bylaws and then they will be signed into existence.
5. An extremely useful piece of input was the typical use of fund-accounting in nonprofits to separate restricted and unrestricted gifts instead of having two separate bank accounts. This would allow the foundation to be more transparent and have more open and clear communication with the IRS and the public.
 - a. This was extremely helpful and our accountants have worked with us to set up this new system and our document's text reflects this new system.

Ben Bullock is the Director of Operations at Together SC and is quoted below:

1. Starting with the story is great. Check out Simon Sinek's TED Talk "Start with Why" for more ideas on how to refine that storytelling process: https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action
2. In the "Snapshot of Common Problems", I'd suggest citing your sources. As in the academic world, responsible donors will not trust numbers unless they trust the source of those numbers. They may not verify the source, but knowing that you aren't just pulling the numbers out of your head will reassure them.
 - a. All sources have now been cited.
3. In "Syndio's Solution" you mention a for-profit C-corp, and then explicitly state that you will not discuss it further. Either you should discuss it further, or remove mention of it entirely. As it stands, you tell me that this entity is a part of the solution, but deliberately won't tell me how. Now I want to know what that's about and the relationship between the two. If it's a simple matter that the for-profit will partially fund the nonprofit, then that should be explained. If there is no relationship between the two at all, then at a minimum it's not worth mentioning in this document, but at best, the two entities need to not have the same name. It could create confusion later down the line that could make operations difficult. You may have donors later down the line say, "I've heard about this Syndio Corporation in Delaware, are they related to you?"
 - a. Again, our legal team is helping us craft the best approach in moving forward whether that is to include it or to exclude it from our document all together. It is currently omitted but with legal knowledge I feel it should be included so that there is transparency and no confusion if people know about Syndio corp.
4. In the "Competitive Analysis": It's great that you have models in the St. Jude's Foundation and Pan Foundation. If their model works, consider emulating more of it. Donors feel more comfortable if you can show how the model has worked in the past, and how you plan to implement that model. The upside is the comfort, the downside is that if you deviate from the model, donors may want to know why. Also, consider scrapping re-wording the comments about "we have a young team". By and large, your donors will be older than you and may resent the

unintentional ageism. Having a young team may not be an asset. Donors prefer experience and proven methods. What makes the nonprofit world different from the business world is that donors are not investing in an individual or group of individuals as much as they are investing in a cause with a clear plan and model. You say, “we plan to become 100% self-sustaining and not simply rely on public donations.” How do you plan to be 100% self-sustaining? The funding strategies you propose further on do not provide for that. There are really only two ways a nonprofit can achieve 100% self-sustainability: Through fee-for-service revenue, and from investment revenue. Most of the nonprofit sector’s revenue is earned (fee-for-service) but this is skewed by hospitals and universities. Take them out of the picture, and donations from individuals are the bread and butter of the nonprofit world, and that does not look like it will change soon. <https://givingusa.org/giving-usa-2016/>

- a. We plan on having investment revenue through our seed/growth rounds and our Angel Investors. We have also edited our competitive analysis and will continue to look into and model after other nonprofits who are successful and are working in similar capacities as us.
5. Structured Strategic Approach: The “basics” are do-able, I’d suggest limiting the scope of the organization’s work by geography (perhaps just the Southeast to start) with plans to expand nationwide. The \$50K goal in the first year is achievable with the right contacts and sufficient effort, but don’t bite off more than you can chew programmatically. \$50K isn’t that much, and first-year operational costs will eat more of that than you think. Be mindful of Charitable registration requirements in every state you plan to solicit donations from. There are vendors that offer multi-state registration.
6. “Funding Strategy”: There is no need and no benefit to separating operational and program funds into separate accounts. This feeds into the worst myths about overhead expenses in the sector. <http://overheadmyth.com/> Very few nonprofits do this, and the ones that do draw the kind of attention to themselves that they do not want. You’ll open yourselves up to accusations of financial trickery, no matter how open the processes are. Better to achieve those goals through honest and reasonable budgeting and accounting. Overall, the 20% overhead ratio is reasonable, but the first year may not look like this, especially if you are planning to pay staff. Be wary of saying you are 100% transparent. That’s an absolutism that cannot be. You won’t be posting your books online, and even some parts of your Form 990 (Schedule B) will not be public information. You do

have a responsibility to guard donors' confidentiality. I would not recommend having separate fundraising campaigns for program and operational expenses. You will have a much harder time getting funding for operational expenses, and you don't want to give donors the idea of restricting the funds if they do not think of it themselves (and they will) You want to have as much flexibility as you can in allocating funds. You will have precious little, regardless. The "tip" idea on the fundraising page is good idea. Some nonprofits do that as a way of covering credit card processing fees for the transaction.

- a. We have edited the text of our document to reflect his comments, especially in regard to saying we are 100% transparent. We also have plans of increasing our operational budget as we hire more individuals.
7. I'm not as familiar with "Angel Investor" appeals, but this proposal looks good. This is a good explanation of what "investment" means in the nonprofit sector. Don't recommend promising or implying a seat on the board for Angel investors. It's not a good practice and may invalidate the charitable nature of their contribution. Donors are required to subtract the fair market value of any benefit they receive in exchange for their contribution when they deduct from their taxes. Don't recommend putting your bank account numbers in the proposal. That's a minor detail than can be handled once the donor commits, and that should be very closely held information.
8. I don't have experience on the grant making side, but I'd double-check the legal processes for making grants to individuals. It can be done, but there's a certain way it must be done.
 - a. This will be reviewed by our legal team and hiring a person to handle all grant distribution, who will work within HIPPA compliance and legal compliance, will make the process smooth and completely legal.

Evaluation Report Responses

Strategic Plan Continuation Edits

Upon review of the expert's advice, there are several parts of the strategic business plan which need continuous edits or further legal advice. Those continuing pieces are described below:

- Rob's story can be continuously edited to further compel our audience to believe in our mission and the reason for our founding. Also, to make the story even more compelling, an example of one of our recipients could be included in the story once we have grant recipients. This would allow anyone reading the plan to

show that not only has our founder struggled with medical debt but so have other people and further demonstrate the immediate need of aid.

- The grant application needs to be reviewed by our legal team to ensure complete HIPAA , IRS, and legal compliance.
- Along with being compliant in our grant application, we need to ensure our entire document has the necessary parts and terminology for the IRS to approve our 1023 form. This would come from reviewing it with our legal team.
- Another aspect that needs consultation is the family relations in the foundation. Mac brought up the legality of two family members being on the board since there are more procedures needed when this is the case. This is not unusual for there to be a familial relations in nonprofits, however, we do need to consider and research into the implications of these relations so we complete all necessary paperwork and follow all legal proceedings accordingly.
- Several of the experts recommended adding members to the Board of Directors. The bylaws have increased the minimum number of members to four. This means adding another member immediately and having them sign the bylaws.
- The final piece of the strategic plan that needs to be reviewed and edited is how to write and explain the relationship between Syndio Inc. and Syndio Health Foundation so we are transparent, legal, and forthright in our explanation of the relationship to put the IRS and our donors at ease. This will need legal consultation to explain the best and most appropriate way of describing this relationship. I think that with appropriate legal writing the explanation of Syndio c-corp and the relation to Syndio Health Foundation should be clearly explained as to eliminate confusion and conflict.

Conclusion

After working for five months on developing a sustainable nonprofit plan and structure, I have learned many important lessons to take with me and share with other people. The first is that creating a sustainable structure takes time, patience, research, and a good deal of “product” reviewing. The reason I believe Syndio Health Foundation will succeed in its mission is due to extensive review by experts, our team, my thesis director, and many more parties in the future. We are not immune to failure. Therefore,

having our plan reviewed extensively and continuing to mold it as people with more expertise than myself or anyone on our team continue to make comments and suggestions. Reviewing literature on a regular basis and looking into models of other nonprofits is extremely beneficial because it allows you to see how the nonprofit is actually fulfilling its mission and the practical steps it has taken to make their dreams a reality. There is an abundance to learn in the nonprofit world, including from websites, TedTalks, videos, and philanthropic journals, and many ways of changing the world to explore but without a solid foundation and structure, the exploration process is futile.

In conclusion, structuring a sustainable nonprofit is not done by following a strict formula. It is unique to each organization and their goals and missions. As stated in the case studies and literature review, there are beneficial practices that may be universal such as having strong foundation documents and a set funding strategy in place. However, the most beneficial step a person can take to establishing a sustainable and successful nonprofit is to have the organization's plans, structures, and models continuously reviewed and critiqued. From there, it is important to utilize the commentary and mold the nonprofit accordingly. The management team must also be open to these changes and not find that their egos or selfish desires impeded progress and change in the nonprofit and the world. If these plans are constantly shaped to fit best practices or expert's advice, a nonprofit will continue to be sustainable for the short and long term. With this in mind, Syndio Health Foundation will continue to pull from expertise of individuals and other nonprofits to optimize our impact in the world.

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Appendix

A: Syndio Health Foundation Strategic Business Document

B: charity: water Financial Reports

C: Watsi Financial Reports

D: Clay's Comments

E: Mac's Comments

F: Ben's Comments



syndio
health foundation

Health Empowerment Through Generosity
www.syndiohealthfoundation.com

Strategic Business Plan

April 11th, 2017

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INTRODUCTION

The Syndio Story

Five years ago, Rob, Syndio Health Foundation's founder and visionary, began what is unfortunately a notoriously common medical journey. After experiencing sharp lower back pain, he was shuffled from doctor to doctor receiving diagnoses from scoliosis to spinal cancer and risk of paralysis. Four years, tens of thousands of dollars, and multiple specialists later, he was left hopeless, anxious, in constant pain, and with no diagnosis.

Rob and his mother relentlessly kept track of the mountain of medical records they had accumulated over the years and kept searching for solutions, with Rob finally stumbling upon a truly promising answer: a research article outlining the description of Ankylosing Spondylitis (AS), a rheumatoid autoimmune condition that would eventually lead to full spinal fusion. There was no cure and rheumatologists only offered experimental medication; Rob was left hopeless, again! It wasn't until five months later that a friend discovered research claiming that by eliminating starch from his diet, he could remove the inflammatory response. Rob tried it for a month, and his life was changed. It marked the first time he slept without Ibuprofen in five years and the beginning of a diet that would limit the progression of this disease.

From there, he realized how much stress this medical burden was causing his family and himself. He began researching other medical burdens in the United States discovering he was far from alone. That is when the idea of starting a charitable organization to help people who are in similar situations have hope again began, and Syndio Health Foundation was born.

Snapshot of Common Problems Affecting People in the USA

1. Medical debt often leads to bankruptcy, homelessness, and loss of control in personal health.
2. Over 60% of bankruptcies in the USA (643k/year) are closely linked to high medical debt.¹
3. 265 of insured individuals who reported problems paying medical bills received unexpected claim denials and 32% received care from out-of-network providers their insurance didn't cover.²
4. 1 out of 5 Americans with medical insurance had problems paying medical bills in the last year.³
5. 62% of people *covered by insurance* reported concerns regarding their ability to pay for medical care if they were to fall ill or become injured, and 53% of individuals *uninsured* reported to have had difficulty paying medical bills in their last year's bills.⁴

¹ "643,000 Bankruptcies in the U.S. Every Year Due to Medical Bills." *Snopes.com*. N.p., 22 Apr. 2016. Web. 07 Apr. 2017.

² "New Kaiser/New York Times Survey Finds One in Five Working-Age Americans With Health Insurance Report Problems Paying Medical Bills." *The Henry J. Kaiser Family Foundation*. N.p., 12 Apr. 2016. Web. 07 Apr. 2017.

³ "New Kaiser/New York Times Survey Finds One in Five Working-Age Americans With Health Insurance Report Problems Paying Medical Bills."

⁴ "New Kaiser/New York Times Survey Finds One in Five Working-Age Americans With Health Insurance Report Problems Paying Medical Bills."

Syndio's Solution - Mission and Vision

Syndio as a group of organizations aims to help provide "health empowerment to all." We share a vision of "people being in charge of their own mental, physical, emotional, and spiritual health."

To that effect, we created Syndio Health Foundation (SHF):

- A 501(c)3 nonprofit organization whose purpose is to help restore hope and health to individuals burdened by the high cost of medical expenses in the United States through individual grants.

Competitive Analysis

We are not the first organization to consider alleviating the cost of high medical bills to those afflicted with illness.

St. Jude's is known for free healthcare to children in their hospitals and providing care for parents. They create a worry-free environment for patients and parents even during extremely stressful circumstances. However, they do not target adults for their main services, do not have programs to help with various other bills outside of the hospital, and do not cover holistic medicine.

We also researched The Pan Foundation in depth - an organization whose mission is similar to ours in terms of providing grants, but with the addition of providing resources for doctors and researchers. We would like to emulate their professionalism, user-friendly website, and availability of information in providing funds for health care expenses. They do not, however, have a similar vision in terms of the scope of covering medical expenses for both traditional and holistic medicine, moving past this into research grants and awards, and the overall fresh non-profit startup mentality we are pursuing in running Syndio Health Foundation to have the biggest impact.

In differentiating ourselves, we believe Syndio Health Foundation has three main components which are different and versatile from our competitions:

1. We have a diverse, energized, and unique team which allows for creativity and new perspectives.
2. We provide funding for holistic medicine as many people with various conditions find this approach to be the utmost relieving.
3. Our funding models are different from traditional nonprofits in that we are looking for investors and to become 100% self-sustaining and not simply rely on public donations.

STRATEGY

Structured Strategic Approach

In addition to helping alleviate the cost of medical expenses for patients in the United States, and potentially globally, **Syndio Health Foundation (SHF)**, intends to, eventually, provide funding and awards for medical research; all through [tax deductible] donations. At SHF, our approach is structured around setting 'all basics in place' ahead of running our first operational cycle. We will then validate the debugging of corrective actions in our processes through our first full year of our operational cycle ahead of expanding our charitable operations in subsequent years.

By 'having all basics in place' we mean all these following fundamentals are achieved...

The 1st 'basic' consists of being granted our 501(c)3 status (target: by June 30, 2017)

Since our setup we have been assembling a team of individuals who want to make a difference in the world, believe in the Syndio group's mission and vision, and are committed to help advance SHF's purpose.

Our 2nd 'basic' is consolidating our initial team, which we believe will be fully in place in June 2017

Our team will reach out to selected potential entities to raise 'enough donations' for us to get started. By donating, individuals and organizations receive potential tax benefits since all donations are potentially tax deductible. We have defined a 'simple operational cycle' of five components (1: donations -> 2: grant applications -> 3: selection of grant recipients -> 4: communication to recipients -> and 5: distribution of grants).

Our 3rd 'basic' is raising at least \$50,000 in donations ahead of running our 1st operational cycle

Grant applicants will be submitting thorough information to meet specific requirements, along with their own personal story (struggling with health issues and related medical expenses, or that of a relative/friend). Initially, 5 grants will be granted biannually to people legally residing in the USA who meet a carefully selected set of specific conditions to be able to opt for one of our grants (1 for each of the 5 categories):

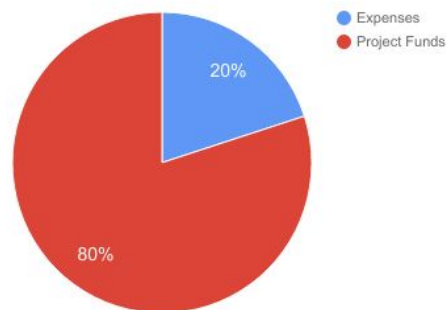
- **Rare Disease** which afflicts every 1 in 10 Americans (>7k afflictions deemed to be 'rare diseases')
- **Chronic Disease** which afflicts 1 in 2 adult Americans every year
- **Low-Income** ...over 45 million people in the United States live below the poverty line
- **Caregivers** which constitutes 65+ million people, or 29% of U.S. population, who care for the sick
- **Emergency medical expenses** over 63% of U.S. population can't afford to pay these expenses

Our 4th 'basic' is developing a website platform with 2 functionalities ["Donate"](#) + ["Apply For A Grant"](#)

In later versions, and as we advance through operational cycles, SHF intends to add more grant categories, increase the number of grant offerings, and add further website functionalities, including, eventually, providing financial support to advance medical research in carefully selected fields.

FUNDING STRATEGY

SHF Fund Distribution



SHF's goal is to become '100% self-sustaining'. We will operate with two separate accounts (funds)...

- One of our funds (our restricted fund) will feature 100% of public donations going directly towards funding grants.
- The other fund (our unrestricted fund) would be solely used for operational expenses, whereby 100% of those funds would go towards funding operations and expansion of the foundation.
- Until we reach 'self-sustenance', up to 20% of funds donated to our "general fund" will be used for operational expenses (80% or more of these funds will go into grants to individuals). If SHF spends < 20% in operational expenses the remainder of the funds will go towards grants.

The foundation will utilize several strategies for funding projects (the grants) and operational expenses.

- Funding grants is being described as 'project fund raising'.
 - It is our intent to raise these funds from 3 types of entities... public donations, corporate sponsorships, and angel investors.
- Funding the foundation's basic needs is being described as 'operational expenses fundraising'
 - It is our intent to raise these funds from 5 types of entities... tips from public donors, corporate sponsorships, in-kind donations, seed and growth rounds, and angel investors.

SHF will use the accounting system, fund-accounting, to separate our restricted funds (project fund) and our unrestricted funds (operational expenses).

We will be as transparent as possible from the start. Our financials will be updated quarterly on our website along with an annual report.

PROJECT FUNDRAISING

1. **Public Donations**

All public donations donated on the website or via check will go directly towards grants.

2. **Corporate Sponsorships**

The SHF team will be reaching out to corporations, and employees within those corporations, to take advantage of active corporate matching offers. Each corporation/employee will be asked whether they want to donate to 'projects/grants' or to 'operational expenses', or to both. If 'projects/grants' is the specified choice, all money donated will go towards funding grants.

3. **Angel Investors**

These donors are either individuals or organizations who wish to donate large sums to SHF, (could be seen as "investors" in SHF). These relationships will be carefully nurtured throughout the years to promote recurring donations and trust among these individuals. They will be asked if they want to donate to projects/grants or to operational expenses. As with corporations, If 'projects/grants' is the specified choice, all money donated will go towards funding grants.

OPERATIONAL EXPENSES FUNDRAISING

1. **Tips**

Donors will be asked if they want 'to leave a tip' like one would on a bill. These moneys will go to fund operational expenses, thus allowing individuals to potentially help with these expenses.

2. **Corporate Sponsorships**

The same description shared under 'project fundraising' applies here.

3. **In-Kind Donations**

In-kind donations consist of companies or individuals who donate services or products, not money. Examples would include furniture, storage, Google services, or technological services.

4. **Seed Round**

SHF will hold an initial giving seed round with the hope of raising \$100,000 by June 1, 2017 to be able to fund initial operations. If specified, a share of the money could be used for grants.

5. **Growth Rounds**

Following the seed round, SHF may hold "growth rounds" when there is need and reason to scale, such as hiring or contracting more people, renting office space, expanding operations.

6. **Angel Investors**

The same description shared under 'project fundraising' applies here.

ANGEL INVESTOR PROPOSAL

Syndio Health Foundation (SHF) is a 501(c)3 nonprofit organization whose purpose is to help restore hope and health to individuals burdened by the high cost of medical expenses in the United States through individual grants.

We are part of the Syndio organization, whose mission is to help provide “health empowerment to all.” We share a vision of “people being in charge of their mental, physical, emotional, and spiritual health.” Our purpose is to help empower people to take charge of their own health needs through generosity.

The need we aim to help address is huge and some of its manifestations are highlighted below...

1. Medical debt often leads to bankruptcy, homelessness, and loss of control in personal health
2. Over 60% of bankruptcies in the USA (643k/year) are closely linked to high medical debt
3. 265 of insured individuals who reported problems paying medical bills received unexpected claim denials and 32% received care from out-of-network providers their insurance didn't cover
4. 1 out of 5 Americans with medical insurance had problems paying medical bills in the last year
5. 62% of people covered by insurance reported concerns regarding their ability to pay for medical care if they were to fall ill or become injured, and 53% of individuals uninsured reported to have had difficulty paying medical bills in their last year's bills.

What does the word “investment” mean for a non-profit company?

“Investment” is not a commonly used word in the nonprofit realm because it usually indicates that the investor employs a sum of money in exchange for stock, dividends, or equity in a company. Thus, if non-profit companies don't offer stock, equity or dividends then how can a person invest?

An investment in a non-profit company means an investment into the cause. An investment into the fundamental principles set forth in its mission, working to improve the quality of humanity by serving those encumbered by unfortunate circumstances. It is an investment into a dream, a vision; one that is so desperately needed. An investment means you believe in a cause greater than yourself and you want to do something significant about this basic belief.

As a potential investor in Syndio Health Foundation, we recognize how important it is that you are well informed before making your final investment decision. That is why we offer absolute transparency as you evaluate this game-changing opportunity.

What will your “return on investment” be?

- Helping save/improve someone's life, notified before the general public about grant recipients
- Personalized updates on individual recipients
- Optional attendance at annual board meetings and featured on our website as our Angel Investors
- Potential grant naming rights in your honor or a designee
- Potential to have a new grant category considered of your choosing
- Potential tax-deduction for a donation/investment (please consult with your tax advisor)
- Creating a better world, giving back, establishing a true legacy and giving others an opportunity that they would never have without you; an investment in humanity

What is our request? How can you invest?

We are requesting that you consider believing in our dream... of making the world a more meaningful place for everyone, ...of relieving people of medical debt that impedes their daily functions, ...of changing and saving people's lives. We are asking for you to believe and to put your belief into action.

The easiest and safest way for you to invest is through a wire transfer (details will be sent to you at a later date). However we also have various options available on our website at: www.syndiohealthfoundation.com

What can you invest in?

As discussed, there are two ways to invest. The first is operational expenses (unrestricted gift) which helps us fund our mission through staff, supplies, tech, and our expansion plans outlined in our strategy. The other way to invest is in the project/general fund (restricted gift) which funds the five grant categories listed below.

- **Chronic Conditions Grant:** This grant is given to individuals who have a chronic condition; defined as a condition or disease that lasts for three or more months.
- **Rare Disease Grant:** This grant is given to individuals who have a rare disease as specified in official medical lists, or approved by a doctor as a rare disease. <https://globalgenes.org/rarelist/>
- **Caregiver Grant:** This grant is given to individuals who are caregivers, serving individuals suffering from any of the following afflictions: a mental, behavioral, or psychological illness or disorder... or chronic or lasting medical conditions... or recovery from an accident or medical emergency... or conditions individuals being cared for have suffered for more than six months. The caregiver that applies must be the individual responsible for taking care of the suffering individual. Grants will be prioritized towards covered expenses incurred by the suffering individual; though covered expenses incurred by the caregiver will also be considered (with less weight).
- **Medical Emergency Grant:** This grant is given to individuals who were not expecting these sudden and significant medical expenses to occur (examples include a surgery, a range of costly procedures, or doctor's visits because of an emergency). This grant is given to individuals who have had such unexpected medical expenses within the last 12 months, or that already know they will have to deal with them within the 3 months following SHF's grant application.
- **Low Income Grant:** This grant is given to individuals with medical debt whose family income is below the poverty line as specified on this website <https://obamacare.net/2017-federal-poverty-level/>

We are not alone

We join others in pioneering non-profit investment as an important way to view large gifts/donations. We want you to feel comfortable with your investment and know that it is being put to the best use possible. Other organizations that use investors are [Watsi](#), [charity: water](#), and [Pencils of Promise](#).

GRANT PROCESS

Initial Grant Categories (2017 and 2018 – more categories may be added later)

- **Chronic Conditions Grant:** This grant is given to individuals who have a chronic condition; defined as a condition or disease that lasts for three or more months.
- **Rare Disease Grant:** This grant is given to individuals who have a rare disease as specified in official medical lists, or approved by a doctor as a rare disease. <https://globalgenes.org/rarelist/>
- **Caregiver Grant:** This grant is given to individuals who are caregivers, serving individuals suffering from any of the following afflictions: a mental, behavioral, or psychological illness or disorder... or chronic or lasting medical conditions... or recovery from an accident or medical emergency... or conditions individuals being cared for have suffered for more than six months. The caregiver that applies must be the individual responsible for taking care of the suffering individual. Grants will be prioritized towards covered expenses incurred by suffering individual; though covered expenses incurred by the caregiver will also be considered (with less weight).
- **Medical Emergency Grant:** This grant is given to individuals who were not expecting these sudden and significant medical expenses to occur (examples include a surgery, a range of costly procedures, or doctor's' visits because of an emergency). This grant is given to individuals who have had such unexpected medical expenses within the last 12 months, or that already know they will have to deal with them within the 3 months following grant's application.
- **Low Income Grant:** This grant is given to individuals with medical debt whose family income is below the poverty line as specified in <https://obamacare.net/2017-federal-poverty-level/>

Grant Application and Distribution Time Frame

Subject to our receipt of enough donations, grants will be distributed bi-annually (5 recipients per grant distribution period, 10 annually). A maximum of \$10,000 can be given to any grant recipient, but this does not guarantee that any one recipient will need or receive the maximum amount. If SHF has raised, by each May 31 and November 30, over \$50,000, SHF's Board may select additional recipients. SHF's board is not constrained to fulfilling requests in every category if donations raised do not permit to fulfill our published intent. SHF may also choose to not select recipients beyond the intentional total of 5 per cycle, and instead roll over surplus into the next operational cycle. Individuals are allowed to apply only for one grant at a time. If not chosen, an individual can re-apply in the next bi-annual grant. If a recipient wishes to apply again, they must wait two bi-annual periods (full year) before reapplying.

Application Deadline 2017	Recipients Chosen	Money Distributed
September 30	October 31	November 30
Application Deadline 2018→	Recipients Chosen	Money Distributed
March 31	April 30	May 30
September 30	October 31	November 31

Qualifications/ Eligibility

To qualify for a Syndio Health Foundation Grant:

1. The applicant must be 18 years or older, or be legally represented by a parent, guardian, or caretaker in the application process
2. The applicant must have valid health insurance or active coverage through a health insurance provider (I.E. Medicare, Medicaid)
3. The applicant must be a legal resident of USA and/or USA Territories, and be living in the USA
4. All applicable surgeries/medical expenses must have been incurred in USA or a USA territory
5. The applicant must have medical and/or health related expenses amounting to grant amount specified that are directly related to the particular illness and/or financial situation listed in the grant description category for which the grant was given to applicant

Grant Application

If you are filling out this form for a friend or a relative, please provide YOUR contact information below. If you are the patient suffering the applicable affliction, please proceed to patient information.

Contact Information

1. First Name + Last Name
2. Email Address + Confirm Email + Phone Number + Best time to contact

Patient Information

1. First Name + Last Name
2. Email Address + Confirm Email + Phone Number + Best Time to contact
3. Address (Optional) + City, State, Zip (required)
4. Are you a US citizen (Y/N) + If not, are you a legal resident with a green card? (Y/N)
1. Birthday + Demographics (Ethnicity)
2. Category of grant applying for (check the box of one grant only)
3. Insert Photo (optional) + Proof of insurance (card or other verified identification required)
4. Proof of condition (letter from doctor, medical bill, etc.) + applicable medical bills/expenses

Alternate/Emergency Contact Information:

1. First Name + Last Name
2. Email + Confirm Email + Phone + Best Time to Contact

Financial Information

1. Is the applicant and/or caretaker of patient employed currently or has been in last 6 months?
2. Annual household income (patient, guardian/parent)
3. Number of individuals in the household + total medical expense amount
4. Amount of money requested in the grant (there is a \$10,000 maximum that can be requested)

Story

A text box will be provided for the applicant to share a story of no more than 1,000 words, which will describe the experience lived by applicants and how receiving this grant would impact life in the future.

Terms & Conditions (final version will be approved by our legal team)

Applicant must check terms & conditions box. By submitting an application, applicant understands that it does not guarantee that he/she will receive any money from SHF. Applicant also understands that if chosen to receive a grant, he/she is not entitled to the full \$10,000 or the full amount requested. Applicant gives SHF permission to use his/her name, age, demographic, condition name, and approved story on SHF's website or other social media platforms. Applicant agrees to be contacted by a member of SHF team for further information regarding his/her story as well as coordinating payment with insurance, a bank, or other medical institutions. The applicant understands that he/she will not receive the grant money directly but rather the money will be directed to the various medical institutions.

Definition of Valid Medical Expenses and Holistic Health Treatments Covered

Expenses include inpatient and outpatient surgeries, doctors' visits, and hospital stays that have retroactively been incurred in the USA (as in have already happened, with exception of emergency surgeries under emergency grant). These expenses are only those related to the patient (applicant). Some of the grant funds can go to some holistic treatments, on top of medical expense coverage (SHF deserved to make the final decision as to whether or not any request will be deemed valid): Nutritionist Consultations, Acupuncture Treatments, Chiropractic Treatments, Physical Therapy.

Choosing Recipients and Recipients Criteria

All applications will be reviewed by one appointed SHF staff member: the Executive Director, and another appointed staff member. Once applications have been reviewed, this staff member will present SHF's board with a maximum of three valid and worthy options per category (15 in total). From there the board will review and decide/vote on a minimum of one recipient per category (funds permitting may be more than one individual). From there, chosen individuals will be notified of their approval to receive a grant.

- Must meet all eligibility requirements and must have timely applied by published deadlines Y/N
- Must have all required information correctly filled out in the application Y/N
- Ability to provide further evidence, if needed (documents, medical bills, verifications) - 10 pts
- Feasibility of paying off expenses (i.e. 50 small bills that need to be paid vs 5 bills...) - 50 pts
- Impact the grant will make on the life of that person (i.e. how it will enable applicant) - 30 pts
- Income level + # of people in household (high incomes don't disqualify applicants) - 10 pts

Communications and Authorizations of Recipients Awards

- After notification, as predefined in the application form, each individual grant recipient will sign a waiver, allowing SHF to use content for our website and social media. They will also sign several forms, including a release of liability, so we can contact institutions from which applicable medical bills came.
- After grant recipients are notified, the public will be notified and SHF's content director follows up with recipients to see how the grant impacted their life and produce stories based on this info.

Distribution of Grant Awards

We will be either hiring an individual with previous relevant experience, or outsourcing our process of distributing funds to individuals to a reputable specialist service provider. Grants will be applied to grant recipients' recent medical bills that evidence their need and clearly relate to the applicable category of grants for which they were the recipient.

1ST OPERATIONAL CYCLE – 2017

1. Donations/Funding

Project \$ Sources: Public Donations, Corporate Sponsorships, Angel Gift Donors

Operational \$ Sources: Tips, Corporate Sponsorships, In-Kind Donations, Seed Round, Gift Donors

We will consider the 1st component of our 1st operational cycle to have reached the minimum required level once we have raised \$50,000 for grants and \$20,000 for operational expenses.

2. Grant Applications

We will continue to accept grants applications for the five grant categories until we have ensured we have 20 or more valid applicants (100 total) meeting all criteria elements for each of our 5 categories. We will be utilizing our social media platforms and other avenues, including press releases to hospitals, doctor's offices, and other relevant institutions to encourage people with high medical debt to apply.

3. Selection of Grant Recipients

There will be a total of five grant recipients, one per category. They will be notified by October 31st if they were chosen or not. Each will have met all required components as per instructions in our website's grant application link, including them providing their stories and giving us the rights to feature their stories (compliant to applicable regulations) on our website and social media platforms.

4. Communication of Recipients

All of our communications will be legal, transparent, and informative. Our 1st round of communications to all grant recipients, to the public, and to donors, via multiple media vehicles, is seen to be vital for our success. We have team members and strategies in place to ensure 1) that our required legal empowerments are in place from the start, 2) for our communications to be clear, concise, and effective with all parties involved, and 3) for our marketing plan to maximize the productivity of the funds allocated to this front, delivering the targeted impacts among our top priority stakeholders.

For 2017 our communications goal is to establish a strong presence on our various platforms, create a clear and concise voice and message to our followers, and engage people through our website and social media. We will be crafting emails for donors and recipients when they donate, apply, receive the grant, or do not receive the grant. There will also be continuous communication with our Angel Investors on our organization's status as well as any potential donors.

5. Distributing Grants' Funds

We will be either hiring an individual with previous relevant experience, or outsourcing this process to a reputable specialist service provider. We will rely on expert legal knowledge, HIPAA compliance, and proven expertise to make this decision as we work with banks, hospital, doctors, etc. There will be no money going to individuals. Rather, the entity we empower for distributing funds will be paying some or all of the medical expenses the person has given us. This means communication with doctors, insurance companies, hospitals, and potentially banks. All medical expenses will be paid for retroactively, as in we will not be paying for any medical expenses that have not yet been incurred.

1st FULL YEAR OF OPERATIONAL CYCLE (2018)

1. Donations/Funding

For our first full year of operational cycles, we plan on expanding grant funds as much as possible, aiming to raise donations by having all funding vehicles already described active, including growth rounds. Our targets will be \$500,000 for grants and \$200,000 for operational expenses.

We are targeting the hiring of people full time and will evaluate embracing offering full employment benefits if our donations enable us to do so. Pending on the outcome of our funding models in 2017 and 2018, we might expand to other resources for funding, such as governmental grants, and we will explore further avenues until we consider we have reached a smoothly productive *modus operandi*.

2. Grant Applications

We will operate two full operational cycles in our first full year. This will allow us to serve a minimum of 10 people (5 grants per period) in helping to pay for their medical and other health care expenses. Subject to the success of our funding efforts we may also expand into further categories if feasible. Some of these may include homelessness grants, grants for specific diseases/afflictions, orphan grant, and mental illness grant. We may also opt to grant more than 1 grant recipient per category.

3. Selection of Grant Recipients

As stated above, there will be a minimum of 10 grant recipients with a potential of two more per category if we choose to expand. The recipients will follow the same procedures as in 2017, with minor adjustments if we see the process needs to change. The minimum of 20 valid applicants per category will remain.

4. Communication of Recipients

By our first full year we are hoping to have already set up a large social media presence and email subscription. We aim to have monthly newsletters to update individuals on our progress, funds raised, what interested folks can do to help, and more current content if necessary. Our communication to recipients will again be the same as in 2017, with adjustments if needed. We are hoping to film as many of our recipients as possible, with at least one recipient per category, either at the time of receiving grants or afterwards to have more content and expand our storytelling in more creative ways.

5. Distributing Grants' Funds

By 2018, we hope to have hired a full-time staff member with expertise in the practice, who will be accountable for distribution of funds as we increase the number of grant recipients. Our distribution process may need to be adjusted if we find more efficient ways of transferring money to be paid for medical expenses. We also may be expanding our definition of medical expenses to encompass even more holistic options, as well as surgeries and doctor's visits that have not happened yet. This would specifically impact the emergency grant category and our holistic treatments. An example of expansion would be paying for restricted Trader Joe's gift cards to be used for healthier foods that could greatly improve people's health where individuals would have to submit a copy of their receipt. We will continue to strive to find better ways to improve upon our mission of health empowerment through generosity and allowing others to take their health into their own hands.

FORESEEN EVOLUTION – 2019 AND BEYOND

1. Donations/Funding

By 2019 we hope to have an operational budget well into the single millions range. If so, this will enable us to set up a permanent facility, full-time staff competitively compensated with decent salaries and a robust benefits package, and be able to be even more resourceful, and engage with our donors and our recipients in ever more creative ways. This could also include having events, meet-ups, or other activities that would require a certain amount of operational expenses. We plan on continuing our funding models as explained earlier, adjusting if and as necessary. We will target a minimum of \$750,000 for the grant categories, and \$300,000 for operational expenses.

2. Grant Applications

There will continue to be a minimum of 10 recipients. However, by then we should have been able to expand both the number of grant categories as well as the number of recipients by category. The minimum of 20 valid applicants per category will remain. We will strive to make our engagement with these individuals as seamless, gentle, and helpful as possible. By 2019 we also want to have a solid customer service function including a Patient Relations team member who would assist applicants.

3. Selection of Grant Recipients

As stated, there will be a minimum of 10 recipients, though we expect that number to be much higher. We plan on having fun, creative and social media savvy impactful ways of announcing to people that they will be receiving the grants, including presenting them with an in-person “representative check” to produce engaging content and a strong emotional connection with how we’re helping people.

4. Communication of Recipients

Our communications department will likely have expanded with interns and volunteers. We will continue to innovate in the social media space, add various platforms if and as we deem needed. We will also work on various strategies for engaging donors and those who are interested in our mission and purpose but can’t donate much funds, giving them various other alternatives to help us out.

5. Distributing Grants’ Funds

We will continue to work with our patient Relations team on the best way to distribute funds and expand as to what we see is necessary with our grant applicants (i.e., holistic treatment, prescriptions, etc.)

Our strategy has been carefully crafted from research of various organizations whose missions are similar to ours, as well as other organizations we would like to emulate. Thus we plan to keep an active research function to learn and emulate from best practice performers in the non-profit space. Please see our case reviews of [charity: water](#) and [Watsi](#). We also value St. Jude’s for their strong following and loyal devotion to their mission of providing free healthcare to children. They make engaging with their hospitals and platforms fun and worry-free even in high stress environments. We also researched in depth The Pan Foundation and would like to emulate their professionalism, user-friendly website, and availability of information in providing funds for health care expenses.

TEAM

BYLAWS

ARTICLE I. NAME OF ORGANIZATION

Syndio Health Foundation

ARTICLE II. CORPORATE PURPOSE

Section 1. Nonprofit Purpose

Syndio Health Foundation's purpose is to alleviate the cost of medical expenses for patients in the United States, and eventually globally, in addition to providing funding and awards for medical research through donations.

ARTICLE III. BOARD OF DIRECTORS

The Foundation shall be governed by the Board of Directors.

Section 1. General Powers

The affairs of the Corporation shall be managed by its Board of Directors. The Board of Directors shall have control of and be responsible for the management of the affairs and property of the Corporation.

Section 2. Number, Tenure, Requirements, and Qualifications

The number of Directors shall be fixed by the Directors but shall consist of no less than four (4) nor more than fifteen (15) including the following officers: the Chairman, the Vice-Chair, the Secretary, and the Treasurer.

The foundation Board of Directors is to retain or elect employees to manage the foundation and review management's performance each year at an annual meeting. Management should be retained or replaced based on this annual review by the board. The board is authorized to have outside assistance, advisors, attorneys, accountants, and other professionals as needed.

The members of the Board of Directors shall, upon election, immediately enter upon the performance of their duties and shall continue in office until their successors shall be duly elected and qualified. All members of the Board of Directors must be approved by a majority vote of the members present and voting. No vote on new members of the Board of Directors shall be held unless a quorum of the Board of Directors is present.

Newly elected members of the Board of Directors who have not served before shall serve initial one-year terms. At the conclusion of the initial one-year term, members of the Board of Directors may serve additional three year terms.

Section 3. Resignation and Termination

Any director on the board may resign by filing a written resignation within 30 days of date of leave.

Section 4. Vacancies

Whenever any vacancy occurs in the Board of Directors it shall be filled without undue delay by a majority vote of the remaining members of the Board of Directors at a regular meeting. Vacancies may be created and filled according to specific methods approved by the Board of Directors.

Section 5. Compensation

Members of the Board of Directors shall not receive any compensation for their services as Directors.

ARTICLE IV. MEETINGS OF DIRECTORS

Section 1. Annual Meetings

An annual meeting of the board members shall take place at a date, time, and location which will be designated by the chair, or unless another date is voted upon. At the annual meeting the members shall elect directors and officers, receive reports on the activities of the organization, review management's roles and responsibilities, and determine the direction of the organization for the coming year.

Section 2. Regular Meetings

Any regular meeting may be called to order with all board members present or via a form of Skype by any board member. These regular meetings serve the purpose of clarifying information, voting on decisions, and tracking the progress of the organization. They can be called at any time but all parties must be notified a minimum of 5 days in advance

Section 3. Special Meetings

Special meetings may be called by the chair or a simple majority of the board of directors.

Section 4. Notice

Notice of any special meeting of the Board of Directors shall be given at least five (5) business days in advance of the meeting by telephone or electronic methods or by written notice. The business to be transacted at, and the purpose of, any regular meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

Section 5. Notice of Meetings

Electronic notice of each regular, or non special, meeting shall be given to each voting member, by email, not less than two weeks prior to the meeting.

Section 6. Quorum

A quorum for a meeting of the board members shall consist of at least 51% of the directors on the

board.

Section 7. Voting

All issues to be voted on shall be decided by a simple majority of those present at the meeting in which the vote takes place.

ARTICLE V. OFFICERS

The officers of this Board shall be the Chairman, Vice-Chair Secretary and Treasurer. All officers must have the status of active members of the Board.

Section 1. Chairman

The Chairman shall preside at all meetings of the board. The Chairman shall have the following duties:

- a. He/She shall preside at all meetings of the Executive Committee.
- b. He/She shall have general and active management of the business of the Board of Directors.
- c. He/She shall see that all orders and resolutions of the Board of Directors are brought to the management team.
- d. He/She shall have general superintendence and direction of all other officers of this corporation and see that their duties are properly performed.
- e. He/She shall submit a report of the operations of the program for the fiscal year to the Board of Directors at their annual meetings, and from time to time, shall report to the Board all matters that may affect this program.
- f. He/She shall be Ex-officio member of all standing committees and shall have the power and duties usually vested in the office of the Chairman.

Section 2. Vice-Chair

The Vice-Chair shall be vested with all the powers and shall perform all the duties of the Chairman during the absence of the latter. The Vice-Chair's duties are:

- a. He/She shall have the duty of chairing their perspective committee and such other duties as may, from time to time, be determined by the Board of Directors.

Section 3. Secretary

The Secretary shall attend all meetings of the Board and assisted by a staff member, will act as a clerk thereof. The Secretary's duties shall consist of:

- a. He/She shall record all votes and minutes of all proceedings in a book to be kept for that purpose. He/She in concert with the Chairman shall make the arrangements for all meetings of the Board, including the annual meeting of the organization.
- b. Assisted by a staff member, he/she shall send notices of all meetings to the members of the Board and shall take reservations for the meetings.
- c. He/She shall perform all official correspondence from the Board as may be prescribed by the Board or the Chairman.

Section 4. Treasurer

The Treasurer's duties shall be:

- a. He/She shall submit for the Board approval of all expenditures of funds raised by the Board, proposed capital expenditures (equipment and furniture) , by the staff of the agency.
- b. He/She shall present a complete and accurate report of the finances raised by this Board and also Syndio Health Foundation at each meeting of the members, or at any other time upon request to the Board.
- c. He/She shall have the right of inspection of the funds resting with the organization including budgets and subsequent audit reports.
- d. It shall be the duty of the Treasurer to assist in direct audits of the funds of the program according to funding source guidelines and generally accepted accounting principles.
- e. He/She shall perform such other duties as may be prescribed by the Board or the Chairman under whose supervision he/she shall be.

ARTICLE VI. CORPORATE STAFF

Section 1: Executive Director

The Board of Directors shall hire an Executive Director who shall serve at the will of the Board. The Executive Director shall have immediate and overall supervision of the operations of the Corporation, and shall direct the day-to-day business of the Corporation, maintain the properties of the Corporation, hire, discharge, and determine the salaries and other compensation of all staff members and perform such additional duties as may be directed by the Board of Directors. The Executive Director shall make such reports at the Board meetings as shall be required by the Chairman or the Board. The Executive Director shall be an ex-officio member of all committees.

The Executive Director may be hired at any official meeting of the Board of Directors by a majority vote and shall serve until removed by the Board of Directors upon an affirmative vote of the majority of the members present at any meeting of the Board Directors.

ARTICLE VII. – Conflict of Interest and Compensation

Section 1: Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Section 2: Definitions

- a. Interested Person
- b. Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- c. Financial Interest
- d. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 - 1. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
 - 2. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
 - 3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

Under Article VII, Section 2, a person who has a financial interest may have a conflict of interest if the appropriate governing board or committee decides that a conflict of interest exists.

Section 3. Procedures

- a. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
- b. Determining Whether a Conflict of Interest Exists: After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Violations of the Conflicts of Interest Policy

- 1. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
 - 2. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.
- c. Procedures for Addressing the Conflict of Interest

1. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
2. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
3. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
4. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

Section 4. Records of Proceedings

The minutes of the governing board shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's decision as to whether a conflict of interest in fact existed.
- b. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Section 5. Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Section 6. Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- b. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

ARTICLE VIII. BOOKS AND RECORDS

The corporation shall keep complete books and records of account and minutes of the proceedings of the Board of Directors.

ARTICLE IX. AMENDMENTS

Section 1. Articles of Incorporation

The Articles may be amended in any manner at any regular or special meeting of the Board of Directors, provided that specific written notice of the proposed amendment of the Articles setting forth the proposed amendment or a summary of the changes to be affected thereby shall be given to each director at least three days in advance of such a meeting if delivered by facsimile, or by e-mail or at least five days if delivered by mail.

Section 2. Bylaws

The Board of Directors may amend these Bylaws by majority vote at any regular or special meeting. Written notice setting forth the proposed amendment or summary of the changes to be affected thereby shall be given to each director within the time and the manner provided for the giving of notice of meetings of directors.

Adoption of Bylaws

We, the undersigned, are all of the initial directors or incorporators of this corporation, and we consent to, and hereby do, adopt the foregoing Bylaws, consisting of the 6 preceding pages, as the Bylaws of this corporation.

ADOPTED AND APPROVED by the Board of Directors on this ____ day of _____, 20__.

Jose Castellanos, Chairman/Treasurer- Syndio Health Foundation

Alexis Krcelic, Vice-Chair - Syndio Health Foundation

Robert Castellanos, Secretary - Syndio Health Foundation

ROLES AND RESPONSIBILITIES

Syndio Health Foundation Chairman Position

Jose Castellanos (Jan, 2017 -> TBD)
TBD (TBD->)

This role is primarily responsible for holding the executive director and strategic advisor accountable while assisting in raising angel investor rounds. This person will advise visionary strategic development, execution on said development and execution on capital raising.

Responsibilities:

Top Responsibility: hold executive director and strategic advisor accountable while ensuring organizational financial health

- Keep executive team accountable
- Advise in all strategic and executory pursuits from the executive team
- Co-build and grow partnerships, advisory team and angel investors alongside executive director and executive team
- Provide inputs to metrics defined by executive director needed to make informed decisions about the foundation and provide support when necessary
- Advise on directional alignment with vision, short-term and long-term goals of the organization
- Lead voting and decision-making process for executive team
- Will serve as the Chairman on the Board of Directors (see Bylaws)

Requirements:

- Well connected with a global network
- Thoughtful leader and expert in strategy
- Experience managing a team or organization
- Full embodiment of mission, vision and values
- No ego
- A compassionate heart excited to help serve individuals
- Highly motivated, self-starter, and intrinsically motivated
- A problem solver and not afraid to give any and all ideas
- Loves serving others and motivating a team to also do so

Syndio Health Foundation Executive Director Position

Alexis Krcelic (Jan, 2017 - June 14th)
Nadine Smith (June 14th, 2017 ->)Tentatively

This role is responsible for leading and executing the direction of the foundation on a daily basis. This person will work with the entire team to manifest the vision of the foundation and continuously work on the structure, development, and refinement of organizational efficiency.

Responsibilities:

Top Responsibility: execute visionary strategy and lead team

- Work in conjunction with executive team and cross-functional teams to lead product definition and roadmap
- Define and analyze metrics needed to make informed decisions about the foundation
- Co-develop fundraising strategies and targets with strategic advisor (Rob) and help execute on targets
- Create functional specifications, including operational elements such as budgets, grant applications and other organizational procedures
- Manage/oversee development resources and ensure all activities are functioning in alignment with mission, vision, and values
- Act as a figurehead for the organization and be prepared to give presentations, speeches, and talks on the organization when needed
- Co-build and grow relationships, advisory team and angel investors alongside executive director and executive team
- Oversee the execution of fundraising and operational strategies
- Interview and assist strategic advisor in selection of new-hires + advisors
- Will serve as the Vice-President on the Board of Directors (see Bylaws)
- Ensure there is directional alignment with vision, short-term and long-term goals of the organization

Requirements:

- Experience managing a team or organization
- Detail-oriented, accurate, thorough, ethical
- Aligned with mission, vision and values
- No ego
- A compassionate heart excited to help serve individuals
- Highly motivated, self-starter, and intrinsically motivated
- A problem solver and not afraid to give any and all ideas
- Loves serving others and motivating a team to also do so

Syndio Health Foundation Advisor Role Description

TBD

This role is responsible for advising the team on a variety of topics and specialities. Each advisor is different due to their specific expertise.

Responsibilities:

Top Responsibility: advise when necessary in designated area

Examples of areas with which advisement is needed are:

- iOS and technological development
- Financial
- Strategic
- Medical
- Marketing
- Business Development
- Executive Coaching
- Product and Design

Each role and responsibilities in the role are subjective to the individual's area of expertise.

Syndians

<u>Core Team</u>	<u>Syndian Member</u>	<u>Role</u>
Advisory	Rob Castellanos	Visionary + Advisor
Management	Jose Castellanos	CEO
	Alexis Kryclic	Executive Director
Development	Vera Xu	Front + Back-End Web Dev
	Rachel Rub	Front-End Web + Business
	Adelle Dimitui	Front-End Web Developer
Design	Josh Trangle	Lead Designer
Social Media	Taylor Hooper	Social Media Lead
Content Finance	Amy Chanthaphavong	Content & Finance
	Diana Castellanos	Creative Content + Design
HR	Karen Castellanos	Invoicing + Payroll
Accounting	Linda Ferrarone	Tax Accountant
Legal	Sally Caver	Lead Lawyer
	Geiza Vargas	Lawyer
Advisory	Alvaro Wilko	Cyber Security Advisor
	Nitin Arya	Development Advisor
	Megan Adolph	Product Design
	Marcus Starke	Marketing Strategy
	John Williams	Marketing Strategy
	Torsten Kuenzlen	Marketing Strategy
	Nancy Grden	Healthcare Strategy
	Alex Mann	Finance Strategy
	Wesley Kennedy	Finance Strategy
	Peter Brews	Business Dev Strategy
	Nicholas Wayne	MD Strategy
	Nadine Smith	Marketing Non-Profits

EXPANSION

Syndio Health Foundation, upon recommendations from advisors and research into other similar nonprofit organizations, has plans of expanding our team. We will only be expanding when funds allow. Some of these individuals will be contracted out while others will be full or part-time employees depending on need and our operational budget. We are looking at expanding by adding the following positions:

- COO
- Non-Profit Expert (maybe legal)
- Patient Relations
- Grant Distributor
- Donor Relations
- Content and Brand Director
- Tech
- Graphic Designer

Offerings + Technology

We have several offerings we provide to the public. The first is our health empowerment through generosity of grants. A minimum of ten individuals annually will be able to partake in this generosity. We also offer individuals a place to donate to make the world a better and more healthy place.

Further, we also plan on expanding our offerings to eventually education of health, funding research for specific diseases or health afflictions, and personalized donations similar to GoFundMe but specifically for health related needs.

Technologically, we need a beautiful and fully functioning website to be able to offer our grant applicants and our donors the ability to interact with us. Technology plays a huge role in our potential expansion as we would be utilizing our expertise to create new platforms like a GoFundMe or platforms to donate to specific research.

Projections

We have several financial models in place for raising funds and for budgeting throughout each month, quarter, and year. Please see our Statement of Activities and Statement of Financial Position below.

Statement of Activities

Statement of Financial Position

Date of this notice: 01-05-2017

Employer Identification Number:
81-4859950

Form: SS-4

Number of this notice: CP 575 A

SYNDIYO HEALTH FOUNDATION CO
515 PINCHON PL
ALPHARETTA, GA 30022

For assistance you may call us at:
1-800-829-4933

IF YOU WRITE, ATTACH THE
STUB AT THE END OF THIS NOTICE.

WE ASSIGNED YOU AN EMPLOYER IDENTIFICATION NUMBER

Thank you for applying for an Employer Identification Number (EIN). We assigned you EIN 81-4859950. This EIN will identify you, your business accounts, tax returns, and documents, even if you have no employees. Please keep this notice in your permanent records.

When filing tax documents, payments, and related correspondence, it is very important that you use your EIN and complete name and address exactly as shown above. Any variation may cause a delay in processing, result in incorrect information in your account, or even cause you to be assigned more than one EIN. If the information is not correct as shown above, please make the correction using the attached tear off stub and return it to us.

Based on the information received from you or your representative, you must file the following form(s) by the date(s) shown.

Form 1120

04/15/2018

If you have questions about the form(s) or the due date(s) shown, you can call us at the phone number or write to us at the address shown at the top of this notice. If you need help in determining your annual accounting period (tax year), see Publication 538, *Accounting Periods and Methods*.

We assigned you a tax classification based on information obtained from you or your representative. It is not a legal determination of your tax classification, and is not binding on the IRS. If you want a legal determination of your tax classification, you may request a private letter ruling from the IRS under the guidelines in Revenue Procedure 2004-1, 2004-1 I.R.B. 1 (or superseding Revenue Procedure for the year at issue). Note: Certain tax classification elections can be requested by filing Form 8832, *Entity Classification Election*. See Form 8832 and its instructions for additional information.

IMPORTANT INFORMATION FOR S CORPORATION ELECTION:

If you intend to elect to file your return as a small business corporation, an election to file a Form 1120-S must be made within certain timeframes and the corporation must meet certain tests. All of this information is included in the instructions for Form 2553, *Election by a Small Business Corporation*.

If you are required to deposit for employment taxes (Forms 941, 943, 940, 944, 945, CT-1, or 1042), excise taxes (Form 720), or income taxes (Form 1120), you will receive a Welcome Package shortly, which includes instructions for making your deposits electronically through the Electronic Federal Tax Payment System (EFTPS). A Personal Identification Number (PIN) for EFTPS will also be sent to you under separate cover. Please activate the PIN once you receive it, even if you have requested the services of a tax professional or representative. For more information about EFTPS, refer to Publication 966, *Electronic Choices to Pay All Your Federal Taxes*. If you need to make a deposit immediately, you will need to make arrangements with your Financial Institution to complete a wire transfer.

The IRS is committed to helping all taxpayers comply with their tax filing obligations. If you need help completing your returns or meeting your tax obligations, Authorized e-file Providers, such as Reporting Agents (payroll service providers) are available to assist you. Visit the IRS Web site at www.irs.gov for a list of companies that offer IRS e-file for business products and services. The list provides addresses, telephone numbers, and links to their Web sites.

To obtain tax forms and publications, including those referenced in this notice, visit our Web site at www.irs.gov. If you do not have access to the Internet, call 1-800-829-3676 (TTY/TDD 1-800-829-4059) or visit your local IRS office.

IMPORTANT REMINDERS:

- * Keep a copy of this notice in your permanent records. **This notice is issued only one time and the IRS will not be able to generate a duplicate copy for you.** You may give a copy of this document to anyone asking for proof of your EIN.
- * Use this EIN and your name exactly as they appear at the top of this notice on all your federal tax forms.
- * Refer to this EIN on your tax-related correspondence and documents.

If you have questions about your EIN, you can call us at the phone number or write to us at the address shown at the top of this notice. If you write, please tear off the stub at the bottom of this notice and send it along with your letter. If you do not need to write us, do not complete and return the stub.

Your name control associated with this EIN is SYND. You will need to provide this information, along with your EIN, if you file your returns electronically.

Thank you for your cooperation.

CP 575 A (Rev. 7-2007)

CP 575 A

DATE OF THIS NOTICE: 01-05-2017
EMPLOYER IDENTIFICATION NUMBER: 81-4859950
FORM: SS-4 NOBOD

SYNDIYO HEALTH FOUNDATION CO
515 PINCHON PL
ALPHARETTA, GA 30022



STATE OF GEORGIA

Secretary of State

Corporations Division

313 West Tower

2 Martin Luther King, Jr. Dr.

Atlanta, Georgia 30334-1530

RECEIPT

Filer Information

Sally Caver
1320 Main Street, 17th Street
Columbia, SC, 29201, USA

Transaction Details

Product Description	Business Name	Control No.	Shipped	Order Date	Item Cost	Expedite Fee	Total
Business Formation	Syndiyo Health Foundation Co.		Online	12/29/2016	100.00	0.00	100.00

Invoice Total: \$100.00

Payment Details

Payment Type	Check/Reference No.	Amount
Credit Card - VISA	#####7404	100.00

Payment Total: \$100.00

Mailing Address: Georgia Secretary of State, Corporations Division, 2 MLK Jr. Dr. SE, Suite 313 Floyd West Tower, Atlanta, Georgia 30334-1530

Phone: (404) 656-2817 | **Website:** <http://www.sos.ga.gov/>

STATE OF GEORGIA

Secretary of State

Corporations Division

313 West Tower

2 Martin Luther King, Jr. Dr.

Atlanta, Georgia 30334-1530

CERTIFICATE OF INCORPORATION

I, Brian P. Kemp, the Secretary of State and the Corporation Commissioner of the State of Georgia, hereby certify under the seal of my office that

Syndiyo Health Foundation Co.

a Domestic Nonprofit Corporation

has been duly incorporated under the laws of the State of Georgia on **01/01/2017** by the filing of articles of incorporation in the Office of the Secretary of State and by the paying of fees as provided by Title 14 of the Official Code of Georgia Annotated.

WITNESS my hand and official seal in the City of Atlanta
and the State of Georgia on 01/04/2017



A handwritten signature in black ink, appearing to read 'B: P. Kemp'.

Brian P. Kemp
Secretary of State

ARTICLES OF INCORPORATION

Electronically Filed

Secretary of State

Filing Date: 12/29/2016 2:45:00 PM

BUSINESS INFORMATION

CONTROL NUMBER 17000832
BUSINESS NAME Syndiyo Health Foundation Co.
BUSINESS TYPE Domestic Nonprofit Corporation
EFFECTIVE DATE 01/01/2017

The corporation is organized pursuant to the Georgia Nonprofit Corporation Code.

PRINCIPAL OFFICE ADDRESS

ADDRESS 515 Pinchon Place, Alpharetta, GA, 30022, USA

REGISTERED AGENT'S NAME AND ADDRESS

NAME	ADDRESS
Jose Castellanos	515 Pinchon Place, Fulton, Alpharetta, GA, 30022, USA

INCORPORATOR(S)

NAME	TITLE	ADDRESS
Sarah Caver	INCORPORATOR	1320 Main Street, 17th Floor, Columbia, SC, 29201, USA

MEMBER INFORMATION

The corporation will not have members.

OPTIONAL PROVISIONS

The corporation is organized pursuant to the Georgia Nonprofit Corporation Code. Notwithstanding any other provision in these articles, the purposes for which the corporation is organized and operated are exclusively for charitable purposes. Notwithstanding any other provision of these articles, no part of the net earnings of the corporation shall inure to the benefit of, or be distributable to, its members, trustees, officers, or other private persons except that the corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of its charitable purposes. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for political office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code. Upon dissolution of the corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any such assets not so disposed shall be disposed of by a court of competent jurisdiction of the county in which the principal office of the corporation is then located, exclusively for such purposes or to such organization or organizations, as said court shall determine.

AUTHORIZER INFORMATION

AUTHORIZER SIGNATURE Sarah Caver
AUTHORIZER TITLE Incorporator

COPY FOR PUBLIC INSPECTION

Form **990**Department of the Treasury
Internal Revenue Service**Return of Organization Exempt From Income Tax**
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)
Do not enter social security numbers on this form as it may be made public.
Information about Form 990 and its instructions is at www.irs.gov/form990.

OMB No. 1545-0047

2015
Open to Public
Inspection

A For the 2015 calendar year, or tax year beginning , and ending																														
B Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<table border="1" style="width:100%; border-collapse: collapse;"> <tr> <td colspan="2">C Name of organization Charity Global Inc.</td> <td>D Employer identification number 22-3936753</td> </tr> <tr> <td colspan="2">Doing business as charity: water</td> <td rowspan="2">E Telephone number 646-688-2323</td> </tr> <tr> <td colspan="2">Number and street (or P.O. box if mail is not delivered to street address) 40 Worth Street</td> </tr> <tr> <td colspan="2">City or town, state or province, country, and ZIP or foreign postal code New York NY 10013</td> <td>G Gross receipts \$ 70,961,967</td> </tr> <tr> <td colspan="3"> F Name and address of principal officer: Scott Harrison 40 Worth St. Suite #330 New York NY 10013 </td> </tr> <tr> <td colspan="3"> H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) </td> </tr> <tr> <td colspan="3"> I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 </td> </tr> <tr> <td colspan="3"> J Website: www.charitywater.org </td> </tr> <tr> <td colspan="3"> K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other </td> </tr> <tr> <td colspan="2">L Year of formation: 2006</td> <td>M State of legal domicile: NY</td> </tr> </table>	C Name of organization Charity Global Inc.		D Employer identification number 22-3936753	Doing business as charity: water		E Telephone number 646-688-2323	Number and street (or P.O. box if mail is not delivered to street address) 40 Worth Street		City or town, state or province, country, and ZIP or foreign postal code New York NY 10013		G Gross receipts \$ 70,961,967	F Name and address of principal officer: Scott Harrison 40 Worth St. Suite #330 New York NY 10013			H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions)			I Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527			J Website: www.charitywater.org			K Form of organization: <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other			L Year of formation: 2006		M State of legal domicile: NY
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Part I Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities: See Schedule O		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3 Number of voting members of the governing body (Part VI, line 1a)	3	8
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	7
	5 Total number of individuals employed in calendar year 2015 (Part V, line 2a)	5	96
	6 Total number of volunteers (estimate if necessary)	6	550
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b Net unrelated business taxable income from Form 990-T, line 34	7b	0	
Revenue	8 Contributions and grants (Part VIII, line 1h)	Prior Year 43,690,259	Current Year 35,127,416
	9 Program service revenue (Part VIII, line 2g)	0	0
	10 Investment income (Part VIII, column (A), lines 3, 4, and 7d)	400,072	243,121
	11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	-399,248	-242,795
	12 Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	43,691,083	35,127,742
Expenses	13 Grants and similar amounts paid (Part IX, column (A), lines 1-3)	30,344,984	26,132,893
	14 Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	5,825,431	6,303,020
	16a Professional fundraising fees (Part IX, column (A), line 11e)	0	0
	b Total fundraising expenses (Part IX, column (D), line 25) 3,076,378	3,857,059	3,803,834
	17 Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	40,027,474	36,239,747
	18 Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	3,663,609	-1,112,005
Net Assets or Fund Balances	19 Revenue less expenses. Subtract line 18 from line 12	Beginning of Current Year 55,596,890	End of Year 53,348,524
	20 Total assets (Part X, line 16)	26,649,816	25,290,203
	21 Total liabilities (Part X, line 26)	28,947,074	28,058,321
	22 Net assets or fund balances. Subtract line 21 from line 20		

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here	Signature of officer	Date 11/11			
	Type or print name and title Michael Gumbley, CEO				
Paid Preparer Use Only	Print/Type preparer's name KPMG, LLP	Preparer's signature	Date 11/14/16	Check <input type="checkbox"/> if self-employed	PTIN PO1249521
	Firm's name KPMG LLP	Firm's EIN 13-5565207			
	Firm's address 345 Park Ave New York, NY 10154	Phone no. 212-758-9700			

May the IRS discuss this return with the preparer shown above? (see instructions)

☒ Yes ☐ No

For Paperwork Reduction Act Notice, see the separate instructions.

DAA

Form **990** (2015)

**Application for Extension of Time To File an
Exempt Organization Return**

OMB No. 1545-1709

► **File a separate application for each return.**
 ► **Information about Form 8868 and its instructions is at www.irs.gov/form8868.**

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** and check this box ☒ **X**
- If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form).

Do not complete Part II unless you have already been granted an automatic 3-month extension on a previously filed Form 8868.

Electronic filing (e-file). You can electronically file Form 8868 if you need a 3-month automatic extension of time to file (6 months for a corporation required to file Form 990-T), or an additional (not automatic) 3-month extension of time. You can electronically file Form 8868 to request an extension of time to file any of the forms listed in Part I or Part II with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, which must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit www.irs.gov/efile and click on *e-file for Charities & Nonprofits*.

Part I Automatic 3-Month Extension of Time. Only submit original (no copies needed).

A corporation required to file Form 990-T and requesting an automatic 6-month extension - check this box and complete

Part I only ☐

All other corporations (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.

Enter filer's identifying number, see instructions

Type or print File by the due date for filing your return. See instructions.	Name of exempt organization or other filer, see instructions.	Employer identification number (EIN) or
	CHARITY GLOBAL, INC.	22-3936753
	Number, street, and room or suite no. If a P.O. box, see instructions.	Social security number (SSN)
	40 WORTH STREET	
	City, town or post office, state, and ZIP code. For a foreign address, see instructions.	
	NEW YORK, NY 10013	

Enter the Return code for the return that this application is for (file a separate application for each return)

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

- The books are in the care of ► MICHAEL GUMBLEY

Telephone No. ► 646-688-2323 FAX No. ► _____

- If the organization does not have an office or place of business in the United States, check this box ☐
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) _____. If this is for the whole group, check this box ☐. If it is for part of the group, check this box ☐ and attach a list with the names and EINs of all members the extension is for.

- 1** I request an automatic 3-month (6 months for a corporation required to file Form 990-T) extension of time until AUGUST 15, 2016, to file the exempt organization return for the organization named above. The extension is for the organization's return for:
- ☒ calendar year 2015 or
- ☐ tax year beginning _____, 20____, and ending _____, 20____.

- 2** If the tax year entered in line 1 is for less than 12 months, check reason: ☐ Initial return ☐ Final return ☐ Change in accounting period

3a If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	3a \$
b If this application is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	3b \$
c Balance due. Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFIPS (Electronic Federal Tax Payment System). See instructions.	3c \$

Caution. If you are going to make an electronic funds withdrawal (direct debit) with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

For Privacy Act and Paperwork Reduction Act Notice, see instructions.

Form **8868** (Rev. 1-2014)

- If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** and check this box. ☒ **X**

Note. Only complete Part II if you have already been granted an automatic 3-month extension on a previously filed Form 8868.

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** (on page 1).

Part II Additional (Not Automatic) 3-Month Extension of Time. Only file the original (no copies needed).

Type or print File by the due date for filing your return. See instructions.	Name of exempt organization or other filer, see instructions.		Enter filer's identifying number, see instructions	
	CHARITY GLOBAL, INC.		Employer identification number (EIN) or	
	Number, street, and room or suite no. If a P.O. box, see instructions.		22-3936753	
	40 WORTH STREET		Social security number (SSN)	
City, town or post office, state, and ZIP code. For a foreign address, see instructions.		New York, NY 10013		

Enter the Return code for the return that this application is for (file a separate application for each return) **0 1**

Application Is For	Return Code	Application Is For	Return Code
Form 990 or Form 990-EZ	01		
Form 990-BL	02	Form 1041-A	08
Form 4720 (individual)	03	Form 4720 (other than individual)	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

STOP! Do not complete Part II if you were not already granted an automatic 3-month extension on a previously filed Form 8868.

- The books are in the care of **▶ MICHAEL GUMBLEY, 40 WORTH STREET, NY, NY 10013**
Telephone No. **▶ 646-688-2323** Fax No. **▶**
- If the organization does not have an office or place of business in the United States, check this box ☐
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) If this is for the whole group, check this box ☐ . If it is for part of the group, check this box ☐ and attach a list with the names and EINs of all members the extension is for.
- 4** I request an additional 3-month extension of time until **November 15th**, 20 **16**.
- 5** For calendar year **2015**, or other tax year beginning , 20 , and ending , 20 .
- 6** If the tax year entered in line 5 is for less than 12 months, check reason: ☐ Initial return ☐ Final return
☐ Change in accounting period
- 7** State in detail why you need the extension **INFORMATION NECESSARY TO PREPARE A COMPLETE AND ACCURATE RETURN IS NOT YET AVAILABLE.**


8a If this application is for Forms 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	8a	\$	0.00
b If this application is for Forms 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit and any amount paid previously with Form 8868.	8b	\$	0.00
c Balance Due. Subtract line 8b from line 8a. Include your payment with this form, if required, by using EFIPS (Electronic Federal Tax Payment System). See instructions.	8c	\$	0.00

Signature and Verification must be completed for Part II only.

Under penalties of perjury, I declare that I have examined this form, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete, and that I am authorized to prepare this form.

Signature **▶** *Demetrius* Title **▶** PAID PREPARER Date **▶** 8/11/16
Form **8868** (Rev. 1-2014)

Form 990



Department of the Treasury
Internal Revenue Service

Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public

▶ Information about Form 990 and its instructions is at www.irs.gov/form990

OMB No 1545-0047

2014

Open to Public Inspection

A For the 2014 calendar year, or tax year beginning 10-01-2014 , and ending 09-30-2015

B Check if applicable <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	C Name of organization WATSI INC		D Employer identification number 45-3236734
	Doing business as		
	Number and street (or P O box if mail is not delivered to street address)	Room/suite	E Telephone number (256) 792-8747
	360 LANGTON ST SUITE 200		
	City or town, state or province, country, and ZIP or foreign postal code SAN FRANCISCO, CA 94103		G Gross receipts \$ 4,555,483
F Name and address of principal officer CHASE J ADAM 360 LANGTON ST SUITE 200 SAN FRANCISCO, CA 94103			
I Tax-exempt status <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) () ◀(insert no) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		H(a) Is this a group return for subordinates? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
J Website: ▶ WWW WATSI ORG		H(b) Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list (see instructions)	
		H(c) Group exemption number ▶	

K Form of organization <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶	L Year of formation 2011	M State of legal domicile CA
--	---------------------------------	-------------------------------------

Part I

Summary

Activities & Governance	1 Briefly describe the organization's mission or most significant activities WATSI IS A NON-PROFIT CORPORATION ORGANIZED FOR THE PURPOSE OF RAISING CHARITABLE FUNDS TO ASSIST THOSE WHO ARE IN NEED WITHOUT THE FINANCIAL ABILITY TO AFFORD HEALTHCARE		
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets		
Revenue	3 Number of voting members of the governing body (Part VI, line 1a)	3	4
	4 Number of independent voting members of the governing body (Part VI, line 1b)	4	3
	5 Total number of individuals employed in calendar year 2014 (Part V, line 2a)	5	12
	6 Total number of volunteers (estimate if necessary)	6	10
	7a Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
	b Net unrelated business taxable income from Form 990-T, line 34	7b	0
	Expenses	8 Contributions and grants (Part VIII, line 1h) 9 Program service revenue (Part VIII, line 2g) 10 Investment income (Part VIII, column (A), lines 3, 4, and 7d) 11 Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e) 12 Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	Prior Year
3,009,662			4,555,483
0			0
4,710			0
0			0
13 Grants and similar amounts paid (Part IX, column (A), lines 1–3) 14 Benefits paid to or for members (Part IX, column (A), line 4) 15 Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10) 16a Professional fundraising fees (Part IX, column (A), line 11e) b Total fundraising expenses (Part IX, column (D), line 25) ▶41,263 17 Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e) 18 Total expenses Add lines 13–17 (must equal Part IX, column (A), line 25) 19 Revenue less expenses Subtract line 18 from line 12		1,382,638	1,556,013
		0	0
		504,377	704,259
		0	0
	184,745	248,166	
	2,071,760	2,508,438	
942,612	2,047,045		
Net Assets or Fund Balances	20 Total assets (Part X, line 16) 21 Total liabilities (Part X, line 26) 22 Net assets or fund balances Subtract line 21 from line 20	Beginning of Current Year	End of Year
		2,603,050	4,691,508
		54,636	96,049
		2,548,414	4,595,459

Part II

Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge

Sign Here	***** Signature of officer	2016-08-11 Date
	CHASE J ADAM PRESIDENT Type or print name and title	

Paid Preparer Use Only	Print/Type preparer's name SHEBA B DALANEY	Preparer's signature SHEBA B DALANEY	Date 2016-08-11	Check <input type="checkbox"/> if self-employed	PTIN P00351252
	Firm's name ▶ ABBOTT STRINGHAM & LYNCH			Firm's EIN ▶ 77-0051130	
	Firm's address ▶ 1550 LEIGH AVE SAN JOSE, CA 95125			Phone no (408) 377-8700	

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

Part III

Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III

1

Briefly describe the organization’s mission

WATSI'S MISSION IS TO FUND HEALTHCARE BY CONNECTING PEOPLE

2

Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?

If "Yes," describe these new services on Schedule O

3

Did the organization cease conducting, or make significant changes in how it conducts, any program services?

If "Yes," describe these changes on Schedule O

4

Describe the organization’s program service accomplishments for each of its three largest program services, as measured by expenses Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported

4a

(Code) (Expenses \$ 2,377,163 including grants of \$ 1,556,013) (Revenue \$ 4,555,483)

WATSI, INC ENABLES ANYONE TO DONATE AS LITTLE AS \$5 TO FUND HEALTHCARE FOR PEOPLE IN NEED WATSI HAS PARTNERED WITH 11 VETTED MEDICAL ORGANIZATIONS ("MEDICAL PARTNERS") IN 22 DEVELOPING COUNTRIES TO FUND LIFE-CHANGING HEALTHCARE FOR PEOPLE WHO CANNOT AFFORD IT THROUGH OUR EFFORTS, WATSI RAISES MONEY TO PROVIDE MEDICAL TREATMENT TO ASSIST THOSE WHO ARE IN NEED WITHOUT THE FINANCIAL ABILITY TO PAY THE ORGANIZATION'S MEDICAL PARTNERS ARE RESPONSIBLE FOR IDENTIFYING PATIENTS IN NEED OF HEALTHCARE, SENDING THE ORGANIZATION'S INFORMATION ABOUT THE PATIENTS, AND PROVIDING HIGH-QUALITY HEALTHCARE

4b

(Code) (Expenses \$ including grants of \$) (Revenue \$)

4c

(Code) (Expenses \$ including grants of \$) (Revenue \$)

4d

Other program services (Describe in Schedule O)
















(Expenses \$ including grants of \$) (Revenue \$)

4e

Total program service expenses 2,377,163

Part IV

Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? If "Yes," complete Schedule A 	1 Yes	
2 Is the organization required to complete Schedule B, Schedule of Contributors (see instructions)? 	2 Yes	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I	3	No
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? If "Yes," complete Schedule C, Part II	4	No
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? If "Yes," complete Schedule C, Part III	5	No
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? If "Yes," complete Schedule D, Part I 	6	No
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? If "Yes," complete Schedule D, Part II 	7	No
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? If "Yes," complete Schedule D, Part III 	8	No
9 Did the organization report an amount in Part X, line 21 for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X, or provide credit counseling, debt management, credit repair, or debt negotiation services? If "Yes," complete Schedule D, Part IV 	9	No
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? If "Yes," complete Schedule D, Part V 	10	No
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? If "Yes," complete Schedule D, Part VI 	11a Yes	
b Did the organization report an amount for investments—other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VII 	11b	No
c Did the organization report an amount for investments—program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part VIII 	11c	No
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? If "Yes," complete Schedule D, Part IX 	11d	No
e Did the organization report an amount for other liabilities in Part X, line 25? If "Yes," complete Schedule D, Part X 	11e	No
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? If "Yes," complete Schedule D, Part X 	11f Yes	
12a Did the organization obtain separate, independent audited financial statements for the tax year? If "Yes," complete Schedule D, Parts XI and XII 	12a Yes	
b Was the organization included in consolidated, independent audited financial statements for the tax year? If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional 	12b	No
13 Is the organization a school described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E	13	No
14a Did the organization maintain an office, employees, or agents outside of the United States?	14a	No
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? If "Yes," complete Schedule F, Parts I and IV	14b	No
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? If "Yes," complete Schedule F, Parts II and IV	15	No
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? If "Yes," complete Schedule F, Parts III and IV	16	No
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? If "Yes," complete Schedule G, Part I (see instructions)	17	No
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? If "Yes," complete Schedule G, Part II	18	No
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? If "Yes," complete Schedule G, Part III	19	No
20a Did the organization operate one or more hospital facilities? If "Yes," complete Schedule H	20a	No
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	20b	

Part IV

Checklist of Required Schedules (continued)

21	Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	21	Yes	
22	Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>	22		No
23	Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>	23		No
24a	Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>	24a		No
b	Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?	24b		
c	Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?	24c		
d	Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?	24d		
25a	Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>	25a		No
b	Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>	25b		No
26	Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i>	26		No
27	Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>	27		No
28	Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions)			
a	A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28a		No
b	A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>	28b		No
c	An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>	28c		No
29	Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>	29		No
30	Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>	30		No
31	Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>	31		No
32	Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>	32		No
33	Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>	33		No
34	Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>	34		No
35a	Did the organization have a controlled entity within the meaning of section 512(b)(13)?	35a		No
b	If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>	35b		
36	Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>	36		No
37	Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>	37		No
38	Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? Note. All Form 990 filers are required to complete Schedule O	38	Yes	

WATSI

Also Known As:
2132 Folsom St, Ste 2
San Francisco, CA 94110

Institutional funders should note that an organization's inclusion on guidestar.org does not satisfy IRS Rev. Proc. 2011-33 for verifying charitable status and identifying supporting organizations.

Contact Information

WATSI

Also Known As:

Physical Address:

2132 Folsom St
Ste 2
San Francisco, CA 94110

Web Address:

<https://watsi.org/>

Blog Address:

<http://blog.watsi.org/>

Telephone:

256- 7928747

Contact:

Chase J Adam
chase@watsi.org
Vision
415- 6860033 tel

At A Glance

Formerly Known As:

Category (NTEE):

E Health—General & Rehabilitative /E12 Fund Raising and/or Fund Distribution

Areas Served:

Year Founded:

2012

Mission Statement

To provide global access to healthcare by connecting people.

Impact Summary

Watsi funds access to medical care for people in need. We measure our impact by looking at the number of people for whom we've provided access to medical care.

Financial Data

[FAQs on Financial Data](#) | [Digitizing IRS Form 990 Data](#)

Financial Data For Fiscal Year Ending 2013

To see financial data from prior years, subscribe to [GuideStar Premium](#).

Revenue and Expenses (GuideStar Nonprofit Profile, December 2016)

Fiscal Year Starting Oct 1, 2012

Fiscal Year Ending Sept 30, 2013

Revenue

Contributions	\$2,258,130
Program Services	\$0
Membership Dues	\$0
Special Events	\$0
0	\$0
Total Revenue	\$2,258,130

Expenses

Program Services	\$287,728
Administrative Costs	\$0
Payments To Affiliates	\$401,376
Total Expenses	\$689,104

Assets & Liabilities

Total Assets	\$1,640,794
Total Liabilities	\$33,876
Net Assets or Fund Balance at the end of year	\$1,606,917

Balance Sheet (Form 990)

Subscribe to [GuideStar Premium](#) to view this information, if available.

Forms 990 Received from the IRS ?

- [2015 Form 990](#)
- [2014 Form 990](#)
- [2013 Form 990](#)

Forms 990 Provided by the Nonprofit

- [2012 Form 990](#)

Financial Statements

Subscribe to [GuideStar Premium](#) to view this information, if available.

Annual Reports

Formation Documents ?

Subscribe to [GuideStar Premium](#) to view this information, if available.

Program: Crowdfunding healthcare (GuideStar Nonprofit Profile, December 2016)

Budget: \$1,000,000
Category: Fundraising, Grants & Financial Support
Population Served: None
None
None

Program Description:

Watsi.org enables anyone to directly fund low-cost, high-impact medical care for people in need.

Program Long-Term Success:

Program Short-Term Success:

Program Success Monitored by:

Program Success Examples:

Chief Executive (GuideStar Nonprofit Profile, December 2016)

Chase Adam

Board Chair (GuideStar Nonprofit Profile, December 2016)

Chase Adam

Board Co-Chair

Board of Directors (GuideStar Nonprofit Profile, December 2016)

Name	Institution Affiliation
Christy Chin	
Paul Graham	

Board Leadership Practices (GuideStar Nonprofit Profile, December 2016)



Board Orientation & Education Does the board conduct a formal orientation for new board members and require all board members to sign a written agreement regarding their roles, responsibilities, and expectations?	Response Not Provided
CEO Oversight Has the board conducted a formal, written assessment of the chief executive within the past year?	Response Not Provided
Ethics & Transparency Have the board and senior staff reviewed the conflict-of-interest policy and completed and signed disclosure statements within the past year?	Response Not Provided
Board Composition Does the board ensure an inclusive board member recruitment process that results in diversity of thought and	Response Not Provided

leadership?

Provided

Board Performance

Has the board conducted a formal, written self-assessment of its performance within the past three years?

**Response Not
Provided**

Officers for Fiscal Year (Form 990)

Subscribe to [GuideStar Premium](#) to view this information, if available.

Highest Paid Employees & Their Compensation (Form 990)

Subscribe to [GuideStar Premium](#) to view this information, if available.



syndio
health foundation

Health Empowerment Through Generosity

www.syndiohealthfoundation.com

Strategic Business Plan

March 31st, 2017

Contact Information

Alexis Krcelic- Executive Director

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515 Pinchon Place

Alpharetta, GA 30022 USA

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INTRODUCTION

The Syndio Story

Five years ago, Rob, Syndio Health Foundation's **founder**, began what is unfortunately a notoriously common medical journey. After experiencing sharp lower back pain, he was shuffled from doctor to doctor receiving diagnoses from scoliosis to spinal cancer and risk of paralysis. Four years, tens of thousands of dollars, and multiple specialists later, he was left hopeless, anxious, in constant pain, and with no diagnosis. What finally did work? Rob and his mother relentlessly kept track of the mountain of medical records they had accumulated over the years & kept searching for solutions, with Rob finally stumbling upon a truly promising answer: a research article outlining the description of Ankylosing Spondylitis (AS), a rheumatoid autoimmune condition that would eventually lead to full spinal fusion. There was no cure & rheumatologists only offered experimental medication; Rob was left hopeless... again! It wasn't until five months later that a friend discovered research claiming that by eliminating starch from his diet, he could remove the inflammatory response. Rob tried it for a month, and it was life changing. It marked the 1st time he slept without Ibuprofen in five years & the beginning of a diet that would limit the progression of the disease. From there, he realized how much stress this medical burden was causing his family and himself. He began researching other medical burdens in the United States discovering he was far from alone. That is when the idea of starting a venture to help people who have been in similar situations crossed his mind and Syndio Health Foundation was born.

COMMENTS: I like case studies to illustrate problems that need to be solved. This is a good set-up for an intro. However, this specific case study may have the unintended effect of demonstrating a solution to a health problem that is not costly at all. Thus, it might be perceived that you don't really need to raise money for these issues. If you could use a case study that is not connected to someone in the foundation, I think that gives you more credibility. I would imagine that you could identify someone with an orphan disease who was bankrupted by healthcare bills, or a caregiver whose life savings were spent to help a loved one, leaving them destitute.

One other issue that I want to identify here is the use of this term "founder." I see it throughout your strategic plan. There is no such legal title. This term tends to glorify individuals or sets them on par with the nonprofit. The reality is that the mission needs to come first, and individuals working in the nonprofit don't need to be elevated like that. As a lawyer, I refer to this thinking as "Founderitis" and it reflects a real problem in nonprofits, where individuals think they "own" the nonprofit. This is not healthy or good for the nonprofit. I recommend eliminating this word not just from this strategic plan, but from all other documents and your personal lexicon of nonprofit terminology. This is a pretty strong pet peeve in the nonprofit world.

Snapshot of Common Problems Affecting People in the USA

1. Medical debt often leads to bankruptcy, homelessness, and loss of control in personal health
2. Over 60% of bankruptcies in the USA (643k/year) are closely linked to high medical debt
3. 265 of insured individuals who reported problems paying medical bills received unexpected claim denials and 32% received care from out-of-network providers their insurance didn't cover
4. 1 out of 5 Americans with medical insurance had problems paying medical bills in the last year
5. 62% of people *covered by insurance* reported concerns regarding their ability to pay for medical care if they were to fall ill or become injured, and 53% of individuals *uninsured* reported to have had difficulty paying medical bills in their last year's bills.

COMMENT: I would appreciate if there were citations associated with the data points.

Syndio's Solution - Mission and Vision

Syndio aims to help provide 'health empowerment to all'. We share a vision of 'people being in charge of their own mental, physical, emotional, and spiritual health'. We have created 2 entities to this end:

- Syndio Inc is a Delaware C corporation whose purpose is to help people take charge of their health 'through connection' (this document will not expand further on Syndio Inc's particulars).
- Syndio Health Foundation (SHF) is a GA secure 501(c)3 charitable platform whose purpose is to alleviate the cost of medical expenses, initially for patients in the USA, later on globally, and eventually also via funding/awards for medical research through [tax deductible] donations.

COMMENT: I find this portion off-putting. You repeatedly talk about transparency in this strategic plan, yet you reference a for-profit company as being part of the execution of your mission and state that you will not elaborate on the for-profit in this piece.... This is odd as you are implying that ½ of your mission and vision will be executed by this entity. This is big red flag for me that screams private inurement violations. For example, even the cross-use of the same name may be viewed by the IRS as improper co-use of a trademark, whereby the goodwill of the nonprofit may inadvertently inure to the benefit of the for-profit. Co-use of nonprofits and for-profits is highly regulated. It's an area where there is a lot of abuse. Looking at this strategic plan from the perspective of a funder, I likely would move along and not take a closer look out of fear of a problem here.

I think this will be a stronger strategic plan if you directly state your mission. Keep it simple and direct.

Competitive Analysis

We are not the first organization to consider alleviating the cost of high medical bills to those afflicted with illness.

St. Jude's is known for free healthcare to children in their hospitals and providing care for parents. They create a worry-free environment for patients and parents even during extremely stressful

circumstances. However, they do not target adults for their main services, do not have programs to help with various others bills outside of the hospital, and do not utilize holistic medicine.

We also researched in depth The Pan Foundation whose mission is similar to ours but they also provide resources for doctors and researchers. We would like to emulate their professionalism, user-friendly website, and availability of information in providing funds for health care expenses. They do not, however, have a young team which we believe brings vital insight and freshness to any project. Their other biggest weakness is that they do not provide any care for holistic treatment as well.

In differentiating ourselves, we believe Syndio Health Foundation has three main components which are different and versatile from our competitions.

1. We have a diverse, energized, and young team which allows for creativity and new perspectives
2. We provide funding for holistic medicine as many people with various conditions find this medicine to be the utmost relieving

Our funding models are different than traditional nonprofits in that we are looking for investors and to become 100% self-sustaining and not simply rely on public donations

3. STRATEGY

STRUCTURED STRATEGIC APPROACH

In addition to helping alleviate the cost of medical expenses for patients in the United States, and eventually globally, **Syndio Health Foundation (SHF)**, intends to, eventually, provide funding and awards for medical research; all through [tax deductible] donations. At SHF, our approach is structured around setting 'all basics in place' ahead of running our 1st operational cycle (to ensure everything runs smoothly). We will then validate the debugging of corrective actions in our processes through our 1st full year of operational cycles ahead of expanding value offerings in subsequent years.

By 'having all basics in place' we mean all these following fundamentals having been achieved...

*The 1st 'basic' consists of being granted our **secure** 501©3 status (target: by June 30, 2017)*

Since our setup we have been assembling a team of individuals who want to make a difference in the world, believe in Syndio's mission and vision, and are committed to help advance SHF's purpose.

COMMENT: What is "Secure" about c3 status? Have you submitted the Form 1023? If not, it will not be possible for you to meet this target. If you have, and if you have included some of the terminology in this strategic plan, I think you'll encounter a lot of questions from the IRS reviewer.

Our 2nd 'basic' is consolidating our initial team, which we believe will be fully in place in June 2017

Our team will reach out to selected potential entities to raise 'enough donations' for us to get started. By donating, individuals and organizations receive tax benefits since **all donations are tax deductible**. We have defined a 'simple operational cycle' of five components (1: donations -> 2: grant applications -> 3: selection of grant recipients -> 4: communication of winners -> and 5: distribution of grants).

COMMENT: This is an untrue legal statement.

Our 3rd 'basic' is raising at least \$50,000 in donations ahead of running our 1st operational cycle

Grant applicants will be submitting thorough information, meeting requirements, along with their own personal story (struggling with health issues & related medical expenses, or that of a relative/friend). Initially, 5 grants will be granted biannually to people legally residing in the USA who meet a carefully selected set of specific conditions to be able to opt for one of our grants (1 on each of 5 categories):

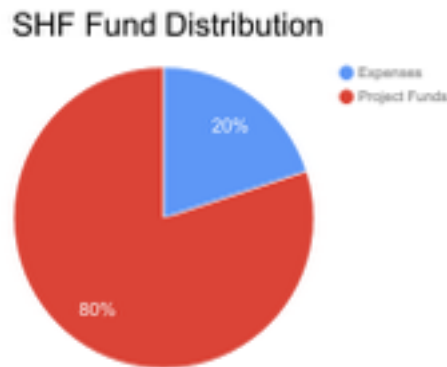
- **Rare Disease** which afflicts every 1 in 10 Americans (>7k afflictions deemed to be 'rare diseases')
- **Chronic Disease** which afflicts 1 in 2 adult Americans every year
- **Low-Income** ...over 45 million people in the United States live below the poverty line
- **Caregivers** which constitutes 65+ million people, or 29% of U.S. population, who care for the sick

- **Emergency medical expenses** over 63% of U.S. population can't afford to pay these expenses

Our 4th 'basic' is developing a website platform with 2 functionalities "Donate" + "Apply For A Grant"

In later versions, and as we advance through operational cycles, SHF intends to add more grant categories, increase the number of grant offerings, and add further website functionalities, including, eventually, providing financial support to advance medical research in carefully selected fields.

FUNDING STRATEGY



SHF's goal is to become '100% self-sustaining'. We will operate with two separate accounts (funds)...

- One of our funds will feature 100% of public donations going directly towards funding grants
- The other fund would be solely for operational expenses, whereby 100% of those funds would go towards funding operations and expansion of the foundation.
- Up until we reach 'self-sustenance' up to 20% of funds donated to our "general fund" will be used for operational expenses (80% or more of these funds will go into grants to individuals). If SHF spends < 20% in operational expenses the remainder of the funds will go towards grants.

The foundation will utilize several strategies for funding projects (the grants) & operational expenses.

- Funding grants is being described as 'project fund raising'.
 - o It is our intent to raise these funds from 3 types of entities... public donations, corporate sponsorships, and angel investors.
- Funding the foundation's basic needs is being described as 'operational expenses fundraising'
 - o It is our intent to raise these funds from 5 types of entities... tips from public donors, corporate sponsorships, in-kind donations, seed & growth rounds, and angel investors.

COMMENT: I appreciate this separation of accounts from an internal controls stand-point. It's the right way to get started.

SHF will have two separate accounts to handle funds, both set up at Bank of America. One of these will receive all moneys from 'project funding sources' which are destined to become grants. The 2nd account will receive funds from 'operational funding sources'. All of SHF's operating expenses will be paid from this account, via checks, debit and credit cards associated to the 2nd account.

We will be 100% transparent from the start. Our financials will be updated quarterly on our website.

PROJECT FUNDRAISING

1. Public Donations

All public donations donated on the website or via check will go directly towards grants

1. Corporate Sponsorships

The SHF team will be reaching out to corporations, and employees within those corporations, to take advantage of active corporate matching offers. Each corporation/employee will be asked whether they want to donate to 'projects/grants' or to 'operational expenses', or to both. If 'projects/grants' is the specified choice, all money donated will go towards funding grants.

1. Angel Investors

These donors are either individuals or organizations who wish to donate large sums to SHF, (could be seen as "investors" in SHF). These relationships will be carefully nurtured throughout the years to promote recurring donations and trust among these individuals. They will be asked if they want to donate to projects/grants or to operational expenses. As with corporations, If 'projects/grants' is the specified choice, all money donated will go towards funding grants.

COMMENT: This idea of "investors" is a turn-off to the nonprofit and philanthropic communities. It runs contrary to the way these folks think. It also gets you into dangerous territory in terms of violations of the prohibition against private inurement. Internal Revenue Code section 501(c)(3) specifically provides:

Corporations, and any community chest, fund, or foundation, organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition (but only if no part of its activities involve the provision of athletic facilities or equipment), or for the prevention of cruelty to children or animals, no part of the net earnings of which inures to the benefit of any private shareholder or individual, no substantial part of the activities of which is carrying on propaganda, or otherwise attempting, to influence legislation (except as otherwise provided in subsection (h)), and which does not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office.

The highlighted part above is the prohibition against private inurement. I understand what you mean when you say "investor" or "investment," but it's not really a good way of thinking for nonprofits.

OPERATIONAL EXPENSES FUNDRAISING

1. Tips

Donors will be asked if they want 'to leave a tip' like one would on a bill. These moneys will go to fund operational expenses, thus allowing individuals to potentially help with these expenses.

1. Corporate Sponsorships

The same description shared under 'project fundraising' applies here.

1. In-Kind Donations

In-kind donations consist of companies or individuals who donate services or products, not money. Examples would include furniture, storage, Google services, or technological services.

1. Seed Round

SHF will hold an initial giving seed round with the hope of raising \$100,000 by June 1, 2017 to be able to fund initial operations. If specified, a share of the money could be used for grants.

1. Growth Rounds

Following the seed round, SHF may hold “growth rounds” when there is need and reason to scale, such as hiring or contracting more people, renting office space, expanding operations...

1. Angel Investors

The same description shared under ‘project fundraising’ applies here.

COMMENT: These last 3 options—seed round, growth rounds, and angel investors—is how for profit tech companies talk. These concepts don’t come across correctly for a nonprofit or philanthropic audience. This world is very different from the tech world. Fundraising here is about service. It responds to a question of “why”. It fulfills a need.

ANGEL INVESTOR PROPOSAL

Syndio Health Foundation (SHF) is a **secure** 501(c)3 charitable **platform** set up in Georgia, whose purpose is to alleviate the cost of medical expenses, initially for patients in the USA, later on globally, and eventually also through funding/awards for medical research through [tax deductible] donations.

We are part of the Syndio organization, whose mission is to help provide 'health empowerment to all'. We share a vision of 'people being in charge of their mental, physical, emotional, and spiritual health'. Our purpose is to help empower people to take charge of their own health needs through generosity. The need we aim to help address is huge; some of its manifestations are highlighted below...

1. Medical debt often leads to bankruptcy, homelessness, and loss of control in personal health
2. Over 60% of bankruptcies in the USA (643k/year) are closely linked to high medical debt
3. 26% of insured individuals who reported problems paying medical bills received unexpected claim denials and 32% received care from out-of-network providers their insurance didn't cover
4. 1 out of 5 Americans with medical insurance had problems paying medical bills in the last year
5. 62% of people covered by insurance reported concerns regarding their ability to pay for medical care if they were to fall ill or become injured, and 53% of individuals uninsured reported to have had difficulty paying medical bills in their last year's bills.

COMMENT: Your website indicates that you are not HIPAA secure. I would eliminate this word "secure," as I imagine that you are not.

"Platform" sounds again like tech speak and that word isn't typically used in this space.

The data points provided above repeat an earlier section. You might consider deleting this repetition.

What does the word "investment" mean for a non-profit company?

COMMENT: As noted above, talking about this stuff like an "investment" doesn't come off well. People don't make investments like this. They want to change the world, make difference. I suggest that you consider why people give.

"Investment" is not a commonly used word in the nonprofit realm because it usually indicates that the investor employs a sum of money in exchange for stock, dividends, or equity in a company. Thus, if non-profit companies don't offer stock, equity or dividends then how can a person invest?

An investment in a non-profit company means an investment into the cause. An investment into the fundamental principles set forth in its mission, working to improve the quality of humanity by serving those encumbered by unfortunate circumstances. It is an investment into a dream, a vision; one that is so desperately needed. An investment means you believe in a cause greater than yourself and you want to do something significant about this basic belief.

As a potential investor in Syndio Health Foundation, we recognize how important it is that you are

well informed before making your final investment decision. That is why we offer absolute transparency as you evaluate this game-changing opportunity.

What will your “return on your investment” be?

- Helping save/improve someone’s life, notified before the general public about grant recipients
- Personalized updates on individual recipients
- Optional attendance at annual board meetings, featured on our website as our Angel Investors
- Potential grant naming rights in your honor or a designee
- Potential to have a new grant category considered of your choosing
- **Tax-deduction for a donation/investment**
- Creating a better world, giving back, establishing a true legacy and giving others an opportunity that they would never have without you; an investment in humanity

COMMENT: Be careful with statements re tax deductibility of donations. Donations are not always deductible. Nonprofits never make such statements to donors. They say your donation may be deductible, but you should confer with your tax advisors.

What is our request? How can you invest?

We are requesting that you consider believing in our dream... of making the world more meaningful place for everyone, ...of relieving people of medical debt that impedes their daily functions, ...of changing & saving people’s lives. We are asking for you to believe and to put your belief into action.

The easiest and safest way for you to invest is through a wire transfer. Our details are below; however we also have various options available on our website at: www.syndiohealthfoundation.com

Bank of America Account #	for SHF grants account:	(pending to be opened)
Bank of America Account #	for operational expenses account	3340-4687-6850
ACH Routing #	0611000052	(for domestic ACH and direct deposits)
ABA #	026009593	(for domestic wire transfers)
SWIFT Code	BOFAUS3N	(for international foreign wires in US Dollars)
SWIFT Code	BOFAUS6S	(for international foreign wires in foreign currency)

What can you invest in?

As discussed, there are two ways to invest. The first is operational expenses which helps us fund our mission through staff, supplies, technology, and our expansion plans outlined in our strategy. The other way to invest is in the project/general fund which funds the five grant categories listed below.

- **Chronic Conditions Grant:** This grant is given to individuals who have a chronic condition; defined as a condition or disease that lasts for three or more months.
- **Rare Disease Grant:** This grant is given to individuals who have a rare disease as specified in official medical lists, or approved by a doctor as a rare disease. <https://globalgenes.org/rarelist/>
- **Caregiver Grant:** This grant is given to individuals who are caregivers, serving individuals suffering from any of the following afflictions: a mental, behavioral, or psychological illness or disorder... or chronic or lasting medical conditions... or recovery from an accident or medical

emergency... or conditions individuals being cared for have suffered for more than six months. The caregiver that applies must be the individual responsible for taking care of the suffering individual. Grants will be prioritized towards covered expenses incurred by suffering individual; though covered expenses incurred by the caregiver will also be considered (with less weight).

- **Medical Emergency Grant:** This grant is given to individuals who were not expecting these sudden and significant medical expenses to occur (examples include a surgery, a range of costly procedures, or doctor's' visits because of an emergency). This grant is given to individuals who have had such unexpected medical expenses within the last 12 months, or that already know they will have to deal with them within the 3 months following grant's application.
- **Low Income Grant:** This grant is given to individuals with medical debt whose family income is below the poverty line as specified in <https://obamacare.net/2017-federal-poverty-level/>

COMMENT: Re donating to operational expenses, the proper terminology is to ask for an "unrestricted" gift. By contrast, these other gift opportunities would be described as a "restricted" gift.

We are not alone

We join others in pioneering non-profit investment as an important way to view large gifts/donations. And we want you to feel comfortable with your investment & know that it is being put to the best use possible. Other organizations that use investors are Watsi, charity: water, and Pencils of Promise.

GRANT PROCESS

Initial Grant Categories (2017 and 2018 – more categories may be added later)

- **Chronic Conditions Grant:** This grant is given to individuals who have a chronic condition; defined as a condition or disease that lasts for three or more months.
- **Rare Disease Grant:** This grant is given to individuals who have a rare disease as specified in official medical lists, or approved by a doctor as a rare disease. <https://globalgenes.org/rarelist/>
- **Caregiver Grant:** This grant is given to individuals who are caregivers, serving individuals suffering from any of the following afflictions: a mental, behavioral, or psychological illness or disorder... or chronic or lasting medical conditions... or recovery from an accident or medical emergency... or conditions individuals being cared for have suffered for more than six months. The caregiver that applies must be the individual responsible for taking care of the suffering individual. Grants will be prioritized towards covered expenses incurred by suffering individual; though covered expenses incurred by the caregiver will also be considered (with less weight).
- **Medical Emergency Grant:** This grant is given to individuals who were not expecting these sudden and significant medical expenses to occur (examples include a surgery, a range of costly procedures, or doctor's' visits because of an emergency). This grant is given to individuals who have had such unexpected medical expenses within the last 12 months, or that already know they will have to deal with them within the 3 months following grant's application.
- **Low Income Grant:** This grant is given to individuals with medical debt whose family income is below the poverty line as specified in <https://obamacare.net/2017-federal-poverty-level/>

Grant Application and Distribution Time Frame

Subject to our receipt of enough donations, grants will be distributed bi-annually (5 recipients per grant distribution period, 10 annually). A maximum of \$10,000 can be given to any grant recipient, but this does not guarantee that any one recipient will need or receive the maximum amount. If SHF has raised, by each May 31 and Nov 30, over \$50,000, SHF's Board may select additional recipients. SHF's board is not constrained to fulfilling requests in every category if donations raised do not permit to fulfill our published intent. SHF may also choose to not select recipients beyond the intentional total of 5 per cycle, and instead roll over surplus into the next operational cycle. Individuals are allowed to apply only for one grant at a time. If not chosen, an individual can re-apply in the next bi-annual grant. If a recipient wishes to apply again, they must wait two bi-annual periods (full year) before reapplying.

Application Deadline 2017	Recipients Chosen	Money Distributed
September 30	October 31	November 31
Application Deadline 2018+	Recipients Chosen	Money Distributed
March 31	April 31	May 30
September 30	October 31	November 31

Qualifications/ Eligibility

To qualify for a Syndio Health Foundation Grant:

1. The applicant must be 18 years or older, or be legally represented by a parent, guardian, or caretaker in the application process
2. The applicant must have valid health insurance or active coverage through a health insurance provider (I.E. Medicare, Medicaid)
3. The applicant must be a legal resident of USA and/or USA Territories, and be living in the USA
4. All applicable surgeries/medical expenses must have been incurred in USA or a USA territory
5. The applicant must have medical and/or health related expenses amounting to grant amount specified that are directly related to the particular illness and/or financial situation listed in the grant description category for which the grant was given to applicant

Grant Application

If you are filling out this form for a friend or a relative, please provide YOUR contact information below. If you are the patient suffering the applicable affliction, please proceed to patient information.

Contact Information

1. First Name + Last Name
2. Email Address + Confirm Email + Phone Number + Best time to contact

Patient Information

1. First Name + Last Name

2. Email Address + Confirm Email + Phone Number + Best Time to contact
3. Address (Optional) + City, State, Zip (required)
4. Are you a US citizen (Y/N) + If not, are you a legal resident with a green card? (Y/N)
1. Birthday + Demographics (Ethnicity)
2. Category of grant applying for (check the box of one grant only)
3. Insert Photo (optional) + Proof of insurance (card or other verified identification required)
4. Proof of condition (letter from doctor, medical bill, etc.) + applicable medical bills/expenses

Alternate/Emergency Contact Information:

1. First Name + Last Name
2. Email + Confirm Email + Phone + Best Time to Contact

Financial Information

1. Is the applicant and/or caretaker of patient employed currently or has been in last 6 months?
2. Annual household income (patient, guardian/parent)
3. Number of individuals in the household + total medical expense amount
4. Amount of money requested in the grant (there is a \$10,000 maximum that can be requested)

Story

A text box will be provided for the applicant to share a story of no more than 1,000 words, which will describe the experience lived by applicants & how receiving this grant would impact life in the future.

Terms & Conditions (final version will be approved by our legal team)

Applicant must check terms & conditions box. By submitting an application, applicant understands that it does not guarantee that he/she will receive any money from SHF. Applicant also understands that if chosen to receive a grant, he/she is not entitled to the full \$10,000 or the full amount requested. Applicant gives SHF to use his/her name, age, demographic, condition name, and approved story to be published on SHF's website or other social media platforms. Applicant agrees to be contacted by a member of SHF team for further information regarding his/her story as well as coordinating payment with insurance, a bank, or other medical institutions. The applicant understands that he/she will not receive the grant money directly but rather the money will be given to the various medical institutions.

Definition of Valid Medical Expenses and Holistic Health Treatments Covered

Expenses include inpatient and outpatient surgeries, doctors' visits, and hospital stays that have retroactively been incurred in the USA (as in have already happened, with exception of emergency surgeries under emergency grant). These expenses are only those related to the patient (applicant). Some of the grant funds can go to some holistic treatments, on top of medical expense coverage (SHF deserved to make the final decision as to whether or not any request will be deemed valid): Nutritionist Consultations, Acupuncture Treatments, Chiropractic Treatments, Physical Therapy...

Choosing Recipients and Recipients Criteria

All applications will be reviewed by one appointed SHF staff member: the Executive Director. Once applications have been reviewed, this staff member will present SHF's board with a maximum of three valid and worthy options per category (15 in total). From there the board will review and decide/vote on a minimum of one recipient per category (funds permitting may be more than one individual). From

there, chosen individuals will be notified of having been approved to receive a grant.

- Must meet all eligibility requirements and must have timely applied by published deadlines Y/N
- Must have all required information correctly filled out in the application Y/N
- Ability to provide further evidence, if needed (documents, medical bills, verifications) - 10 pts
- Feasibility of paying off expenses (i.e. 50 small bills that need to be paid vs 5 bills...) - 50 pts
- Impact the grant will make on the life of that person (i.e. how it will enable applicant) - 30 pts
- Income level + # of people in household (high incomes don't disqualify applicants) - 10 pts

COMMENT: I strongly suggest that you don't allow 1 person as the filter.

Communications and Authorizations of Recipients Awards

- After notification, as predefined in the application form, each individual grant recipient will sign a waiver, allowing SHF to use content for our platforms. They will also sign several forms so we can contact institutions from which applicable medical bills came (no SHF risks of liability)
- After grant recipients are notified, the public will be notified & SHF's content director follows up with recipients to see how the grant impacted their life & produce stories based on this info.

COMMENT: You should consider your liability when paying for a patient's treatment. You might consider asking for a release of liability.

Distribution of Grant Awards

We will be either hiring an individual with previous relevant experience, or outsourcing our process of distributing funds to individuals to a reputable specialist service provider. Grants will be applied to grant recipients' recent medical bills that evidence their need and clearly relate to the applicable category of grants for which they were the winners.

1ST OPERATIONAL CYCLE – 2017

1. Donations/Funding

Project \$ Sources: Public Donations, Corporate Sponsorships, Angel Gift Donors

Operational \$ Sources: Tips, Corporate Sponsorships, In-Kind Donations, Seed Round, Gift Donors

We will consider the 1st component of our 1st operational cycle to have reached the minimum required level once we have raised \$50,000 for grants and \$20,000 for operational expenses.

2. Grant Applications

We will continue to accept grants applications for the five grant categories until we have ensured we have 20 or more valid applicants (100 total) meeting all criteria elements for each of our 5 categories. We will be utilizing our social media platforms & other venues, including press releases to hospitals, doctor's offices, and other relevant institutions to encourage people with high medical debt to apply.

3. Selection of Grant Recipients

There will be a total of five grant recipients, one per category. They will be notified by October 31st if they were chosen or not. Each will have met all required components as per instructions in our

website's grant application link, including them providing their stories and giving us the rights to feature their stories (in a manner that complies to applicable regulations) on our website & social media platforms.

4. Communication of Winners

All of our communications will be legal, transparent, and informative. Our 1st round of communications to all grant recipients, to the public, and to donors, via multiple media vehicles, is seen to be vital for our success. We have team members and strategies in place to ensure 1) that our required legal empowerments are in place from the start, 2) for our communications to be clear, concise, and effective with all parties involved, and 3) for our marketing plan to maximize the productivity of the funds allocated to this front, delivering the targeted impacts among our top priority stakeholders.

For 2017 our communications goal is to establish a strong presence on our various platforms, create a clear and concise voice and message to our followers, and engage people through our website and social media. We will be crafting emails for donors and recipients when they donate, apply, receive the grant, or do not receive the grant. There will also be continuous communication with our Angel Investors on our organization's status as well as any potential donors.

COMMENT: This is really a semantic topic—I don't think calling these people "winners" is a good word choice. 1, they are sick. 2, are the people that don't get your grant "losers"?

5. Distributing Grants' Funds

We will be either hiring an individual with previous relevant experience, or outsourcing this process to a reputable specialist service provider. We will rely on expert legal knowledge, HIPAA compliance, and proven expertise to make this decision as we work with banks, hospital, doctors, etc. There will be no money going to individuals. Rather, the entity we empower for distributing funds will be paying some or all of the medical expenses the person has given us. This means communication with doctors, insurance companies, hospitals, and potentially banks. All medical expenses will be paid for retroactively, as in we will not be paying for any medical expenses that have not yet been incurred.

1st FULL YEAR OF OPERATIONAL CYCLES (2018)

1. Donations/Funding

For our first full year of operational cycles, we plan on expanding grant funds as much as possible, aiming to raise donations by having all funding vehicles already described active, including growth rounds. Our targets will be \$1,000,000 for grants and \$200,000 for operational expenses.

We are targeting the hiring of people full time and will evaluate embracing offering full employment benefits if our donations enable us to do so. Pending on the outcome of our funding models in 2017 and 2018, we might expand to other resources for funding, such as governmental grants, and we will explore further avenues until we consider we have reached a smoothly productive *modus operandi*.

COMMENT: This is extremely ambitious.

2. Grant Applications

We will operate two full operational cycles in our first full year. This will allow us to serve a minimum of 10 people (5 grants per period) in helping to pay for their medical and other health care expenses. Subject to the success of our funding efforts we may also expand into further categories if feasible. Some of these may include homelessness grants, grants for specific diseases/afflictions, orphan grant, and mental illness grant. We may also opt to grant more than 1 grant winner per category.

3. Selection of Grant Recipients

As stated above, there will be a minimum of 10 grant recipients with a potential of two more per category if we choose to expand. The recipients will follow the same procedures as in 2017, with minor adjustments if we see the process needs to change. The minimum of 20 valid applicants per category will remain.

4. Communication of Winners

By our first full year we are hoping to have already set up a large social media presence and email subscription. We aim to have monthly newsletters to update individuals on our progress, funds raised, what interested folks can do to help, and more current content if necessary. Our communication to recipients will again be the same as in 2017, with adjustments if needed. We are hoping to film as many of our recipients as possible, with at least one recipient per category, either at the time of receiving grants or afterwards to have more content & expand our storytelling in more creative ways.

5. Distributing Grants' Funds

By 2018, we hope to have hired a full-time staff member with expertise in the practice, who will be accountable for distribution of funds as we increase the number of grant recipients. Our distribution process may need to be adjusted if we find more efficient ways of transferring money to be paid for medical expenses. We also may be expanding our definition of medical expenses to encompass even more holistic options, as well as surgeries and doctor's visits that have not happened yet. This would specifically impact the emergency grant category and our holistic treatments. An example of expansion would be paying for Trader Joe's gift cards to be used for healthier foods that could greatly improve people's health. We will continue to strive to find better ways to improve upon our mission of

health empowerment through generosity and allowing others to take their health into their own hands.

COMMENT: This is beginning to be repetitious.

FORESEEN EVOLUTION – 2019 AND BEYOND

1. Donations/Funding

By 2019 we hope to have an operational budget well into the single millions range. If so, this will enable us to set up a permanent facility, full-time staff competitively compensated with decent salaries and a robust benefits package, and be able to be even more resourceful, and engage with our donors and our recipients in ever more creative ways. This could also include having events, meetups, or other activities that would require a certain amount of operational expenses. We plan on continuing our funding models as explained earlier, adjusting if and as necessary. We will target a minimum of \$2,000,000 for the grant categories, and \$300,000 for operational expenses.

COMMENT: It's extremely rare to see anyone raise these types of numbers in this short amount of time. Professional fundraisers wouldn't commit to this. Do you have the infrastructure in place? Will you use a CRM, like Razor's Edge? I think this strategic plan needs to speak more about tactics for fundraising. The message of "investment" won't work with the philanthropic community. They respond to real life situations, case studies, individuals asking for help. You might be better served to identify the grant recipient, then build campaigns around their story. Check out this Columbia nonprofit for what I'm talking about. <https://curesff.org/>

2. Grant Applications

There will continue to be a minimum of 10 recipients. However, by then we should have been able to expand both the number of grant categories as well as the number of recipients by category. The minimum of 20 valid applicants per category will remain. We will strive to make our engagement with these individuals as seamless, gentle, and helpful as possible. By 2019 we also want to have a solid customer service function including a Patient Relations team member who would assist applicants.

3. Selection of Grant Recipients

As stated, there will be a minimum of 10 recipients, though we expect that number to be much higher. We plan on having fun and creative and social media savvy impactful ways of announcing to people that they will be receiving the grants, including presenting them with a "check" for engaging content.

4. Communication of Winners

Our communications department will likely have expanded with interns and volunteers. We will continue to innovate in the social media space, add various platforms if and as we deem needed. We will also work on various strategies for engaging donors and those who are interested in our missions and purpose but can't donate much funds, giving them various ways for helping us out, reaching out besides simply giving funds

5. Distributing Grants' Funds

We will continue to work with our patient Relations team on the best way to distribute funds & expand as to what we see is necessary with our grant applicants (i.e. holistic treatment, prescriptions, etc.)

Our strategy has been carefully crafted from research of various organizations whose missions are

similar to ours, as well as other organizations we would like to emulate. Thus we plan to keep an active research function to learn and emulate from best practice performers in the non-profit space. Please see our case reviews of [charity: water](#) and [Watsi](#). We also value St. Jude's for their strong following and loyal devotion to their mission of providing free healthcare to children. They make engaging with their hospitals and platforms fun and worry-free even in high stress environments. We also researched in depth The Pan Foundation, whose mission is similar to ours but they also provide resources for doctors and researchers. We would like to emulate their professionalism, user-friendly website, and availability of information in providing funds for health care expenses.

TEAM

BYLAWS

ARTICLE I. NAME OF ORGANIZATION

Syndio Health Foundation

ARTICLE II. CORPORATE PURPOSE

Section 1. Nonprofit Purpose

Syndio Health Foundation's purpose is to alleviate the cost of medical expenses for patients in the United States, and eventually globally, in addition to providing funding and awards for medical research through [tax deductible] donations.

COMMENT: This purpose clause is weak. You should not talk about tax deductibility. Also be care, there is both charitable and non-charitable research. If you do the latter, then your nonprofits will be subject to unrelated business income tax and potentially lose c3 status. The proper way to describe is "scientific" research. "Scientific" is defined in the c3 regulations.

ARTICLE III. BOARD OF DIRECTORS

The membership of the foundation shall consist of the members of the Board of Directors.

COMMENT: "Membership" is a term of art in nonprofit corporations and refers to a specific type of nonprofit. I don't think you are using it properly in these bylaws.

Section 1. General Powers

The affairs of the Corporation shall be managed by its Board of Directors. The Board of Directors shall have control of and be responsible for the management of the affairs and property of the Corporation.

Section 2. Number, Tenure, Requirements, and Qualifications

The number of Directors shall be fixed by the Directors but shall consist of no less than three (3) nor more than fifteen (15) including the following officers: the Chairman, the Vice-President, the Secretary, and the Treasurer. The number of directors may be amended by amending these bylaws or by repealing and adopting new ones, as stated in these bylaws.

The foundation Board of Directors is to retain or elect trustees to manage the foundation and review management's performance each year at an annual meeting. Management should be retained or replaced based on this review. The board is authorized to have outside assistance, advisors, attorneys, accountants, and other professionals as needed.

The members of the Board of Directors shall, upon election, immediately enter upon the performance

of their duties and shall continue in office until their successors shall be duly elected and qualified. All members of the Board of Directors must be approved by a majority vote of the members present and voting. No vote on new members of the Board of Directors shall be held unless a quorum of the Board of Directors is present.

Newly elected members of the Board of Directors who have not served before shall serve initial one-year terms. At the conclusion of the initial one-year term, members of the Board of Directors may serve additional three year terms. Their terms shall be staggered so that at the time of each annual meeting, the terms of approximately one-third (1/3) of all members of the Board of Directors shall expire. These terms shall be reviewed and renewed or terminated at every annual meeting.

Section 3. Rights of Directors

Each member shall be eligible to appoint one voting representative to cast the member's vote in association elections.

COMMENT : This provision doesn't appear correct for the type of nonprofit that you are.

Section 4. Resignation and Termination

Any member may resign by filing a written resignation within 30 days of date of leave. A member can have their membership terminated by a majority vote of the membership.

COMMENT: Again, the use of "members" here is a problem.

Section 5. Non-voting Membership

The board shall have the authority to establish and define non-voting categories of membership.

Section 7. Forfeiture

Any member of the Board of Directors who fails to fulfill any of his or her requirements as set forth in Section 2 of this Article by September 1st shall automatically forfeit his or her seat on the Board. The Secretary shall notify the Director in writing that his or her seat has been declared vacant, and the Board of Directors may forthwith immediately proceed to fill the vacancy. Members of the Board of Directors who are removed for failure to meet any or all of the requirements of Section 2 of this Article are not entitled to vote at the annual meeting and are not entitled to the procedure outlined in Section 14 of this Article in these by-laws.

Section 8. Vacancies

Whenever any vacancy occurs in the Board of Directors it shall be filled without undue delay by a majority vote of the remaining members of the Board of Directors at a regular meeting. Vacancies may be created and filled according to specific methods approved by the Board of Directors.

Section 9. Compensation

Members of the Board of Directors shall not receive any compensation for their services as Directors.

Section 10. Advisory Council

An Advisory Council may be created whose members shall be elected by the members of the Board of Directors annually but who shall have no duties, voting privileges, nor obligations for attendance at regular meetings of the Board. Advisory Council members may attend said meetings at the invitation of a member of the Board of Directors. Members of the Advisory Council shall possess the desire to serve the community and support the work of the Corporation by providing expertise and professional knowledge.

ARTICLE IV. MEETINGS OF DIRECTORS

Section 1. Annual Meetings

An annual meeting of the members shall take place in the month of September 1st, time and location of which will be designated by the chair, or unless another date is voted upon. At the annual meeting the members shall elect directors and officers, receive reports on the activities of the organization, review management's roles and responsibilities, and determine the direction of the organization for the coming year.

COMMENT: Better to not state the date of the annual meeting here and keep it more flexible.

Section 3. Special Meetings

Special meetings may be called by the chair, the Executive Director, or a simple majority of the board of directors.

COMMENT: An Executive Director should not be on the Board, and thus should not be able to call a meeting of the Board.

I think you also need to talk about "regular meetings"

Section 4. Notice

Notice of any special meeting of the Board of Directors shall be given at least five (15) days in advance of the meeting by telephone or electronic methods or by written notice. Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. The business to be transacted at, and the purpose of, any regular meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

COMMENT: Special meetings occur in emergency situations. 15 days notice won't work.

Section 5. Notice of Meetings

Electronic notice of each meeting shall be given to each voting member, by email, not less than two weeks prior to the meeting.

COMMENT: you should check whether electronic notice is permitted under GA law.

Section 6. Quorum

A quorum for a meeting of the members shall consist of at least two (2) of the directors on the board.

COMMENT: Typically, you need 3 directors to have a constituted Board that can act. Your quorum requirement is less than that, so this probably doesn't work.

Section 7. Voting

All issues to be voted on shall be decided by a simple majority of those present at the meeting in which the vote takes place.

COMMENT: This contradicts other voting provisions. See Article VI.

Section 8. Parliamentary Procedure

Any question concerning parliamentary procedure at meetings shall be determined by the President by reference to Robert's Rules of Order.

COMMENT: I have found that there are nightmare provisions in Robert's Rules, so I don't reference them in my form bylaws.

ARTICLE V. OFFICERS

The officers of this Board shall be the President, Vice-President, Secretary and Treasurer. All officers must have the status of active members of the Board.

Section 1. President

The Chairman/President shall preside at all meetings of the membership. The President shall have the following duties:

- a. He/She shall preside at all meetings of the Executive Committee.
- b. He/She shall have general and active management of the business of this Advisory Board.
- c. He/She shall see that all orders and resolutions of the Advisory Board are brought to the Advisory Board.
- d. He/She shall have general superintendence and direction of all other officers of this corporation and see that their duties are properly performed.
- e. He/She shall submit a report of the operations of the program for the fiscal year to the Advisory Board and members at their annual meetings, and from time to time, shall report to the Board all matters that may affect this program.
- f. He/She shall be Ex-officio member of all standing committees and shall have the power and duties usually vested in the office of the President.

Section 2. Vice-President

The Vice-President shall be vested with all the powers and shall perform all the duties of the President during the absence of the latter. The Vice-President's duties are:

- a. He/She shall have the duty of chairing their perspective committee and such other duties as may, from time to time, be determined by the Advisory Board.

Section 3. Secretary

The Secretary shall attend all meetings of the Advisory Board and of the Executive Committee, and all meetings of members, and assisted by a staff member, will act as a clerk thereof. The Secretary's

duties shall consist of:

- a. He/She shall record all votes and minutes of all proceedings in a book to be kept for that purpose. He/She in concert with the President shall make the arrangements for all meetings of the Advisory Board, including the annual meeting of the organization.
- b. Assisted by a staff member, he/she shall send notices of all meetings to the members of the Advisory Board and shall take reservations for the meetings.
- c. He/She shall perform all official correspondence from the Advisory Board as may be prescribed by the Advisory Board or the President.

Section 4. Treasurer

The Treasurer's duties shall be:

- a. He/She shall submit for the Board approval of all expenditures of funds raised by the Advisory Board, proposed capital expenditures (equipment and furniture) , by the staff of the agency.
- b. He/She shall present a complete and accurate report of the finances raised by this Advisory Board and also the Paul Smith Memorial Fund at each meeting of the members, or at any other time upon request to the Advisory Board.
- c. He/She shall have the right of inspection of the funds resting with the organization including budgets and subsequent audit reports.
- d. It shall be the duty of the Treasurer to assist in direct audits of the funds of the program according to funding source guidelines and generally accepted accounting principles.
- e. He/She shall perform such other duties as may be prescribed by the Advisory Board or the President under whose supervision he/she shall be.

ARTICLE VI. CORPORATE STAFF

Section 1: Executive Director

The Board of Directors shall hire an Executive Director who shall serve at the will of the Board. The Executive Director shall have immediate and overall supervision of the operations of the Corporation, and shall direct the day-to-day business of the Corporation, maintain the properties of the Corporation, hire, discharge, and determine the salaries and other compensation of all staff members and perform such additional duties as may be directed by the Board of Directors. The Executive Director shall make such reports at the Board meetings as shall be required by the President or the Board. **The Executive Director shall be an ad-hoc member of all committees.**

The Executive Director may be hired at any meeting of the Board of Directors by a majority vote and shall serve until removed by the Board of Directors upon an affirmative vote of three-quarters (3/4) of the members present at any meeting of the Board Directors. Such removal may be with or without cause. Nothing herein shall confer any compensation or other rights on any Executive Director, who shall remain an employee terminable at will, as provided in this Section.

ARTICLE VII. – Conflict of Interest and Compensation

COMENT: I appreciate that you used the IRS promulgated COI policy.

Section 1: Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Section 2: Definitions

- a. Interested Person
- b. Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- c. [Hospital Insert – for hospitals that complete Schedule C: If a person is an interested person with respect to any entity in the healthcare system of which the organization is a part, he or she is an interested person with respect to all entities in the healthcare system.]
- d. Financial Interest
- e. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 - 1. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
 - 2. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
 - 3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Section 3. Procedures

- a. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
- b. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Violations of the Conflicts of Interest Policy

1. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
2. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

c. Procedures for Addressing the Conflict of Interest

1. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
2. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
3. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
4. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

Section 4. Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- a. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Section 5. Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Section 6. Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- a. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

ARTICLE VIII. BOOKS AND RECORDS

The corporation shall keep complete books and records of account and minutes of the proceedings of the Board of Directors.

ARTICLE IX. AMENDMENTS

Section 1. Articles of Incorporation

The Articles may be amended in any manner at any regular or special meeting of the Board of Directors, provided that specific written notice of the proposed amendment of the Articles setting forth the proposed amendment or a summary of the changes to be affected thereby shall be given to each director at least three days in advance of such a meeting if delivered personally, by facsimile, or by e-mail or at least five days if delivered by mail.

Section 2. Bylaws

The Board of Directors may amend these Bylaws by majority vote at any regular or special meeting. Written notice setting forth the proposed amendment or summary of the changes to be affected thereby shall be given to each director within the time and the manner provided for the giving of notice of meetings of directors.

COMMENT: There is required 501c3 language that is missing from these bylaws. I haven't seen your Articles, but if it is also missing there, the IRS will flag your c3 application and request certain amendments prior to approval.

ADOPTION OF BYLAWS

We, the undersigned, are all of the initial directors or incorporators of this corporation, and we consent to, and hereby do, adopt the foregoing Bylaws, consisting of the ## preceding pages, as the Bylaws of this corporation.

ADOPTED AND APPROVED by the Board of Directors on this ____ day of _____, 20__.

Jose Castellanos, President/Treasurer- Syndio Health Foundation

Alexis Krcelic, Vice President - Syndio Health Foundation

Robert Castellanos, Secretary - Syndio Health Foundation

COMMENT: It appears that 2 directors are related. If that is the case, it will present challenges related to conflict of interest management. This also becomes a disclosure issue annually with your Form 990 tax return.

Roles and Responsibilities

Syndiyo Health Foundation Chairman Position

Jose Castellanos (Jan, 2017 -> TBD)
TBD (TBD->)

This role is primarily responsible for holding the executive director and strategic advisor accountable while assisting in raising angel investor rounds. This person will advise visionary strategic development, execution on said development and execution on capital raising.

COMMENT: Way too tech talk and not really nonprofit-speak.

Responsibilities:

Top Responsibility: hold executive director and strategic advisor accountable while ensuring organizational financial health

- Keep executive team accountable
- Advise in all strategic and executory pursuits from the executive team
- Assist strategic advisor in ensuring seed and growth rounds for operational expenses are met for the organization to operate with aligned targets and 100% of raised funds going to intended benefactors
- Co-build and grow partnerships, advisory team and angel investors alongside executive director and executive team
- Provide inputs to metrics defined by executive director needed to make informed decisions about the foundation and provide support when necessary
- Ensure constant directional alignment with vision, short-term and long-term goals of the organization
- Lead voting and decision-making process for executive team
- Will serve as the President on the Board of Directors (see Bylaws)

COMMENT: Many NP professionals think that there should be a serious delineation between Board oversight and ED day to day operations. Your description of responsibilities crosses that line too much.

The use of the word, partnership, is a no no. It sounds like an improper joint venture, and will spook nonprofit professional.

Requirements:

- Well connected with a global network

- Thoughtful leader and expert in strategy
- Experience managing a team or organization
- Full embodiment of mission, vision and values
- No ego
- A compassionate heart excited to help serve individuals
- Highly motivated, self-starter, and intrinsically motivated
- A problem solver and not afraid to give any and all ideas
- Loves serving others and motivating a team to also do so

Location: Flexible

Syndio Health Foundation Executive Director Position

Alexis Krcelic (Jan, 2017 - June 14th)
Nadine Smith (June 14th, 2017 ->)Tentatively

This role is responsible for leading and executing the direction of the foundation on a daily basis. This person will work with the entire time to manifest the vision of the foundation and continuously work on the structure, development, and refinement of organizational efficiency.

Responsibilities:

Top Responsibility: executive visionary strategy and lead team

- Work in conjunction with executive team and cross-functional teams to lead product definition and roadmap
- Define and analyze metrics needed to make informed decisions about the foundation
- Co-develop fundraising strategies and targets with strategic advisor (Rob) and help execute on targets
- Create functional specifications, including operational elements such as budgets, grant applications and other organizational procedures
- Manage/oversee development resources and ensure all activities are functioning in alignment with mission, vision, and values
- Act as a figurehead for the organization and be prepared to give presentations, speeches, and talks on the organization when needed
- Co-build and grow partnerships, advisory team and angel investors alongside executive director and executive team
- Oversee the execution of fundraising and operational strategies
- Interview and assist strategic advisor in selection of new-hires + advisors
- Will serve as the Vice-President on the Board of Directors (see Bylaws)

Requirements:

- Experience managing a team or organization
- Detail-oriented, accurate, thorough, ethical
- Aligned with mission, vision and values
- No ego
- A compassionate heart excited to help serve individuals
- Highly motivated, self-starter, and intrinsically motivated
- A problem solver and not afraid to give any and all ideas
- Loves serving others and motivating a team to also do so

Location: Full time position based in either in Chicago, Illinois or Austin, Texas (TBD by July 31st).

Syndiyo Health Foundation Advisor Role Description

TBD

This role is responsible for advising the team on a variety of topics and specialities. Each advisor is different due to their specific expertise.

Responsibilities:

Top Responsibility: advise when necessary in designated area

Examples of areas with which advisement is needed are:

- iOS and technological development
- Financial
- Strategic
- Medical
- Marketing
- Business Development
- Executive Coaching
- Product and Design

Each role and responsibilities in the role are subjective to the individual's area of expertise.

SYNDIANS

Core Team	Syndian Member	Role
Advisory	Rob Castellanos	Founder + Advisor
Management	Jose Castellanos	CEO
Development	Vera Xu	Front + Back-End Web Dev
	Rachel Rub	Front-End Web + Business
	Adelle Dimitui	Front-End Web Developer
Design	Josh Trangle	Lead Designer
Social Media + Content	Taylor Hooper	Social Media Lead
	Diana Castellanos	Creative Content + Design
HR	Karen Castellanos	Invoicing & Payroll
Accounting	Linda Ferrarone	Tax Accountant
Legal	Sally Caver	Lead Lawyer
	Geiza Vargas	Lawyer
Advisory	Alvaro Wilko	Cyber Security Advisor
	Nitin Arya	Development Advisor
	Megan Adolph	Product + Design
	Marcus Starke	Marketing + Strategy
	John Williams	Marketing + Strategy
	Torsten Kuenzlen	Marketing + Strategy
	Nancy Grden	Healthcare + Strategy
	Alex Mann	Finance + Strategy
	Wesley Kennedy	Finance + Strategy

Wayne	Peter Brews	Business Dev + Strategy
	Nicholas	MD + Strategy
	Nadine Smith	Non-Profit Expert

Support Team**Advisory Team**

Expansion

Syndio Health Foundation, upon recommendations from advisors and research into other similar nonprofit organizations, has plans of expanding our team. We will only be expanding when funds allow. Some of these individuals will be contracted out while others will be full or part-time employees depending on need and our operational budget. We are looking at expanding by adding the following positions:

- COO
- Patient Relations
- Grant Distributor
- Donor Relations
- Content and Brand Director
- Tech
- Graphic Designer

Offerings + Technology

We have several offerings we provide to the public. The first is our health empowerment through generosity of grants. A minimum of ten individuals annually will be able to partake in this generosity. We also offer individuals a place to donate to make the world a better and more healthy place. We also plan on expanding our offerings to eventually education of health, funding research for specific diseases or health afflictions, and personalized donations similar to GoFundMe but specifically for health related needs.

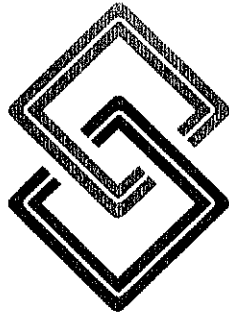
Technologically, we need a beautiful and fully functioning website to be able to offer our grant applicants and our donors the ability to interact with us. Technology plays a huge role in our potential expansion as we would be utilizing our expertise to create new platforms like a GoFundMe or platforms to donate to specific research.

Projections

We have several financial models in place

[Statement of Activities](#)

[Statement of Financial Position](#)



syndio
health foundation

Health Empowerment Through Generosity

www.syndiohealthfoundation.com

Strategic Business Plan

March 31st, 2017

Contact Information

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515 Pinchon Place

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INTRODUCTION

The Syndio Story

Five years ago, Rob, Syndio Health Foundation's founder, began what is unfortunately a notoriously common medical journey. After experiencing sharp lower back pain, he was shuffled from doctor to doctor receiving diagnoses from scoliosis to spinal cancer and risk of paralysis. Four years, tens of thousands of dollars, and multiple specialists later, he was left hopeless, anxious, in constant pain, and with no diagnosis. What finally did work? Rob and his mother relentlessly kept track of the mountain of medical records they had accumulated over the years & kept searching for solutions, with Rob finally stumbling upon a truly promising answer: a research article outlining the description of Ankylosing Spondylitis (AS), a rheumatoid autoimmune condition that would eventually lead to full spinal fusion. There was no cure & rheumatologists only offered experimental medication; Rob was left hopeless... again! It wasn't until five months later that a friend discovered research claiming that by eliminating starch from his diet, he could remove the inflammatory response. Rob tried it for a month, and it was life changing. It marked the 1st time he slept without Ibuprofen in five years & the beginning of a diet that would limit the progression of the disease. From there, he realized how much stress this medical burden was causing his family and himself. He began researching other medical burdens in the United States discovering he was far from alone. That is when the idea of starting a venture to help people who have been in similar situations crossed his mind and Syndio Health Foundation was born.

Snapshot of Common Problems Affecting People in the USA

1. Medical debt often leads to bankruptcy, homelessness, and loss of control in personal health
2. Over 60% of bankruptcies in the USA (643k/year) are closely linked to high medical debt
3. 265 of insured individuals who reported problems paying medical bills received unexpected claim denials and 32% received care from out-of-network providers their insurance didn't cover
4. 1 out of 5 Americans with medical insurance had problems paying medical bills in the last year
5. 62% of people *covered by insurance* reported concerns regarding their ability to pay for medical care if they were to fall ill or become injured, and 53% of individuals *uninsured* reported to have had difficulty paying medical bills in their last year's bills.

high deductibles on Exchange products are also an issue for low income individuals

Syndio's Solution - Mission and Vision

Syndio aims to help provide 'health empowerment to all'. We share a vision of 'people being in charge of their own mental, physical, emotional, and spiritual health'. We have created 2 entities to this end:

- Syndio Inc is a Delaware C corporation whose purpose is to help people take charge of their health 'through connection' (this document will not expand further on Syndio Inc's particulars).
- Syndio Health Foundation (SHF) is a GA secure 501(c)3 charitable platform whose purpose is

to alleviate the cost of medical expenses, initially for patients in the USA, later on globally, and eventually also via funding/awards for medical research through [tax deductible] donations.

Competitive Analysis

We are not the first organization to consider alleviating the cost of high medical bills to those afflicted with illness.

St. Jude's is known for free healthcare to children in their hospitals and providing care for parents. They create a worry-free environment for patients and parents even during extremely stressful circumstances. However, they do not target adults for their main services, do not have programs to help with various others bills outside of the hospital, and do not utilize holistic medicine.

We also researched in depth The Pan Foundation whose mission is similar to ours but they also provide resources for doctors and researchers. We would like to emulate their professionalism, user-friendly website, and availability of information in providing funds for health care expenses. They do not, however, have a young team which we believe brings vital insight and freshness to any project. Their other biggest weakness is that they do not provide any care for holistic treatment as well.

In differentiating ourselves, we believe Syndio Health Foundation has three main components which are different and versatile from our competitions.

1. We have a diverse, energized, and young team which allows for creativity and new perspectives

2. We provide funding for holistic medicine as many people with various conditions find this medicine to be the utmost relieving

3. Our funding models are different than traditional nonprofits in that we are looking for investors and to become 100% self-sustaining and not simply rely on public donations.

3. STRATEGY

STRUCTURED STRATEGIC APPROACH

- assume
In addition to helping alleviate the cost of medical expenses for patients in the United States, and eventually globally, **Syndio Health Foundation (SHF)**, intends to, eventually, provide funding and awards for medical research; all through [tax deductible] donations. At SHF, our approach is structured around setting 'all basics in place' ahead of running our 1st operational cycle (to ensure everything runs smoothly). We will then validate the debugging of corrective actions in our processes through our 1st full year of operational cycles ahead of expanding value offerings in subsequent years.

By 'having all basics in place' we mean all these following fundamentals having been achieved...

The 1st 'basic' consists of being granted our secure 501©3 status (target: by June 30, 2017)

not sure what "secure" means?
Since our setup we have been assembling a team of individuals who want to make a difference in the world, believe in Syndio's mission and vision, and are committed to help advance SHF's purpose.

Our 2nd 'basic' is consolidating our initial team, which we believe will be fully in place in June 2017

Our team will reach out to selected potential entities to raise 'enough donations' for us to get started. By donating, individuals and organizations receive tax benefits since all donations are tax deductible. We have defined a 'simple operational cycle' of five components (1: donations -> 2: grant applications -> 3: selection of grant recipients -> 4: communication of winners -> and 5: distribution of grants).

Our 3rd 'basic' is raising at least \$50,000 in donations ahead of running our 1st operational cycle

Grant applicants will be submitting thorough information, meeting requirements, along with their own personal story (struggling with health issues & related medical expenses, or that of a relative/friend). Initially, 5 grants will be granted biannually to people legally residing in the USA who meet a carefully selected set of specific conditions to be able to opt for one of our grants (1 on each of 5 categories):

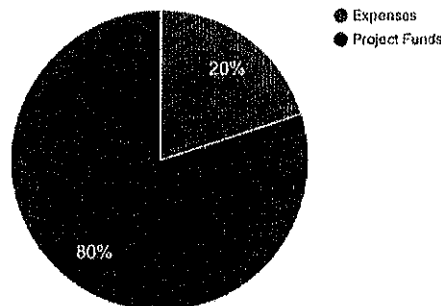
- **Rare Disease** which afflicts every 1 in 10 Americans (>7k afflictions deemed to be 'rare diseases')
- **Chronic Disease** which afflicts 1 in 2 adult Americans every year
- **Low-Income** ...over 45 million people in the United States live below the poverty line
- **Caregivers** which constitutes 65+ million people, or 29% of U.S. population, who care for the sick
- **Emergency medical expenses** over 63% of U.S. population can't afford to pay these expenses

Our 4th 'basic' is developing a website platform with 2 functionalities "Donate" + "Apply For A Grant"

In later versions, and as we advance through operational cycles, SHF intends to add more grant categories, increase the number of grant offerings, and add further website functionalities, including, eventually, providing financial support to advance medical research in carefully selected fields.

FUNDING STRATEGY

SHF Fund Distribution



SHF's goal is to become '100% self-sustaining'. We will operate with two separate accounts (funds)...

One of our funds will feature 100% of public donations going directly towards funding grants

The other fund would be solely for operational expenses, whereby 100% of those funds would go towards funding operations and expansion of the foundation.

- Up until we reach 'self-sustenance' up to 20% of funds donated to our "general fund" will be used for operational expenses (80% or more of these funds will go into grants to individuals). If SHF spends < 20% in operational expenses the remainder of the funds will go towards grants.

The foundation will utilize several strategies for funding projects (the grants) & operational expenses.

- Funding grants is being described as 'project fund raising'.
 - It is our intent to raise these funds from 3 types of entities... public donations, corporate sponsorships, and angel investors.
- Funding the foundation's basic needs is being described as 'operational expenses fundraising'.
 - It is our intent to raise these funds from 5 types of entities... tips from public donors, corporate sponsorships, in-kind donations, seed & growth rounds, and angel investors.

There is overlap, may create confusion w/ potential donors.

SHF will have two separate accounts to handle funds, both set up at Bank of America. One of these will receive all moneys from 'project funding sources' which are destined to become grants. The 2nd account will receive funds from 'operational funding sources'. All of SHF's operating expenses will be paid from this account, via checks, debit and credit cards associated to the 2nd account.

We will be 100% transparent from the start. Our financials will be updated quarterly on our website.

Typically nonprofits would use fund-accounting, not separate bank accounts to accommodate.

Audit?

IRS requires public access to annual tax return - IRS Form 990

PROJECT FUNDRAISING

1. Public Donations

All public donations donated on the website or via check will go directly towards grants

1. Corporate Sponsorships

The SHF team will be reaching out to corporations, and employees within those corporations, to take advantage of active corporate matching offers. Each corporation/employee will be asked whether they want to donate to 'projects/grants' or to 'operational expenses', or to both. If 'projects/grants' is the specified choice, all money donated will go towards funding grants.

1. Angel Investors

Major gifts

These donors are either individuals or organizations who wish to donate large sums to SHF, (could be seen as "investors" in SHF). These relationships will be carefully nurtured throughout the years to promote recurring donations and trust among these individuals. They will be asked if they want to donate to projects/grants or to operational expenses. As with corporations, If 'projects/grants' is the specified choice, all money donated will go towards funding grants.

OPERATIONAL EXPENSES FUNDRAISING

1. Tips

Donors will be asked if they want 'to leave a tip' like one would on a bill. These moneys will go to fund operational expenses, thus allowing individuals to potentially help with these expenses.

1. Corporate Sponsorships

The same description shared under 'project fundraising' applies here.

1. In-Kind Donations

*some of these may not be tax deductible.
Does not help with cash flow.*

In-kind donations consist of companies or individuals who donate services or products, not money. Examples would include furniture, storage, Google services, or technological services.

1. Seed Round

SHF will hold an initial giving seed round with the hope of raising \$100,000 by June 1, 2017 to be able to fund initial operations. If specified, a share of the money could be used for grants.

1. Growth Rounds

Following the seed round, SHF may hold "growth rounds" when there is need and reason to scale, such as hiring or contracting more people, renting office space, expanding operations...

1. Angel Investors

The same description shared under 'project fundraising' applies here.

ANGEL INVESTOR PROPOSAL

Syndio Health Foundation (SHF) is a secure 501(c)3 charitable platform set up in Georgia, whose purpose is to alleviate the cost of medical expenses, initially for patients in the USA, later on globally, and eventually also through funding/awards for medical research through [tax deductible] donations.

We are part of the Syndio organization, whose mission is to help provide 'health empowerment to all'. We share a vision of 'people being in charge of their mental, physical, emotional, and spiritual health'. Our purpose is to help empower people to take charge of their own health needs through generosity. The need we aim to help address is huge; some of its manifestations are highlighted below...

1. Medical debt often leads to bankruptcy, homelessness, and loss of control in personal health
2. Over 60% of bankruptcies in the USA (643k/year) are closely linked to high medical debt
3. 26% of insured individuals who reported problems paying medical bills received unexpected claim denials and 32% received care from out-of-network providers their insurance didn't cover
4. 1 out of 5 Americans with medical insurance had problems paying medical bills in the last year
5. 62% of people covered by insurance reported concerns regarding their ability to pay for medical care if they were to fall ill or become injured, and 53% of individuals uninsured reported to have had difficulty paying medical bills in their last year's bills.

What does the word "investment" mean for a non-profit company?

"Investment" is not a commonly used word in the nonprofit realm because it usually indicates that the investor employs a sum of money in exchange for stock, dividends, or equity in a company. Thus, if non-profit companies don't offer stock, equity or dividends then how can a person invest?

Actually, many nonprofits use this term to engage stakeholders

An investment in a non-profit company means an investment into the cause. An investment into the fundamental principles set forth in its mission, working to improve the quality of humanity by serving those encumbered by unfortunate circumstances. It is an investment into a dream; a vision; one that is so desperately needed. An investment means you believe in a cause greater than yourself and you want to do something significant about this basic belief.

As a potential investor in Syndio Health Foundation, we recognize how important it is that you are well informed before making your final investment decision. That is why we offer absolute transparency as you evaluate this game-changing opportunity.

What will your "return on your investment" be?

- Helping save/improve someone's life, notified before the general public about grant recipients
 - Personalized updates on individual recipients
 - Optional attendance at annual board meetings, featured on our website as our Angel Investors
 - Potential grant naming rights in your honor or a designee
 - Potential to have a new grant category considered of your choosing
 - Tax-deduction for a donation/investment
 - Creating a better world, giving back, establishing a true legacy and giving others an opportunity that they would never have without you; an investment in humanity
- Restrictions could be difficult or costly to honor.*

What is our request? How can you invest?

We are requesting that you consider believing in our dream... of making the world more meaningful place for everyone, ...of relieving people of medical debt that impedes their daily functions, ...of changing & saving people's lives. We are asking for you to believe and to put your belief into action.

The easiest and safest way for you to invest is through a wire transfer. Our details are below; however we also have various options available on our website at: www.syndiohealthfoundation.com

Bank of America Account #	for SHF grants account:	(pending to be opened)
Bank of America Account #	for operational expenses account	3340-4687-6850
ACH Routing #	0611000052	(for domestic ACH and direct deposits)
ABA #	026009593	(for domestic wire transfers)
SWIFT Code	BOFAUS3N	(for international foreign wires in US Dollars)
SWIFT Code	BOFAUS6S	(for international foreign wires in foreign currency)

What can you invest in?

As discussed, there are two ways to invest. The first is operational expenses which helps us fund our mission through staff, supplies, technology, and our expansion plans outlined in our strategy. The other way to invest is in the project/general fund which funds the five grant categories listed below.

- **Chronic Conditions Grant:** This grant is given to individuals who have a chronic condition; defined as a condition or disease that lasts for three or more months.
- **Rare Disease Grant:** This grant is given to individuals who have a rare disease as specified in official medical lists, or approved by a doctor as a rare disease. <https://globalgenes.org/rarelist/>
- **Caregiver Grant:** This grant is given to individuals who are caregivers, serving individuals suffering from any of the following afflictions: a mental, behavioral, or psychological illness or disorder... or chronic or lasting medical conditions... or recovery from an accident or medical emergency... or conditions individuals being cared for have suffered for more than six months. The caregiver that applies must be the individual responsible for taking care of the suffering individual. Grants will be prioritized towards covered expenses incurred by suffering individual; though covered expenses incurred by the caregiver will also be considered (with less weight).
- **Medical Emergency Grant:** This grant is given to individuals who were not expecting these sudden and significant medical expenses to occur (examples include a surgery, a range of costly procedures, or doctor's visits because of an emergency). This grant is given to individuals who have had such unexpected medical expenses within the last 12 months, or that already know they will have to deal with them within the 3 months following grant's application.
- **Low Income Grant:** This grant is given to individuals with medical debt whose family income is below the poverty line as specified in <https://obamacare.net/2017-federal-poverty-level/>

We are not alone

We join others in pioneering non-profit investment as an important way to view large gifts/donations. And we want you to feel comfortable with your investment & know that it is being put to the best use possible. Other organizations that use investors are Watsi, charity: water, and Pencils of Promise.

GRANT PROCESS

Initial Grant Categories (2017 and 2018 – more categories may be added later)

- **Chronic Conditions Grant:** This grant is given to individuals who have a chronic condition; defined as a condition or disease that lasts for three or more months.
- **Rare Disease Grant:** This grant is given to individuals who have a rare disease as specified in official medical lists, or approved by a doctor as a rare disease. <https://globalgenes.org/rarelist/>
- **Caregiver Grant:** This grant is given to individuals who are caregivers, serving individuals suffering from any of the following afflictions: a mental, behavioral, or psychological illness or disorder... or chronic or lasting medical conditions... or recovery from an accident or medical emergency... or conditions individuals being cared for have suffered for more than six months. The caregiver that applies must be the individual responsible for taking care of the suffering individual. Grants will be prioritized towards covered expenses incurred by suffering individual; though covered expenses incurred by the caregiver will also be considered (with less weight).
- **Medical Emergency Grant:** This grant is given to individuals who were not expecting these sudden and significant medical expenses to occur (examples include a surgery, a range of costly procedures, or doctor's visits because of an emergency). This grant is given to individuals who have had such unexpected medical expenses within the last 12 months, or that already know they will have to deal with them within the 3 months following grant's application.
- **Low Income Grant:** This grant is given to individuals with medical debt whose family income is below the poverty line as specified in <https://obamacare.net/2017-federal-poverty-level/>

Grant Application and Distribution Time Frame

Subject to our receipt of enough donations, grants will be distributed bi-annually (5 recipients per grant distribution period, 10 annually). A maximum of \$10,000 can be given to any grant recipient, but this does not guarantee that any one recipient will need or receive the maximum amount. If SHF has raised, by each May 31 and Nov 30, over \$50,000, SHF's Board may select additional recipients. SHF's board is not constrained to fulfilling requests in every category if donations raised do not permit to fulfill our published intent. SHF may also choose to not select recipients beyond the intentional total of 5 per cycle, and instead roll over surplus into the next operational cycle. Individuals are allowed to apply only for one grant at a time. If not chosen, an individual can re-apply in the next bi-annual grant. If a recipient wishes to apply again, they must wait two bi-annual periods (full year) before reapplying.

Application Deadline 2017	Recipients Chosen	Money Distributed
September 30	October 31	November 31 ³⁰
Application Deadline 2018+	Recipients Chosen	Money Distributed
March 31	April 31 ³⁰	May 30
September 30	October 31	November 31 ³⁰

No April 31

No Nov. 31

Qualifications/ Eligibility

To qualify for a Syndio Health Foundation Grant:

1. The applicant must be 18 years or older, or be legally represented by a parent, guardian, or caretaker in the application process
2. The applicant must have valid health insurance or active coverage through a health insurance provider (I.E. Medicare, Medicaid) *this will exclude 10% of population.*
3. The applicant must be a legal resident of USA and/or USA Territories, and be living in the USA
4. All applicable surgeries/medical expenses must have been incurred in USA or a USA territory
5. The applicant must have medical and/or health related expenses amounting to grant amount specified that are directly related to the particular illness and/or financial situation listed in the grant description category for which the grant was given to applicant

Grant Application

If you are filling out this form for a friend or a relative, please provide YOUR contact information below.
If you are the patient suffering the applicable affliction, please proceed to patient information.

Contact Information

1. First Name + Last Name
2. Email Address + Confirm Email + Phone Number + Best time to contact

Patient Information

1. First Name + Last Name
2. Email Address + Confirm Email + Phone Number + Best Time to contact
3. Address (Optional) + City, State, Zip (required)
4. Are you a US citizen (Y/N) + If not, are you a legal resident with a green card? (Y/N)
1. Birthday + Demographics (Ethnicity)
2. Category of grant applying for (check the box of one grant only)
3. Insert Photo (optional) + Proof of insurance (card or other verified identification required)
4. Proof of condition (letter from doctor, medical bill, etc.) + applicable medical bills/expenses

Alternate/Emergency Contact Information:

1. First Name + Last Name
2. Email + Confirm Email + Phone + Best Time to Contact

Financial Information

1. Is the applicant and/or caretaker of patient employed currently or has been in last 6 months?
2. Annual household income (patient, guardian/parent)
3. Number of individuals in the household + total medical expense amount
4. Amount of money requested in the grant (there is a \$10,000 maximum that can be requested)

Story

A text box will be provided for the applicant to share a story of no more than 1,000 words, which will describe the experience lived by applicants & how receiving this grant would impact life in the future.

Terms & Conditions (final version will be approved by our legal team)

Applicant must check terms & conditions box. By submitting an application, applicant understands that it does not guarantee that he/she will receive any money from SHF. Applicant also understands that if chosen to receive a grant, he/she is not entitled to the full \$10,000 or the full amount requested. Applicant gives SHF to use his/her name, age, demographic, condition name, and approved story to be published on SHF's website or other social media platforms. Applicant agrees to be contacted by a member of SHF team for further information regarding his/her story as well as coordinating payment with insurance, a bank, or other medical institutions. The applicant understands that he/she will not receive the grant money directly but rather the money will be *directed* given to the various medical institutions.

Definition of Valid Medical Expenses and Holistic Health Treatments Covered

Expenses include inpatient and outpatient surgeries, doctors' visits, and hospital stays that have retroactively been incurred in the USA (as in have already happened, with exception of emergency surgeries under emergency grant). These expenses are only those related to the patient (applicant). Some of the grant funds can go to some holistic treatments, on top of medical expense coverage (SHF deserved to make the final decision as to whether or not any request will be deemed valid):

Nutritionist Consultations, Acupuncture Treatments, Chiropractic Treatments, Physical Therapy...

This will be a complicated process, expenses could easily exceed 20% until np gets up to scale.

Choosing Recipients and Recipients Criteria

All applications will be reviewed by one appointed SHF staff member: the Executive Director. Once applications have been reviewed, this staff member will present SHF's board with a maximum of three valid and worthy options per category (15 in total). From there the board will review and decide/vote on a minimum of one recipient per category (funds permitting may be more than one individual). From there, chosen individuals will be notified of having been approved to receive a grant.

- Must meet all eligibility requirements and must have timely applied by published deadlines Y/N
- Must have all required information correctly filled out in the application Y/N
- Ability to provide further evidence, if needed (documents, medical bills, verifications) - 10 pts
- Feasibility of paying off expenses (i.e. 50 small bills that need to be paid vs 5 bills...) - 50 pts
- Impact the grant will make on the life of that person (i.e. how it will enable applicant) - 30 pts
- Income level + # of people in household (high incomes don't disqualify applicants) - 10 pts

IRS may require you to base on need. These criteria are very subjective.

Communications and Authorizations of Recipients Awards

- After notification, as predefined in the application form, each individual grant recipient will sign a waiver, allowing SHF to use content for our platforms. They will also sign several forms so we can contact institutions from which applicable medical bills came (no SHF risks of liability) *HIPPA?*
- After grant recipients are notified, the public will be notified & SHF's content director follows up with recipients to see how the grant impacted their life & produce stories based on this info.

What is intended outcome? How will you measure?

Distribution of Grant Awards

We will be either hiring an individual with previous relevant experience, or outsourcing our process of distributing funds to individuals to a reputable specialist service provider. Grants will be applied to grant recipients' recent medical bills that evidence their need and clearly relate to the applicable category of grants for which they were the winners.

1ST OPERATIONAL CYCLE – 2017

1. Donations/Funding

Project \$ Sources: Public Donations, Corporate Sponsorships, Angel Gift Donors

Operational \$ Sources: Tips, Corporate Sponsorships, In-Kind Donations, Seed Round, Gift Donors

We will consider the 1st component of our 1st operational cycle to have reached the minimum required level once we have raised \$50,000 for grants and \$20,000 for operational expenses.

2. Grant Applications

We will continue to accept grants applications for the five grant categories until we have ensured we have 20 or more valid applicants (100 total) meeting all criteria elements for each of our 5 categories. We will be utilizing our social media platforms & other venues, including press releases to hospitals, doctor's offices, and other relevant institutions to encourage people with high medical debt to apply.

3. Selection of Grant Recipients

There will be a total of five grant recipients, one per category. They will be notified by October 31st if they were chosen or not. Each will have met all required components as per instructions in our website's grant application link, including them providing their stories and giving us the rights to feature their stories (in a manner that complies to applicable regulations) on our website & social media platforms.

4. Communication of Winners

All of our communications will be legal, transparent, and informative. Our 1st round of communications to all grant recipients, to the public, and to donors, via multiple media vehicles, is seen to be vital for our success. We have team members and strategies in place to ensure 1) that our required legal empowerments are in place from the start, 2) for our communications to be clear, concise, and effective with all parties involved, and 3) for our marketing plan to maximize the productivity of the funds allocated to this front, delivering the targeted impacts among our top priority stakeholders.

For 2017 our communications goal is to establish a strong presence on our various platforms, create a clear and concise voice and message to our followers, and engage people through our website and social media. We will be crafting emails for donors and recipients when they donate, apply, receive the grant, or do not receive the grant. There will also be continuous communication with our Angel Investors on our organization's status as well as any potential donors.

5. Distributing Grants' Funds

We will be either hiring an individual with previous relevant experience, or outsourcing this process to a reputable specialist service provider. We will rely on expert legal knowledge, HIPAA compliance, and proven expertise to make this decision as we work with banks, hospital, doctors, etc. There will be no money going to individuals. Rather, the entity we empower for distributing funds will be paying some or all of the medical expenses the person has given us. This means communication with doctors, insurance companies, hospitals, and potentially banks. All medical expenses will be paid for retroactively, as in we will not be paying for any medical expenses that have not yet been incurred.

1st FULL YEAR OF OPERATIONAL CYCLES (2018)

1. Donations/Funding

For our first full year of operational cycles, we plan on expanding grant funds as much as possible, aiming to raise donations by having all funding vehicles already described active, including growth rounds. Our targets will be \$1,000,000 for grants and \$200,000 for operational expenses.

We are targeting the hiring of people full time and will evaluate embracing offering full employment benefits if our donations enable us to do so. Pending on the outcome of our funding models in 2017 and 2018, we might expand to other resources for funding, such as governmental grants, and we will explore further avenues until we consider we have reached a smoothly productive *modus operandi*.

2. Grant Applications

We will operate two full operational cycles in our first full year. This will allow us to serve a minimum of 10 people (5 grants per period) in helping to pay for their medical and other health care expenses. Subject to the success of our funding efforts we may also expand into further categories if feasible. Some of these may include homelessness grants, grants for specific diseases/afflictions, orphan grant, and mental illness grant. We may also opt to grant more than 1 grant winner per category.

3. Selection of Grant Recipients

As stated above, there will be a minimum of 10 grant recipients with a potential of two more per category if we choose to expand. The recipients will follow the same procedures as in 2017, with minor adjustments if we see the process needs to change. The minimum of 20 valid applicants per category will remain.

4. Communication of Winners

By our first full year we are hoping to have already set up a large social media presence and email subscription. We aim to have monthly newsletters to update individuals on our progress, funds raised, what interested folks can do to help, and more current content if necessary. Our communication to recipients will again be the same as in 2017, with adjustments if needed. We are hoping to film as many of our recipients as possible, with at least one recipient per category, either at the time of receiving grants or afterwards to have more content & expand our storytelling in more creative ways.

5. Distributing Grants' Funds

By 2018, we hope to have hired a full-time staff member with expertise in the practice, who will be accountable for distribution of funds as we increase the number of grant recipients. Our distribution process may need to be adjusted if we find more efficient ways of transferring money to be paid for medical expenses. We also may be expanding our definition of medical expenses to encompass even more holistic options, as well as surgeries and doctor's visits that have not happened yet. This would specifically impact the emergency grant category and our holistic treatments. An example of expansion would be paying for Trader Joe's gift cards to be used for healthier foods that could greatly improve people's health. We will continue to strive to find better ways to improve upon our mission of health empowerment through generosity and allowing others to take their health into their own hands.

giving individual ~~the~~ gift card is same as giving cash. How will you monitor?

FORESEEN EVOLUTION – 2019 AND BEYOND

1. Donations/Funding

By 2019 we hope to have an operational budget well into the single millions range. If so, this will enable us to set up a permanent facility, full-time staff competitively compensated with decent salaries and a robust benefits package, and be able to be even more resourceful, and engage with our donors and our recipients in ever more creative ways. This could also include having events, meetups, or other activities that would require a certain amount of operational expenses. We plan on continuing our funding models as explained earlier, adjusting if and as necessary. We will target a minimum of \$2,000,000 for the grant categories, and \$300,000 for operational expenses.

2. Grant Applications

There will continue to be a minimum of 10 recipients. However, by then we should have been able to expand both the number of grant categories as well as the number of recipients by category. The minimum of 20 valid applicants per category will remain. We will strive to make our engagement with these individuals as seamless, gentle, and helpful as possible. By 2019 we also want to have a solid customer service function including a Patient Relations team member who would assist applicants.

3. Selection of Grant Recipients

10 recipients for \$2M is not compelling

As stated, there will be a minimum of 10 recipients, though we expect that number to be much higher. We plan on having fun and creative and social media savvy impactful ways of announcing to people that they will be receiving the grants, including presenting them with a “check” for engaging content.

4. Communication of Winners

Our communications department will likely have expanded with interns and volunteers. We will continue to innovate in the social media space, add various platforms if and as we deem needed. We will also work on various strategies for engaging donors and those who are interested in our missions and purpose but can't donate much funds, giving them various ways for helping us out, reaching out besides simply giving funds

5. Distributing Grants' Funds

We will continue to work with our patient Relations team on the best way to distribute funds & expand as to what we see is necessary with our grant applicants (i.e. holistic treatment, prescriptions, etc.)

Our strategy has been carefully crafted from research of various organizations whose missions are similar to ours, as well as other organizations we would like to emulate. Thus we plan to keep an active research function to learn and emulate from best practice performers in the non-profit space. Please see our case reviews of charity: water and Watsi. We also value St. Jude's for their strong following and loyal devotion to their mission of providing free healthcare to children. They make engaging with their hospitals and platforms fun and worry-free even in high stress environments. We also researched in depth The Pan Foundation, whose mission is similar to ours but they also provide resources for doctors and researchers. We would like to emulate their professionalism, user-friendly website, and availability of information in providing funds for health care expenses.

TEAM

BYLAWS

ARTICLE I. NAME OF ORGANIZATION

Syndio Health Foundation

ARTICLE II. CORPORATE PURPOSE

Section 1. Nonprofit Purpose

Syndio Health Foundation's purpose is to alleviate the cost of medical expenses for patients in the United States, and eventually globally, in addition to providing funding and awards for medical research through [tax deductible] donations.

ARTICLE III. BOARD OF DIRECTORS

be governed by
The membership of the Foundation shall consist of the members of the Board of Directors.

Section 1. General Powers

as described, this is not a membership org.

The affairs of the Corporation shall be managed by its Board of Directors. The Board of Directors shall have control of and be responsible for the management of the affairs and property of the Corporation.

Section 2. Number, Tenure, Requirements, and Qualifications

Chair
The number of Directors shall be fixed by the Directors but shall consist of no less than three (3) nor more than fifteen (15) including the following officers: the Chairman, the Vice-President, the Secretary, and the Treasurer. The number of directors may be amended by amending these bylaws or by repealing and adopting new ones, as stated in these bylaws.

Do you want to define Executive Director? Typically, you would include a desc. of duties of each officer.
The foundation Board of Directors is to retain or elect trustees to manage the foundation and review management's performance each year at an annual meeting. Management should be retained or replaced based on this review. The board is authorized to have outside assistance, advisors, attorneys, accountants, and other professionals as needed.

The members of the Board of Directors shall, upon election, immediately enter upon the performance of their duties and shall continue in office until their successors shall be duly elected and qualified. All members of the Board of Directors must be approved by a majority vote of the members present and voting. No vote on new members of the Board of Directors shall be held unless a quorum of the Board of Directors is present.

Newly elected members of the Board of Directors who have not served before shall serve initial one-year terms. At the conclusion of the initial one-year term, members of the Board of Directors may serve additional three year terms. Their terms shall be staggered so that at the time of each annual meeting, the terms of approximately one-third (1/3) of all members of the Board of Directors shall expire. These terms shall be reviewed and renewed or terminated at every annual meeting.

Section 3. Rights of Directors

Each member shall be eligible to appoint one voting representative to cast the member's vote in association elections.

This makes no sense!

Section 4. Resignation and Termination

director
Any member may resign by filing a written resignation within 30 days of date of leave. A member can have their membership terminated by a majority vote of the membership.

Section 5. Non-voting Membership

The board shall have the authority to establish and define non-voting categories of membership.

Section 7. Forfeiture

there are no requirements set forth in Sec?

Any member of the Board of Directors who fails to fulfill any of his or her requirements as set forth in Section 2 of this Article by September 1st shall automatically forfeit his or her seat on the Board. The Secretary shall notify the Director in writing that his or her seat has been declared vacant, and the Board of Directors may forthwith immediately proceed to fill the vacancy. Members of the Board of Directors who are removed for failure to meet any or all of the requirements of Section 2 of this Article are not entitled to vote at the annual meeting and are not entitled to the procedure outlined in Section 14 of this Article in these by-laws.

Section 8. Vacancies

Whenever any vacancy occurs in the Board of Directors it shall be filled without undue delay by a majority vote of the remaining members of the Board of Directors at a regular meeting. Vacancies may be created and filled according to specific methods approved by the Board of Directors.

Section 9. Compensation

Members of the Board of Directors shall not receive any compensation for their services as Directors.

Section 10. Advisory Council

not sure how practical this is!

An Advisory Council may be created whose members shall be elected by the members of the Board of Directors annually but who shall have no duties, voting privileges, nor obligations for attendance at regular meetings of the Board. Advisory Council members may attend said meetings at the invitation of a member of the Board of Directors. Members of the Advisory Council shall possess the desire to serve the community and support the work of the Corporation by providing expertise and professional knowledge.

ARTICLE IV. MEETINGS OF DIRECTORS

Section 1. Annual Meetings

An annual meeting of the members shall take place in the month of September ^(1st) time and location of which will be designated by the chair, or unless another date is voted upon. At the annual meeting the members shall elect directors and officers, receive reports on the activities of the organization, review management's roles and responsibilities, and determine the direction of the organization for the coming year.

Section 3. Special Meetings

Special meetings may be called by the chair, the Executive Director, or a simple majority of the board of directors.

Ex Dir has not been defined.

Section 4. Notice

Notice of any special meeting of the Board of Directors shall be given at least five (15) days in advance of the meeting by ~~telephone~~ or electronic methods or by written notice. Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. The business to be transacted at, and the purpose of, any regular meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

does not meet requirements of most states' npo laws.

Section 5. Notice of Meetings

Electronic notice of each meeting shall be given to each voting member, by email, not less than two weeks prior to the meeting.

business days or calendar days

15 days

Section 6. Quorum

A quorum for a meeting of the members shall consist of at least two (2) of the directors on the board.

this is extremely low quorum would concern me. Typically 50% + 1

Section 7. Voting

All issues to be voted on shall be decided by a simple majority of those present at the meeting in which the vote takes place.

Section 8. Parliamentary Procedure

Any question concerning parliamentary procedure at meetings shall be determined by the President by reference to Robert's Rules of Order.

Chairman

ARTICLE V. OFFICERS

The officers of this Board shall be the ^{Chair} President, ^{Chair} Vice-President, Secretary and Treasurer. All officers must have the status of active members of the Board.

Section 1. President

The Chairman/President shall preside at all meetings of the membership. The President shall have the following duties:

- a. He/She shall preside at all meetings of the Executive Committee.
- b. He/She shall have general and active management of the business of this Advisory Board.
- c. He/She shall see that all orders and resolutions of the Advisory Board are brought to the Advisory Board.
- d. He/She shall have general superintendence and direction of all other officers of this corporation and see that their duties are properly performed.
- e. He/She shall submit a report of the operations of the program for the fiscal year to the Advisory Board and members at their annual meetings, and from time to time, shall report to the Board all matters that may affect this program.
- f. He/She shall be Ex-officio member of all standing committees and shall have the power and duties usually vested in the office of the President. *Chair*

Section 2. Vice-President

The Vice-President shall be vested with all the powers and shall perform all the duties of the President during the absence of the latter. The Vice-President's duties are: *Chair*

- a. He/She shall have the duty of chairing their perspective committee and such other duties as may, from time to time, be determined by the Advisory Board. *(5) by the B of D.*

Section 3. Secretary

The Secretary shall attend all meetings of the Advisory Board and of the Executive Committee, and all meetings of members, and assisted by a staff member, will act as a clerk thereof. The Secretary's duties shall consist of: *Never defined EC.*

- a. He/She shall record all votes and minutes of all proceedings in a book to be kept for that purpose. He/She in concert with the President shall make the arrangements for all meetings of the Advisory Board, including the annual meeting of the organization. *Chair*
- b. Assisted by a staff member, he/she shall send notices of all meetings to the members of the Advisory Board and shall take reservations for the meetings. *Chair*
- c. He/She shall perform all official correspondence from the Advisory Board as may be prescribed by the Advisory Board or the President. *Chair*

Section 4. Treasurer

The Treasurer's duties shall be:

- He/She shall submit for the Board approval of all expenditures of funds raised ~~by the Advisory Board~~, proposed capital expenditures (equipment and furniture), by the staff of the agency.
- He/She shall present a complete and accurate report of the finances raised by this Advisory Board and also the Paul Smith Memorial Fund at each meeting of the members, or at any other time upon request to the Advisory Board.
- He/She shall have the right of inspection of the funds resting with the organization including budgets and subsequent audit reports.
- It shall be the duty of the Treasurer to assist in direct audits of the funds of the program according to funding source guidelines and generally accepted accounting principles.
- He/She shall perform such other duties as may be prescribed by the Advisory Board or the President, under whose supervision he/she shall be.

ARTICLE VI. CORPORATE STAFF

Section 1: Executive Director

The Board of Directors shall hire an Executive Director who shall serve at the will of the Board. The Executive Director shall have immediate and overall supervision of the operations of the Corporation, and shall direct the day-to-day business of the Corporation, maintain the properties of the Corporation, hire, discharge, and determine the salaries and other compensation of all staff members and perform such additional duties as may be directed by the Board of Directors. The Executive Director shall make such reports at the Board meetings as shall be required by the President or the Board. The Executive Director shall be an ad-hoc member of all committees.

The Executive Director shall be hired at any meeting of the Board of Directors by a majority vote and shall serve until removed by the Board of Directors upon an affirmative vote of three-quarters (3/4) of the members present at any meeting of the Board Directors. Such removal may be with or without cause. Nothing herein shall confer any compensation or other rights on any Executive Director, who shall remain an employee terminable at will, as provided in this Section.

ARTICLE VII. – Conflict of Interest and Compensation

Section 1: Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Section 2: Definitions

- a. Interested Person
- b. Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- c. [Hospital Insert – for hospitals that complete Schedule C: If a person is an interested person *Not sure this is conflict* with respect to any entity in the healthcare system of which the organization is a part, he or she is an interested person with respect to all entities in the healthcare system.]
- d. Financial Interest
- e. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 1. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
 2. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
 3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

I disagree
A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Section 3. Procedures

- a. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
- b. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Director should be able to disclose conflict and recuse themself from a particular vote.

Violations of the Conflicts of Interest Policy

1. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
2. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

c. Procedures for Addressing the Conflict of Interest

1. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
2. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
3. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
4. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

Section 4. Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.
- a. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Section 5. Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Section 6. Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- a. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

ARTICLE VIII. BOOKS AND RECORDS

The corporation shall keep complete books and records of account and minutes of the proceedings of the Board of Directors.

ARTICLE IX. AMENDMENTS

Section 1. Articles of Incorporation

The Articles may be amended in any manner at any regular or special meeting of the Board of Directors, provided that specific written notice of the proposed amendment of the Articles setting forth the proposed amendment or a summary of the changes to be affected thereby shall be given to each director at least three days in advance of such a meeting if delivered personally, by facsimile, or by e-mail or at least five days if delivered by mail.

Section 2. Bylaws

Conform to Article 10 of the Bylaws

The Board of Directors may amend these Bylaws by majority vote at any regular or special meeting. Written notice setting forth the proposed amendment or summary of the changes to be affected thereby shall be given to each director within the time and the manner provided for the giving of notice of meetings of directors.

ADOPTION OF BYLAWS

We, the undersigned, are all of the initial directors or incorporators of this corporation, and we consent to, and hereby do, adopt the foregoing Bylaws, consisting of the ## preceding pages, as the Bylaws of this corporation.

ADOPTED AND APPROVED by the Board of Directors on this ____ day of _____, 20__.

Chair

Jose Castellanos, President/Treasurer- Syndio Health Foundation

Chair

Alexis Krcelic, Vice President - Syndio Health Foundation

Robert Castellanos, Secretary - Syndio Health Foundation

unusual that Chair & Treasurer are the same. That is a control issue.

Roles and Responsibilities

Syndio Health Foundation Chairman Position

Jose Castellanos (Jan, 2017 -> TBD)
TBD (TBD->)

This role is primarily responsible for holding the executive director and strategic advisor accountable while assisting in raising angel investor rounds. This person will advise visionary strategic development, execution on said development and execution on capital raising.

Responsibilities:

Top Responsibility: hold executive director and strategic advisor accountable while ensuring organizational financial health

- Keep executive team accountable
- Advise in all strategic and executory pursuits from the executive team
- Assist strategic advisor in ensuring seed and growth rounds for operational expenses are met for the organization to operate with aligned targets and 100% of raised funds going to intended benefactors
- Co-build and grow partnerships, advisory team and angel investors alongside executive director and executive team
- Provide inputs to metrics defined by executive director needed to make informed decisions about the foundation and provide support when necessary
- Ensure constant directional alignment with vision, short-term and long-term goals of the organization
- Lead voting and decision-making process for executive team
- Will serve as the President on the Board of Directors (see Bylaws)

Requirements:

- Well connected with a global network
- Thoughtful leader and expert in strategy
- Experience managing a team or organization
- Full embodiment of mission, vision and values
- No ego
- A compassionate heart excited to help serve individuals
- Highly motivated, self-starter, and intrinsically motivated
- A problem solver and not afraid to give any and all ideas
- Loves serving others and motivating a team to also do so

Location: Flexible

Syndio Health Foundation Executive Director Position

Alexis Krcelic (Jan, 2017 - June 14th)
Nadine Smith (June 14th, 2017 ->)Tentatively

This role is responsible for leading and executing the direction of the foundation on a daily basis. This person will work with the entire time to manifest the vision of the foundation and continuously work on the structure, development, and refinement of organizational efficiency.

Responsibilities:

Top Responsibility: executive visionary strategy and lead team

- Work in conjunction with executive team and cross-functional teams to lead product definition and roadmap
- Define and analyze metrics needed to make informed decisions about the foundation
- Co-develop fundraising strategies and targets with strategic advisor (Rob) and help execute on targets
- Create functional specifications, including operational elements such as budgets, grant applications and other organizational procedures
- Manage/oversee development resources and ensure all activities are functioning in alignment with mission, vision, and values
- Act as a figurehead for the organization and be prepared to give presentations, speeches, and talks on the organization when needed
- Co-build and grow partnerships, advisory team and angel investors alongside executive director and executive team
- Oversee the execution of fundraising and operational strategies
- Interview and assist strategic advisor in selection of new-hires + advisors
- Will serve as the Vice-President on the Board of Directors (see Bylaws)

Requirements:

- Experience managing a team or organization
- Detail-oriented, accurate, thorough, ethical
- Aligned with mission, vision and values
- No ego
- A compassionate heart excited to help serve individuals
- Highly motivated, self-starter, and intrinsically motivated
- A problem solver and not afraid to give any and all ideas
- Loves serving others and motivating a team to also do so

Location: Full time position based in either in Chicago, Illinois or Austin, Texas (TBD by July 31st).

Syndio Health Foundation Advisor Role Description

TBD

This role is responsible for advising the team on a variety of topics and specialties. Each advisor is different due to their specific expertise.

Responsibilities:

Top Responsibility: advise when necessary in designated area

Examples of areas with which advisement is needed are:

- iOS and technological development
- Financial
- Strategic
- Medical
- Marketing
- Business Development
- Executive Coaching
- Product and Design

Each role and responsibilities in the role are subjective to the individual's area of expertise.

SYNDIANS

Core Team	Syndian Member	Role
Advisory	Rob Castellanos	Founder + Advisor
Management	Jose Castellanos	CEO
Development	Vera Xu	Front + Back-End Web Dev
	Rachel Rub	Front-End Web + Business
	Adelle Dimitui	Front-End Web Developer
Design	Josh Trangle	Lead Designer
Social Media + Content	Taylor Hooper	Social Media Lead
Accounting Legal	Diana Castellanos	Creative Content + Design
	H R Castellanos	Invoicing & Payroll
	A c Ferrarone	Tax Accountant
Advisory	Sally Caver	Lead Lawyer
	Geiza Vargas	Lawyer
	Alvaro Wilko	Cyber Security Advisor
	Nitin Arya	Development Advisor
	Megan Adolph	Product + Design
Kuenzlen	Marcus Starke	Marketing + Strategy
	John Williams	Marketing + Strategy
	Torsten	Marketing + Strategy

Kennedy	Nancy Grden	Healthcare + Strategy
	Alex Mann	Finance + Strategy
	Wesley	Finance + Strategy
Wayne	Peter Brews	Business Dev + Strategy
	Nicholas	MD + Strategy
	Nadine Smith	Non-Profit Expert

Support Team Advisory Team

Expansion

Syndio Health Foundation, upon recommendations from advisors and research into other similar nonprofit organizations, has plans of expanding our team. We will only be expanding when funds allow. Some of these individuals will be contracted out while others will be full or part-time employees depending on need and our operational budget. We are looking at expanding by adding the following positions:

- COO
- Patient Relations
- Grant Distributor
- Donor Relations
- Content and Brand Director
- Tech
- Graphic Designer

Offerings + Technology

We have several offerings we provide to the public. The first is our health empowerment through generosity of grants. A minimum of ten individuals annually will be able to partake in this generosity. We also offer individuals a place to donate to make the world a better and more healthy place. We also plan on expanding our offerings to eventually education of health, funding research for specific diseases or health afflictions, and personalized donations similar to GoFundMe but specifically for health related needs.

Technologically, we need a beautiful and fully functioning website to be able to offer our grant applicants and our donors the ability to interact with us. Technology plays a huge role in our potential expansion as we would be utilizing our expertise to create new platforms like a GoFundMe or platforms to donate to specific research.

Projections

We have several financial models in place

Statement of Activities

Statement of Financial Position

Syndio Health Foundation Strategic Business Plan Critique

By: Benjamin Bullock, MSW, MPA
Director of Operations, Together SC

Comments on Plan:

The Structure of the Plan follows general formulas for such documents. Some specific comments, questions, and suggestions which I would have, from the perspective of a potential donor/investor, and also as a specialist in nonprofit governance and management are:

1. Starting with the story is great. Check out Simon Sinek's TED Talk "Start with Why" for more ideas on how to refine that storytelling process: https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action
2. In the "Snapshot of Common Problems", I'd suggest citing your sources. As in the academic world, responsible donors will not trust numbers unless they trust the source of those numbers. They may not verify the source, but knowing that you aren't just pulling the numbers out of your head will reassure them.
3. In "Syndio's Solution" you mention a for-profit C-corp, and then explicitly state that you will not discuss it further. Either you should discuss it further, or remove mention of it entirely. As it stands, you tell me that this entity is a part of the solution, but deliberately won't tell me how. Now I want to know what that's about and the relationship between the two. If it's a simple matter that the for-profit will partially fund the nonprofit, then that should be explained. If there is no relationship between the two at all, then at a minimum it's not worth mentioning in this document, but at best, the two entities need to not have the same name. It could create confusion later down the line that could make operations difficult. You may have donors later down the line say, "I've heard about this Syndio Corporation in Delaware, are they related to you?"
4. In the "Competitive Analysis": It's great that you have models in the St. Jude's Foundation and Pan Foundation. If their model works, consider emulating more of it. Donors feel more comfortable if you can show how the model has worked in the past, and how you plan to implement that model. The upside is the comfort, the downside is that if you deviate from the model, donors may want to know why. Also, consider scrapping re-wording the comments about "we have a young team". By and large, your donors will be older than you and may resent the unintentional ageism. Having a young team may not be an asset. Donors prefer experience and proven methods. What makes the nonprofit world different from the business world is that donors are not investing in an individual or group of individuals as much as they are investing in a cause with a clear plan and model. You say, "we plan to become 100% self-sustaining and not simply rely on public donations." How do you plan to be 100% self-sustaining? The funding strategies you propose further on do not provide for that. There are really only two ways a nonprofit can achieve 100% self-sustainability: Through fee-for-service revenue, and from investment revenue. Most of the nonprofit sector's revenue is earned (fee-for-service) but this is skewed by hospitals and universities. Take them out

of the picture, and donations from individuals are the bread and butter of the nonprofit world, and that does not look like it will change soon. <https://givingusa.org/giving-usa-2016/>

5. Structured Strategic Approach: The “basics” are do-able, I’d suggest limiting the scope of the organization’s work by geography (perhaps just the Southeast to start) with plans to expand nationwide. The \$50K goal in the first year is achievable with the right contacts and sufficient effort, but don’t bite off more than you can chew programmatically. \$50K isn’t that much, and first-year operational costs will eat more of that than you think. Be mindful of Charitable registration requirements in every state you plan to solicit donations from. There are vendors that offer multi-state registration.
6. “Funding Strategy”: There is no need and no benefit to separating operational and program funds into separate accounts. This feeds into the worst myths about overhead expenses in the sector. <http://overheadmyth.com/> Very few nonprofits do this, and the ones that do draw the kind of attention to themselves that they do not want. You’ll open yourselves up to accusations of financial trickery, no matter how open the processes are. Better to achieve those goals through honest and reasonable budgeting and accounting. Overall, the 20% overhead ratio is reasonable, but the first year may not look like this, especially if you are planning to pay staff. Be wary of saying you are 100% transparent. That’s an absolutism that cannot be. You won’t be posting your books online, and even some parts of your Form 990 (Schedule B) will not be public information. You do have a responsibility to guard donors’ confidentiality. I would not recommend having separate fundraising campaigns for program and operational expenses. You will have a much harder time getting funding for operational expenses, and you don’t want to give donors the idea of restricting the funds if they do not think of it themselves (and they will) You want to have as much flexibility as you can in allocating funds. You will have precious little, regardless. The “tip” idea on the fundraising page is good idea. Some nonprofits do that as a way of covering credit card processing fees for the transaction.
7. I’m not as familiar with “Angel Investor” appeals, but this proposal looks good. This is a good explanation of what “investment” means in the nonprofit sector. Don’t recommend promising or implying a seat on the board for Angel investors. It’s not a good practice and may invalidate the charitable nature of their contribution. Donors are required to subtract the fair market value of any benefit they receive in exchange for their contribution when they deduct from their taxes. Don’t recommend putting your bank account numbers in the proposal. That’s a minor detail than can be handled once the donor commits, and that should be very closely held information.
8. I don’t have experience on the grantmaking side, but I’d double-check the legal processes for making grants to individuals. It can be done, but there’s a certain way it must be done.

Bylaws Critique:

It's evident that this was taken from an association's bylaws, so there's some language in there about membership that needs to be deleted. Feel free to use text from the Together SC bylaws, as long as you ignore the bits about membership. http://www.togethersc.org/resource/resmgr/files/Together_SC_Bylaws_-_01.31.1.pdf

See my comments in the body of the text below.

BYLAWS

ARTICLE I. NAME OF ORGANIZATION

Syndio Health Foundation

ARTICLE II. CORPORATE PURPOSE

Section 1. Nonprofit Purpose

Syndio Health Foundation's purpose is to alleviate the cost of medical expenses for patients in the United States, and eventually globally, in addition to providing funding and awards for medical research through [tax deductible] donations.

ARTICLE III. BOARD OF DIRECTORS

The membership of the foundation shall consist of the members of the Board of Directors.

Section 1. General Powers

The affairs of the Corporation shall be managed by its Board of Directors. The Board of Directors shall have control of and be responsible for the management of the affairs and property of the Corporation.

Section 2. Number, Tenure, Requirements, and Qualifications

The number of Directors shall be fixed by the Directors but shall consist of no less than three (3) nor more than fifteen (15) including the following officers: the Chairman, the Vice-President, the Secretary, and the Treasurer. The number of directors may be amended by amending these bylaws or by repealing and adopting new ones, as stated in these bylaws.

The foundation Board of Directors is to retain or elect trustees to manage the foundation and review management's performance each year at an annual meeting. Management should be retained or replaced based on this review. The board is authorized to have outside assistance, advisors, attorneys, accountants, and other professionals as needed.

The members of the Board of Directors shall, upon election, immediately enter upon the performance of their duties and shall continue in office until their successors shall be duly elected and qualified. All members of the Board of Directors must be approved by a majority vote of the members present and voting. No vote on new members of the Board of Directors shall be held unless a quorum of the Board of Directors is present.

Newly elected members of the Board of Directors who have not served before shall serve initial one-year terms. At the conclusion of the initial one-year term, members of the Board of Directors may serve additional three year terms. Their terms shall be staggered so that at the time of each annual meeting, the terms of approximately one-third (1/3) of all members of the Board of Directors shall expire. These terms shall be reviewed and renewed or terminated at every annual meeting.

Section 3. Rights of Directors

Each member shall be eligible to appoint one voting representative to cast the member's vote in association elections.

Section 4. Resignation and Termination

Any member may resign by filing a written resignation within 30 days of date of leave. A member can have their membership terminated by a majority vote of the membership.

Section 5. Non-voting Membership

The board shall have the authority to establish and define non-voting categories of membership.

Section 7. Forfeiture

Any member of the Board of Directors who fails to fulfill any of his or her requirements as set forth in Section 2 of this Article by September 1st shall automatically forfeit his or her seat on the Board. The Secretary shall notify the Director in writing that his or her seat has been declared vacant, and the Board of Directors may forthwith immediately proceed to fill the vacancy. Members of the Board of Directors who are removed for failure to meet any or all of the requirements of Section 2 of this Article are not entitled to vote at the annual meeting and are not entitled to the procedure outlined in Section 14 of this Article in these by-laws.

Section 8. Vacancies

Whenever any vacancy occurs in the Board of Directors it shall be filled without undue delay by a majority vote of the remaining members of the Board of Directors at a regular meeting. Vacancies may be created and filled according to specific methods approved by the Board of Directors.

Section 9. Compensation

Members of the Board of Directors shall not receive any compensation for their services as Directors.

Section 10. Advisory Council

An Advisory Council may be created whose members shall be elected by the members of the Board of Directors annually but who shall have no duties, voting privileges, nor obligations for attendance at regular meetings of the Board. Advisory Council members may attend said meetings at the invitation of a member of the Board of Directors.

Members of the Advisory Council shall possess the desire to serve the community and support the work of the Corporation by providing expertise and professional knowledge.

ARTICLE IV. MEETINGS OF DIRECTORS

Section 1. Annual Meetings

An annual meeting of the members shall take place in the month of September 1st, time and location of which will be designated by the chair, or unless another date is voted upon. At the annual meeting the members shall elect directors and officers, receive reports on the activities of the organization, review management's roles and responsibilities, and determine the direction of the organization for the coming year.

Section 3. Special Meetings

Special meetings may be called by the chair, the Executive Director, or a simple majority of the board of directors.

Section 4. Notice

Notice of any special meeting of the Board of Directors shall be given at least five (15) days in advance of the meeting by telephone or electronic methods or by written notice.

Any Director may waive notice of any meeting. The attendance of a Director at any meeting shall constitute a waiver of notice of such meeting, except where a Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. The business to be transacted at, and the purpose of, any regular meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

Section 5. Notice of Meetings

Electronic notice of each meeting shall be given to each voting member, by email, not less than two weeks prior to the meeting.

Section 6. Quorum

A quorum for a meeting of the members shall consist of at least two (2) of the directors on the board.

Section 7. Voting

All issues to be voted on shall be decided by a simple majority of those present at the meeting in which the vote takes place.

Section 8. Parliamentary Procedure

Any question concerning parliamentary procedure at meetings shall be determined by the President by reference to Robert's Rules of Order.

ARTICLE V. OFFICERS

The officers of this Board shall be the President, Vice-President, Secretary and Treasurer. All officers must have the status of active members of the Board.

Section 1. President

The Chairman/President shall preside at all meetings of the membership. The President shall have the following duties:

- a. He/She shall preside at all meetings of the Executive Committee.
- b. He/She shall have general and active management of the business of this Advisory Board.
- c. He/She shall see that all orders and resolutions of the Advisory Board are brought to the Advisory Board.
- d. He/She shall have general superintendence and direction of all other officers of this corporation and see that their duties are properly performed.
- e. He/She shall submit a report of the operations of the program for the fiscal year to the Advisory Board and members at their annual meetings, and from time to time, shall report to the Board all matters that may affect this program.
- f. He/She shall be Ex-officio member of all standing committees and shall have the power and duties usually vested in the office of the President.

Section 2. Vice-President

The Vice-President shall be vested with all the powers and shall perform all the duties of the President during the absence of the latter. The Vice-President's duties are:

- a. He/She shall have the duty of chairing their perspective committee and such other duties as may, from time to time, be determined by the Advisory Board.

Section 3. Secretary

The Secretary shall attend all meetings of the Advisory Board and of the Executive Committee, and all meetings of members, and assisted by a staff member, will act as a clerk thereof. The Secretary's duties shall consist of:

- a. He/She shall record all votes and minutes of all proceedings in a book to be kept for that purpose. He/She in concert with the President shall make the arrangements for

all meetings of the Advisory Board, including the annual meeting of the organization.

- b. Assisted by a staff member, he/she shall send notices of all meetings to the members of the Advisory Board and shall take reservations for the meetings.
- c. He/She shall perform all official correspondence from the Advisory Board as may be prescribed by the Advisory Board or the President.

Section 4. Treasurer

The Treasurer's duties shall be:

- a. He/She shall submit for the Board approval of all expenditures of funds raised by the Advisory Board, proposed capital expenditures (equipment and furniture) , by the staff of the agency.
- b. He/She shall present a complete and accurate report of the finances raised by this Advisory Board and also the Paul Smith Memorial Fund at each meeting of the members, or at any other time upon request to the Advisory Board.
- c. He/She shall have the right of inspection of the funds resting with the organization including budgets and subsequent audit reports.
- d. It shall be the duty of the Treasurer to assist in direct audits of the funds of the program according to funding source guidelines and generally accepted accounting principles.
- e. He/She shall perform such other duties as may be prescribed by the Advisory Board or the President under whose supervision he/she shall be.

ARTICLE VI. CORPORATE STAFF

Section 1: Executive Director

The Board of Directors shall hire an Executive Director who shall serve at the will of the Board. The Executive Director shall have immediate and overall supervision of the operations of the Corporation, and shall direct the day-to-day business of the Corporation, maintain the properties of the Corporation, hire, discharge, and determine the salaries and other compensation of all staff members and perform such additional duties as may be directed by the Board of Directors. The Executive Director shall make such reports at the Board meetings as shall be required by the President or the Board. The Executive Director shall be an ad-hoc member of all committees.

The Executive Director may be hired at any meeting of the Board of Directors by a majority vote and shall serve until removed by the Board of Directors upon an affirmative vote of three-quarters (3/4) of the members present at any meeting of the Board Directors. Such removal may be with or without cause. Nothing herein shall confer any compensation or other rights on any Executive Director, who shall remain an employee terminable at will, as provided in this Section.

ARTICLE VII. – Conflict of Interest and Compensation

Section 1: Purpose

The purpose of the conflict of interest policy is to protect this tax-exempt organization's (Organization) interest when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Section 2: Definitions

- a. Interested Person
- b. Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
- c. [Hospital Insert – for hospitals that complete Schedule C: If a person is an interested person with respect to any entity in the healthcare system of which the organization is a part, he or she is an interested person with respect to all entities in the healthcare system.]
- d. Financial Interest
- e. A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
 - 1. An ownership or investment interest in any entity with which the Organization has a transaction or arrangement,
 - 2. A compensation arrangement with the Organization or with any entity or individual with which the Organization has a transaction or arrangement, or
 - 3. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.

Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

Section 3. Procedures

- a. Duty to Disclose. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
- b. Determining Whether a Conflict of Interest Exists. After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of

a conflict of interest is discussed and voted upon. The remaining board or committee members shall decide if a conflict of interest exists.

Violations of the Conflicts of Interest Policy

1. If the governing board or committee has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
2. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the governing board or committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

c. Procedures for Addressing the Conflict of Interest

1. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.
2. The chairperson of the governing board or committee shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed transaction or arrangement.
3. After exercising due diligence, the governing board or committee shall determine whether the Organization can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to a conflict of interest.
4. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the governing board or committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in the Organization's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

Section 4. Records of Proceedings

The minutes of the governing board and all committees with board delegated powers shall contain:

- a. The names of the persons who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the governing board's or committee's decision as to whether a conflict of interest in fact existed.

- a. The names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

Section 5. Annual Statements

Each director, principal officer and member of a committee with governing board delegated powers shall annually sign a statement which affirms such person:

- a. Has received a copy of the conflicts of interest policy,
- b. Has read and understands the policy,
- c. Has agreed to comply with the policy, and
- d. Understands the Organization is charitable and in order to maintain its federal tax exemption it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

Section 6. Periodic Reviews

To ensure the Organization operates in a manner consistent with charitable purposes and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:

- a. Whether compensation arrangements and benefits are reasonable, based on competent survey information, and the result of arm's length bargaining.
- a. Whether partnerships, joint ventures, and arrangements with management organizations conform to the Organization's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction.

ARTICLE VIII. BOOKS AND RECORDS

The corporation shall keep complete books and records of account and minutes of the proceedings of the Board of Directors.

ARTICLE IX. AMENDMENTS

Section 1. Articles of Incorporation

The Articles may be amended in any manner at any regular or special meeting of the Board of Directors, provided that specific written notice of the proposed amendment of the Articles setting forth the proposed amendment or a summary of the changes to be affected thereby shall be given to each director at least three days in advance of such a meeting if delivered personally, by facsimile, or by e-mail or at least five days if delivered

by mail.

Section 2. Bylaws

The Board of Directors may amend these Bylaws by majority vote at any regular or special meeting. Written notice setting forth the proposed amendment or summary of the changes to be affected thereby shall be given to each director within the time and the manner provided for the giving of notice of meetings of directors.

ADOPTION OF BYLAWS

We, the undersigned, are all of the initial directors or incorporators of this corporation, and we consent to, and hereby do, adopt the foregoing Bylaws, consisting of the ## preceding pages, as the Bylaws of this corporation.

ADOPTED AND APPROVED by the Board of Directors on this ____ day of _____, 20__.

Jose Castellanos, President/Treasurer- Syndio Health Foundation

Alexis Krcelic, Vice President - Syndio Health Foundation

Robert Castellanos, Secretary - Syndio Health Foundation