

FOUNDATION

For A Healthier West Orange

BOARD MEETING MINUTES Thursday, February 12, 2026, at 8:30 a.m. 1200 E. Plant Street, Ste. 220 Winter Garden, FL 34787

The HWO, Inc., DBA Foundation for a Healthier West Orange (the "Foundation") Board of Directors met on Thursday, February 12, 2026. Board Chair J. Whiddon called the meeting to order at 8:35 a.m. A quorum was established, with the following **Directors Present:** B. Spong (virtual), C. Evans, J. Whiddon, K. Vargas, and N. Sutton. **Directors Absent:** None. **Staff Present:** T. Swanson, P. Brown, and K. Carter. **Guests:** J. Jonasen of Gunster, and C. Trout of Donlon Consulting (virtual).

PUBLIC COMMENT

No members of the public were in attendance; therefore, no public comment period was necessary.

CONSENT AGENDA

Board Action: Upon a motion duly made and seconded, the Board unanimously approved the Consent Agenda which included minutes of the HWO Inc., dba Foundation for a Healthier West Orange Board Meeting held on Wednesday, December 10, 2025 and the Finance Committee Report which included the HWO Inc. and Affiliates December FYE2026 Finance Reports and the December 31, 2025, Mariner Investment Performance Review and Flash Report.

HWO, INC. FYE 2025 AUDIT

J. Whiddon called upon P. Brown to present the audit review for HWO, Inc., dba Foundation for a Healthier West Orange, for the fiscal year ending September 30, 2025.

P. Brown reported that F. Halikman and L. Miranda of Forvis Mazars, LLP, met with the Finance Committee to review the draft audit. The auditors noted no issues, and Forvis Mazars issued an unqualified opinion on the financial statements.

B. Spong reported that the Finance Committee unanimously approved the audit of the HWO, Inc. Consolidated Financial Statements for FYE 2025 and recommended that the audit be presented to the HWO, Inc. Board for approval.

Board Action: Upon a motion made and seconded, the HWO Inc. Consolidated Financial Statements audit for the fiscal year ended September 30, 2025, signed by Forvis Mazars, LLP, Certified Public Accountants, was unanimously approved.

MISSION ADVANCEMENT

T. Swanson provided an overview of ongoing District Grant activities, including a review of both short-term and long-term funding commitments. An update on the current financial status of

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Foundation Grants was also presented, with a particular focus on the funding analysis of the Creative Aging Grant.

The Board reviewed the Robert Wood Johnson (RWJ) health measures. Healthy dialog ensued and discussion concluded with confirmation of priorities and acknowledgement that the work of the Foundation contributes to minimizing preventable hospital stays.

T. Swanson further reported that a strategic health investment from 100 Women Strong was recently awarded to a local Maternal Health nonprofit organization. An update on Maternal Health initiatives was also provided, including plans for an upcoming Presumptive Eligibility for Pregnant Women (PEPW) focused event.

BOARD RETREAT ACTIONS AND PRIORITIES

T. Swanson presented bylaw considerations developed by staff for Board review. After discussion, the Board determined that a special meeting would be scheduled for April 14th to focus exclusively on proposed bylaw revisions. Staff will work with legal counsel to prepare draft language for Board review prior to that meeting.

T. Swanson and C. Trout presented considerations regarding potential Board expansion, including the addition of two new members in 2026. The Board agreed to move forward with engaging an identified candidate of interest for final evaluation at a proposed April Board meeting. Board members also agreed to begin sourcing and identifying additional prospective candidates for future consideration.

ORGANIZATIONAL STRUCTURE

T. Swanson presented the long-term vision for enhancements to the organizational structure of HWO, Inc. She noted that the organization has historically operated on a program-by-program basis; however, as the team and scope of work continue to expand, this model is no longer sustainable. She introduced a more integrated operating model designed to align strategy, staffing, and impact across initiatives. Following discussion, the Board expressed support for moving forward with the proposed operating model.

EXECUTIVE COMPENSATION

T. Swanson and J. Jonasen reviewed the process for determining CEO compensation, and T. Swanson provided updated data on CEO compensation (from publicly available information) for the comparable organizations identified in the 2023 Quatt compensation study. T. Swanson and other staff then left the meeting.

The Board then considered the process for determining CEO compensation, noting its previous determination to rely on updated, publicly available data in the years between formal compensation studies. The Board then reviewed the median compensation levels for CEOs of comparable organizations, noting that the Board had previously adopted a philosophy that the compensation of the CEO of the Foundation should be consistent with the market median ($\pm$

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10%). Based upon that review, and the performance of T. Swanson, the Board determined that T. Swanson's compensation for the coming fiscal year should be increased by five percent (5%).

T. Swanson then rejoined the meeting, at which time the Board shared comments with her regarding her excellent performance and areas of focus for the current year.

Board Action: Upon a motion duly made and seconded, the Board unanimously approved a five percent (5%) increase to the CEO's salary, effective retroactively to the beginning of the fiscal year (October 1, 2025); and the Board further determined that the Foundation would have a new compensation study prepared in 2026 for use in the compensation process for the CEO and four senior executive positions for the 2027 fiscal year.

OPERATIONS UPDATE

T. Swanson and K. Carter summarized the status of ongoing operations work.

Healthy West Orange, LLC Update: K. Carter reported that Q1 digital performance remains on track. She highlighted the success of a special opt-in email campaign that culminated in an in-person event, noting strong conversion from digital engagement to live participation. She also reported on the continued success of Westly's Mile, the 9th Annual Westly's 5K, and increased HUBB usage during the first quarter.

HWO Holdings, LLC Update and Community Space usage was presented. The Board agreed to allow Suite 150 to remain vacant for the next three months to utilize and evaluate it and, in the interim leverage Tracy for nonprofit purposes, including hosting the Maternal Health PEPW one day event.

Creative Aging Update: T. Swanson provided an overview of Vibrant and shared updates on key strategic focus areas, including the transition to a more member-led model in Winter Garden/Ocoee, exploration and launch planning for Dr. Phillips, evaluation of transportation solutions, and funding and risk considerations. She also outlined key 2026 roadmap milestones and provided a brief team and infrastructure update, including leadership transition and enhanced data and communications support.

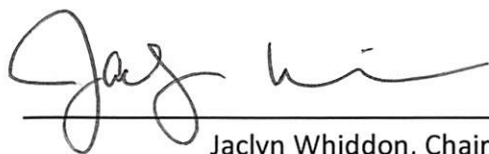
CEO REPORT

T. Swanson mentioned she would be sending community event opportunities in an email.

OPEN FORUM

No additional topics.

The meeting was adjourned at 12:56 p.m.



Jaclyn Whiddon, Chair