



# Effective Boards: Why Do We Need a Secretary?

April 30, 2024  
9 a.m. – 12 p.m.  
LISC San Antonio

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Effective Boards Series 2024 Description



## **Program Agenda: Why Do We Need a Secretary?**

**Sponsor Remarks** — Robert Hernandez, PNC

**Introductions: Trainers, Sponsors, Attendees** — Leilah Powell

**Preparing Your Board** — Leslie Palmer

- Role clarity
- Transparency on time commitment
- Recruiting individuals with existing skills
- Supporting board members
- Importance of committee structure

**Recordkeeping and Protecting the Board/Organization** — Douglas A. Poneck

- Stories from real life
- Recordkeeping and documentation
- Building an agenda and structuring an annual calendar
- Proper uses of Executive Session
- The art of taking minutes to protect and support board action

**Break** (15 minutes)

**Secretary Role in the Officer Team** — Margaret Wilson-Anaglia, Leilah Powell

- Preparing for board service
- Board member/officer training
- Understanding officer roles and relationships
- Effectively utilizing the Secretary role, including staffing

**Board Secretary Best Practices** — Gretchen Garceau-Kragh, Leslie Palmer

- Role of the Secretary
- Responsibilities
- Skills, tools, and tactics

**Evaluations**

**Future Dates in the Effective Boards Series:**

- Funders' Perspective on Effective Board      May 15, 2024
- Representing Your Organization                      August 2024
- Recruiting & Orienting Board Members              September 2024

## Speaker Biographies

### **M. Leslie Palmer**

Managing Consultant & Founding Principal | M. Leslie Palmer Consulting Group

After decades of for-profit and nonprofit experience, Leslie decided to strike out on her own, intending to share her expertise with the community, partner with other strong practitioners, and help grow the capacity and success of the nonprofit community in San Antonio and beyond. Previously, Leslie served as the Executive Director of the World Affairs Council of San Antonio, Vice President and Executive Director for City Year San Antonio, and Assistant Vice President of Development for the American National Red Cross.

Professionally, Leslie has significant experience in Board & Leadership Development, Capacity Building, Change Management, Community Collaboration, Fundraising, Marketing & Communications, and Strategic Planning. She has served on numerous boards and is presently Chair of City of San Antonio, Commission on Strengthening Family Well-Being; Vice Chair of Social Venture Partners San Antonio Board of Directors; and Immediate Past Chair of Students of Service – San Antonio, Board of Directors.

Originally from Newport, RI, she has lived in San Antonio, TX for more than 20 years. Leslie is a graduate of Villanova University in Villanova, PA. She has 3 wonderful adult children, a terrific daughter-in-law, two delightful grandsons and a rescued dog. Fun Fact: Leslie was the first female professional fire fighter in the county and city of Newport, RI.

### **Douglas A. Poneck**

Founder & Managing Partner | Escamilla & Poneck, LLP

Douglas A. Poneck is a founder and managing partner for Escamilla & Poneck, LLP, a firm dedicated to representing governmental and quasi-governmental entities and their related non-profits. Mr. Poneck has over 32 years of experience and primarily serves as general counsel to a wide variety of entities, including housing authorities, school districts, workforce development nonprofits, and urban renewal agencies. Mr. Poneck's practice focuses primarily on providing guidance to clients in the areas of governance, employment, education, housing, compliance with transparency laws, and other areas.

### **Margaret Wilson-Anaglia**

Program Officer | LISC San Antonio

Margaret Wilson-Anaglia joined the LISC San Antonio team as a seasoned Program Officer for Economic Development, leading LISC SA's small business ecosystem work to ensure alignment between business development organizations and the small business community. She works hand-in-hand with local organizations to harmonize services throughout the ecosystem while fostering a comprehensive approach to small business support.

With an illustrious career spanning over 30 years, Wilson-Anaglia has honed her skills across diverse sectors, including public, private, non-profit, and entrepreneurial realms. She previously served as the Director of LiftFund's Women's Business Center and has held leadership positions in the City of San Antonio's Economic Development Department and Travelers Insurance. Margaret also runs Al's Gourmet Nuts, a food products firm she established in 2000.

Beyond her professional accomplishments, Wilson-Anaglia is a dedicated community servant with an extensive history of board service. In 2023, she became the first African American woman to hold the position of Port San Antonio Board Chair. Her involvement spans various other organizations, including the Brooks Development Authority Board, Bexar County's SMWBE Advisory Committee, the City of San Antonio Charter Review Committee, Girl Scouts of the Southwest, the Pearl Farmers Market Board, and numerous neighborhood and community groups.

Margaret holds a Master of Arts degree from Trinity University and a Bachelor of Business Administration from the University of the Incarnate Word. Married to Albert, Margaret takes pride in being the mother of two remarkable sons, Joseph and Paul. Her life philosophy revolves around embracing each season of life, with faith and family as top priorities.

## **Gretchen Garceau-Kragh**

### **Grant Strategist & Registered Parliamentarian**

Gretchen parlayed her passion for sports into her first career as an Athletic Trainer, earning her bachelor's degree in Sport Science from Colby-Sawyer College in New London, New Hampshire. As an athletic trainer, she worked at The University of Connecticut, Elmira College, where she earned a Master of Education, the United States Military Academy, Methodist University, and The University of the Incarnate Word, where she led the effort to develop the Athletic Training major while also earning an MBA in Sport Management. Knowing there was more to life than working long hours for little pay, she transitioned into the non-profit world in 2004, where she continues to work long hours for little pay. As a Grants Strategist, she helps non-profit organizations throughout Texas by matching them with funders who believe in their mission.

Gretchen served on the board of directors for the Junior League of San Antonio four times (as Treasurer, Fund Development Chair, President-Elect, and President). She is currently on the boards of Diamond Dachshund Rescue of Texas, the Municipal Golf Association of San Antonio, the San Antonio Women's Golf Association and is currently serving a second two-year term as Secretary of the Association of Junior Leagues, International.

Gretchen became a Registered Parliamentarian in 2021. She became interested in Parliamentarian Procedure after attending a series of King William Neighborhood Meetings, where a small group of residents liked to control the meetings to get their way. She decided it was necessary to become well versed in Parliamentarian Procedure to fact check the vocal minority and to ensure that the rights of all members were protected.

In her spare time, Gretchen serves as the manager for her pseudo famous cats, Coconut and Nutmeg. She and her husband John, a retired Army colonel, live in a money pit in the

King William historic district of San Antonio, where they hope to live long enough to see the end of its current renovation. They are both avid golfers, having played golf in 38 states and seven foreign countries. They have also visited sixteen of the thirty major league baseball parks.

## **Leilah Powell**

Executive Director | LISC San Antonio

Leilah Powell is the Executive Director of the San Antonio office of LISC, a national nonprofit and Community Development Financial Institution. LISC San Antonio's mission is to work in community to build wealth, health, and power for excluded and disinvested populations by expanding capacity and leading systems change.

A native San Antonian, Leilah has worked in many areas of the community development sector in San Antonio—for financial institutions such as Bank of America; non-profit organizations such as the San Antonio Housing Trust and the Brackenridge Park Conservancy; as a consultant for clients including the San Antonio River Authority, Bexar County, and Trinity University; and for municipal and county government, including as Chief of Policy for two mayors.

Leilah has served on numerous boards, including the American Institute of Architects (AIA) San Antonio, the San Antonio Section of the Texas Chapter of the American Planning Association, and her neighborhood association. She recently completed her term as President of the Board of Close to Home (previously South Alamo Regional Alliance for the Homeless or SARAH), and she currently serves as a Commissioner for Opportunity Home.

She holds a master's degree in Community and Regional Planning from the University of Texas School of Architecture and a bachelor's degree from Stanford University.

# LISC SAN ANTONIO

## ABOUT

### Local Initiatives Support Corporation

Together with residents and partners, LISC's 38 local offices help forge resilient and inclusive communities of opportunity across America.

## MISSION

Working in community to build wealth, health and power

## STRATEGY

Expanding local partners' capacity  
Advocating for & leading systems change

## VALUES

People are at the center of our work  
We move at the speed of trust

## VISION

A community in which residents are empowered to achieve their aspirations

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## Presenters & Speakers

### Leslie Palmer

Managing Consultant & Founding Principal | M. Leslie Palmer Consulting Group

### Douglas A. Poneck

Founder & Managing Partner | Escamilla & Poneck, LLP

### Margaret Wilson-Anaglia

Program Officer | LISC San Antonio

### Leilah Powell

Executive Director | LISC San Antonio

### Gretchen Garceau-Kragh

Grant Strategist & Registered Parliamentarian

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# 2024 EFFECTIVE BOARDS

LISC San Antonio



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## WELCOME TO WHAT DOES A BOARD SECRETARY DO?

While the board as a whole is responsible for effectively governing an organization, the officers are responsible for leading and operating the board. They ensure the necessary tasks are completed smoothly and promote a positive board culture.



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# TODAY'S CONVERSATION

- MISSION, VISION, VALUES
- ACCOUNTABILITY
- GOVERNANCE VS MANAGEMENT
- BOARD DEVELOPMENT
- SKILLS & RESPONSIBILITIES
- DELEGATION & COMMITTEES

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## KNOW THY MISSION, VISION & VALUES

- Know what problem you are trying to solve.
- Know how you go about solving that problem.
- Know the values your organization abides by.

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# ACCOUNTABILITY

America's charitable nonprofits rely on the public trust to do their work and advance their missions. That is why it is so important that charitable nonprofits continuously earn the public's trust through their commitment to ethical principles, transparency, and accountability.

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# GOVERNANCE VS MANAGEMENT

"Governance" is the strategic task of setting the organization's goals, direction, limitations and accountability frameworks.

"Management" is the allocation of resources and overseeing the day-to-day operations of the organization.

One way to think about this is that Governance determines the "What?" - what the organization does and what it should become in the future. Management determines the "How?" - how the organization will reach those goals and aspirations.

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# BOARD DEVELOPMENT

- Clarity of roles
- Transparency on time commitment
- Recruit for skill set as well as passion
- Build a bench
- Seek professional development
- Work within a committee structure

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# SKILLS & RESPONSIBILITIES

## SKILLS

- administrative support
- collaboration
- committee management
- compliance
- communication
- interpersonal
- office management
- proactive
- scheduling
- secretarial

## RESPONSIBILITIES

- Document meeting, correct minutes
- Maintaining records
- Oversee execution of board resolutions
- Compliance oversight
- Prepare and distribute meeting agendas and related materials
- Manage board membership list and assignments
- Organize board assessment

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# DELEGATION & COMMITTEES

Don't go it alone...Engagement of board members is a key indicator of success...Accountability matters

Committees - varies by needs of organization

- Executive: Officers
- Standing: Fundraising, Finance, Governance, Communications
- Ad-Hoc: temporary such as an event

Small board model:

- Governance (Executive) - board development, meetings and performance
- Internal - finance, investments, personnel
- External - fundraising, marketing, communications, pr



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# CONTACT US



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# LSC SAN ANTONIO

## NONPROFIT BOARD SECRETARY

### QUALIFICATIONS

- Strong communication skills
- Ability to prioritize tasks
- Familiarity with nonprofit's structure

### DUTIES

- Record and distribute board meeting minutes
- Maintain accurate records
- Schedule regular board meetings
- Oversee board membership list including current contact information
- Track terms
- Support board orientation

### BEST PRACTICES

1. Maintain a board binder that contains key documents. As we explored earlier, successful documentation is a vital part of the secretary's role. As such, this individual will find it easiest to maintain a binder (whether physical or virtual) that contains governing documents, key governance policies, previous meetings' minutes, and any other critical resources. Consider using secured electronic storage of key documents just to be safe!
2. Understand what information to record during meetings. When recording minutes, the secretary should be comprehensive while simultaneously aware and sensitive to any special or confidential information discussed. If this ability doesn't come naturally, the board secretary should put extra effort into learning what information to exclude instead of creating transcripts of each meeting.
3. Keep the organization's best interests front of mind. The board secretary is a representative of the nonprofit, both inside and outside of the boardroom. Therefore, this individual should invest special time in learning about the nonprofit's inner workings to keep its best interests at heart with decisions and accurately represent the mission to the public.

XYZ NON-PROFIT ORGANIZATION

MEETING MINUTES TEMPLATE

November 11, 2021

The regular meeting of the XYZ Non-Profit Organization was held on (DATE) at (TIME) at (LOCATION), the President being in the chair and the secretary being present. A quorum of board members was also present.

The minutes of the (DATE) meeting were approved as presented/corrected.

The President's report was received and placed on file.

The Treasurer reported the receipt of a bill from the Downs Construction Company in the amount of \$5,000 for the improvements recently made to the organization's headquarters. Joe Smith motioned that the bill be paid. The motion was adopted.

Ms. Johnson, reporting on behalf of the membership committee, moved "that John R. Brown be admitted to membership in the society." The motion was adopted after debate.

Mr. Gordon moved "that the organization conduct a 5K fundraiser." Ms. Thomas moved to amend the motion by inserting the words "and 10K" after 5K. The motion, with pending amendment, was referred to the fundraising committee with instructions to report back at the next regular meeting.

The special committee that was appointed to investigate and report on securing additional parking near the organization's building presented their findings and recommended the organization rent 20 parking spaces from the Starbucks located adjacent to the organization's facility. The question will be put to a vote at the next regular board meeting.

The President introduced the guest speaker, Mr. Jon Bon Jovi, whose presentation was "How to Live on a Prayer." The President thanked Mr. Bon Jovi for conducting the presentation.

There being no further business, the meeting adjourned at (TIME).

Cindy Lou Who  
Secretary

Minutes Approved: (DATE)

# Board Secretary

## Roles and Responsibilities

### Entity/Board support

#### Duties of all Nonprofit Boards:

- **Care**—act as an ordinarily prudent person would (stay informed, read materials/minutes, ask questions in order to make proper governance decisions)
- **Loyalty**—be faithful to the organization and show undivided allegiance to the welfare of the organization (have conflict-of-interest policies and practices, disclose conflicts promptly, address conflicts of interest directly)
- **Obedience**—follow applicable laws and policies (be familiar with the applicable rules and ask for clarifications when in doubt)

#### Secretaries can be a critical resource to protect the entity and Board:

##### Organizing the year:

- Annual calendar, which would include noting dates of regular meetings
- Deadlines for matters to be accomplished by the Board

##### Preparing each meeting:

- Agendas for board meetings (and committee meetings)
- Board materials containing substantial background information to assist with meeting preparation
- Logistics for distribution and use of prepared Board materials, keeping in mind confidentiality concerns
- Minutes of meetings of the Board

##### Ensuring recordkeeping:

- Records of materials provided to the Board to substantiate Board actions
- Overall entity records management oversight

##### Governance management assistance:

- Monitoring corporate governance and other developments that the board and/or its committees need to know and taking the steps necessary to comply with changing regulatory and other requirements
- Board training

### **Board officer support**

#### **Assisting the President/Vice President with information to best lead the Board:**

- Providing a synopsis of how Board meetings are being organized
- Summarizing what the Board has been provided for Board meetings and how information has been distributed
- Being on the same, correct\*, page of how meetings will proceed, what actions may be taken, and when executive sessions or Board-only sessions may be necessary (\*considering applicable laws, bylaws, prior actions, etc.)
- Performing the duties of the President, such as conducting Board meetings, providing staff with guidance, and executing documents on behalf of the Board, all when time is of the essence and immediate action is necessary
- Serving as a sounding-board resource to the President and Vice President

### **Risks and Pitfalls of ineffective processes and recordkeeping**

- Ultra Vires actions (not acting within legal jurisdiction or authority)
- Illegal or improper meetings (void or voidable acts)
- Impermissible closed sessions (potential criminal and civil penalties)
- Lack of documentation = it didn't happen (weakening or undermining the entity's legal position)
- Credibility (and support) loss

### **General Resources**

#### **How Nonprofits are formed and maintain their status:**

- IRS—Exempt Organizations Section
- Secretary of State—Nonprofit Organizations



## Duties of a Secretary:

### Robert's Rules of Order

**Secretary.** The recording officer is variously called Clerk, or Secretary, or Recording Secretary (where there is also a Corresponding Secretary), or Recorder, or Scribe, etc. The secretary is the recording officer of the assembly and the custodian of its records except such as are specifically assigned to others, as the treasurer's books. These records are open, however, to inspection by any member at reasonable times, and where a committee needs any records of a society for the proper performance of its duties, they should be turned over to its chairman. The same principle applies in boards and committees, their records being accessible to members of the board or committee, as the case may be, but to no others.

In addition to keeping the records of the society and the minutes of the meetings, it is the duty of the secretary to keep a register, or roll, of the members and to call the roll when required; to notify officers, committees, and delegates of their appointment, and to furnish committees with all papers referred to them, and delegates with credentials; and to sign with the president all orders on the treasurer authorized by the society, unless otherwise specified in the by-laws. He should also keep one book in which the constitution, by-laws, rules of order, and standing rules should all be written, leaving every other page blank; and whenever an amendment is made to any of them, in addition to being recorded in the minutes it should be immediately entered on the page opposite to the article amended, with a reference, in red ink, to the date and page of the minutes where it is recorded.

In addition to the above duties, when there is only one secretary, it is his duty to send out proper notices of all called meetings, and of other meetings when necessary, and to conduct the correspondence of the society, except as otherwise provided. Where there is a Corresponding Secretary these duties devolve on him, as well as such others as are prescribed by the by-laws. The by-laws should always clearly define the additional duties of the corresponding secretary if any are to be imposed on him. When the word "secretary" is used it always refers to the recording secretary if there is more than one.

The secretary should, previous to each meeting, for the use of the chairman, make out an order of business, showing in their exact order what is necessarily to come before the assembly. He should also have, at each meeting, a list of all standing committees, and such special committees as are in existence at the time, as well as the by-laws of the organization and its minutes. His desk should be near that of the chairman, and in the absence of the chairman (if there is no vice president present), when the hour for opening the session arrives, it is his duty to call the meeting to order, and to preside until the election of a chairman pro tem., which should take place immediately. He should keep a record of the proceedings, stating what was done and not what was said, unless it is to be published, and never making criticisms, favorable or otherwise, on anything said or done. This record, usually called the minutes, is kept as explained in the next section. When a committee is appointed, the secretary should hand the names of the committee, and all papers referred to it, to the chairman of the committee, or some other of its members. He should indorse on the reports of committees the date of their reception, and what further action was taken upon them, and preserve them among the records, for which he is responsible. It is not necessary to vote that a report be "placed on file," as that should be done without a vote, except in organizations that habitually keep no records except their minutes and papers ordered on file.



# **Be: Legal >>> Appropriate >>> Effective**

**(A scale of standards and goals for any Board)**

## **I. Legal Authority**

**(Standard/Goal: complete and obvious compliance)**

- Enabling laws and rules (*Texas Nonprofit Corporation law; Board articles of incorporation/bylaws; etc.*) empower Boards to be the nonprofit's highest authority, but with certain limitations
- Duties of a Board vs. individual Board Members vs. the Superintendent
- Violations of civil or criminal laws (*e.g. duty to always protect the entity from mis-, mal- and nonfeasance*)
- Individual liability
  - Conflicts of interest
  - Responsibility to the nonprofit
  - Acting without authority/"*ultra vires*"
- Monoliths and silos aren't in the specs and aren't built to include everyone

## **II. Appropriate and Ethical Conduct**

**(Standard/Goal: doing the right thing at all times)**

- Sometimes it's clear (*e.g. abstaining from Board votes involving you or a relative*), but sometimes there is no bright line measure. (*3 buckets*)
- Board duties vs. Board member duties (*Bylaws*)
- Simple practices will help a Board and individual Board members navigate issues and concerns.
  - "Watergate + 1"
  - Head on the pillow and yard sign/front page
  - Use sounding boards
  - Truth, accountability and transparency in all things and with everyone

**III. Effective Governance (Think organizationally. Act organizationally)**  
**(Standard/Goal: getting the ship of state (“SS ABC Nonprofit”) to its destination at the appointed hour in the manner intended)**

- Strategic planning and commitment to the plan gets you where you want to be; reacting to what’s in front of you (or put in front of you) only addresses short term issues. (*Willy Wonka vs. Lucy and the chocolates*)
- State law empowers the Board to act for the nonprofit, but state law provides much less, if any, power to an individual Board member. (*No superheroes*)
- Only the Board directs the Executive Director >> only the Executive Director directs staff >> “micromanagement” occurs when the Board directs the Executive Director/staff on an administrative function or a Board member directs the Executive Director or staff on anything.
- Each Board member should only do those things that are within the Board’s knowledge and granted authority. (*be legal and appropriate in all things*)
- The Board should clearly exhibit legal, appropriate, and effective behaviors to achieve the goals of the nonprofit as defined by the Board.

**Note: The scale of legal compliance, appropriate oversight, and effective governance is a continuously regenerating, cyclical process that never ends.**

# Effective Boards Series 2024

Upholding the Public Trust	Thursday, February 15 3 - 4:30 p.m. Zoom
What Does a Treasurer Do?	Tuesday, February 27 9 a.m. - 12 p.m. Geekdom
So, You Want to be President	Tuesday, March 26 9 a.m. - 12 p.m. Geekdom
Why Do We Need a Secretary?	Tuesday, April 30 9 a.m. - 12 p.m. LISC San Antonio
Funders' Perspectives on Effective Boards	Wednesday, May 15 9 - 10 a.m. Zoom

Representing Your Organization	August In-Person
Recruiting & Orienting Board Members	September Zoom
Fundraising for Board Members	October Zoom
Board Member Journey	November In-Person



**Effective Boards** provides training opportunities for local non-profit staff and board members to better understand the board of directors' roles and responsibilities and to support board function for overall healthier nonprofit organizations.

The San Antonio office of Local Initiatives Support Corporation (LISC) developed the Effective Boards series in 2023 after hearing from multiple local partners who wanted to improve their boards' operations, and from funders committed to expanding capacity in our sector.

For 2024, the series has been refined based on participant feedback and emerging needs. New this year are specific training opportunities will be offered for active or aspiring board presidents, treasurers, and secretaries to help individuals develop the knowledge and skills needed to effectively serve in these roles.

With support from PNC Bank to offset costs, LISC San Antonio has committed to offering the **Effective Boards Series** on an annual basis from 2024-2026, free of cost to participants.

The inaugural **Effective Boards Series** included seven training sessions—mostly virtual, with two in-person events—which were attended by a total of 140 participants representing about 40 unduplicated organizations. 100% of survey respondents over the course of the series expressed that the trainings provided useful information and that they would recommend the sessions to others.

This year's **Effective Boards Series** sessions are outlined above—save the dates and join us! Session descriptions can be found on the reverse page.



### **Upholding the Public Trust**

Thursday, February 15, 3 – 4:30 p.m.

Zoom

Review the public purpose of not-for-profit organizations to deepen understanding of organizational and board member roles and responsibilities, including regulatory, legal, and ethical obligations.

### **What Does a Treasurer Do?**

Tuesday, February 27, 9 a.m. – 12 p.m.

Geekdom

Explore legal and practical considerations and obligations of the Board Treasurer, including fiduciary responsibilities, key skills required and how to develop these skills, and common challenges.

### **So, You Want to be President**

Tuesday, March 26, 9 a.m. – 12 p.m.

Geekdom

Explore legal and practical considerations and obligations of the Board President, including running productive meetings, supporting board members, building a relationship with the CEO/ED.

### **Why Do We Need a Secretary?**

Tuesday, April 30, 9 a.m. – 12 p.m.

LISC San Antonio

Explore legal and practical considerations and obligations of the Board Secretary.

### **Funders' Perspectives on Effective Boards**

Wednesday, May 15, 9 – 10 a.m.

Zoom

A diverse panel of funders discusses what they look for in a board before they invest, including red flag behaviors that cause them to be cautious.

### **Representing Your Organization: Communications for Board Members**

August – In-Person

Develop skills around promoting and representing your organization in a range of situations, including advocacy and fundraising, and discuss how to prepare for, respond to, and recover from negative media coverage.

### **Recruiting and Orienting Board Members**

September – Zoom

Discussion by nonprofit leaders on how to engage board members around your organization's mission, vision, values, and goals, including approaches to board recruitment and education to lay the foundation for effective engagement.

### **Fundraising for Boards Members**

October – Zoom

Building on skills developed in earlier sessions, board members will learn how they can work with staff to establish and maintain relationships with current and potential funders.

### **Board Member Journey**

November – In-Person

Personal reflections from board members and leaders on the pathway to creating an effective board, including practical approaches to engagement, education, and recruitment.

All sessions are available free of charge thanks to funding from PNC Bank to offset costs associated with this training series. Thanks to Geekdom as well for hosting us for the initial in-person sessions.



In the San Antonio office of Local Initiatives Support Corporation (LISC), our mission is to work in community to build wealth, health and power for people who

have been systematically excluded or disadvantaged. We carry out this work by expanding local partners' capacity and advocating for and leading systems change. We believe that people are at the center of our work—we move at the speed of trust. Our ultimate goal is to support a community in which residents are empowered to achieve their aspirations for themselves, their families and their neighborhoods.

[www.lisc.org/san-antonio](http://www.lisc.org/san-antonio)

## **Get Updates on the Effective Boards Series**

To make sure you hear about event updates and changes, submit your email via the survey below. Use the QR code or link to access the survey!



<https://tinyurl.com/effective-boards-updates>