

**SHOES THAT FIT  
BOARD MEETING MINUTES**

January 30, 2020

Members Present: Tony Ramos (Chair); Ron Cohen; Rick Duque; Stig Lanesskog; Genoveva Meza Talbott; Bob Montgomery; Ann Morgan; Andrew O'Boyle (by phone); Carole Pelton; Cris Stark; Heidi Stoecklein (by phone); Mary Trigg

Members Absent: Tai Collins; Juli Hester; Wayne McDonnell; Karen Taylor Herring

Staff Present: Amy Fass, CEO; Karen McMillen, Vice President of Operations

**I. WELCOME & INTRODUCTION**

The Board meeting was called to order at 5:05 pm by Board Chair Tony Ramos. Tony introduced new Board Member Bob Montgomery.

**II. CONSENT AGENDA**

The Consent Agenda was moved and approved.

**III. BOARD CHAIR'S REPORT**

Tony Ramos reviewed the calendar of Board meetings for 2020 and reminded the Board to submit their annual Board Pledge and Conflict of Interest forms to Amy Fass, and gave details about the February 27<sup>th</sup> Open House event.

**IV. GOVERNANCE REPORT**

Ann Morgan and Tony Ramos reported on their meeting with prospective new Board Member Lisa Crosmer and nominated her for appointment to the Board. The nomination was moved and approved.

**V. FINANCE COMMITTEE REPORT**

Stig Lanesskog reported on the Financials as of December 31, 2019. The year ended strong with a surplus. The Finance Committee approved carrying forward an additional [amount redacted] in funds raised in 2019 for 2020 expenses. Gould Asset Management presented their year-end report on our investment portfolio which was up 19.14% for the year. Gould advised expectations for 2020 performance to be more in line with historical averages for the portfolio.

Amy Fass proposed changing the Fiscal Year to July 1 - June 30 to align with our operational year. She advised that there would be a six month stub period this year that would be reported on and explained in our next Annual Report. The request was moved and approved.

**VI. PROGRAM COMMITTEE REPORT**

Genoveva Mesa Talbott reported that the Program Committee will alternately analyze numbers of children served and program initiatives for their 2020 quarterly meetings. She

presented a list of topics that have historically been covered by the Program Committee and invited the Board to reach out to her if they have suggestions for topics for the Committee to review in 2020.

VII. MARKETING AND DEVELOPMENT COMMITTEE REPORT

Cris Stark reported that the committee is planning for the November 2020 event at Padua Hills Theater. Crist invited interested Board members to join the event planning committee. The theme will be the Magic of Shoes and a magician and MC have been booked for the event. The committee is currently reviewing potential sponsorship levels and lists of potential sponsors. The Board discussed potential sponsorship levels and recommended that the committee continue to discuss and come up with recommendations.

VIII. CEO REPORT

Amy reported that the Agua Caliente Clippers will be featuring Shoes That Fit on March 6<sup>th</sup> with fundraising and awareness activities at their game. Shoes That Fit will receive 100 tickets to use as it sees fit. The Board discussed possible opportunities for the tickets.

Amy reported on progress on the Strategic Plan's goals and strategies.

IX. EXECUTIVE SESSION

The Board met in Executive Session from approximately 6:45 – 6:50.

The meeting was adjourned at approximately 6:50 pm.

Respectively submitted by Karen McMillen.

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Ron Cohen, Secretary

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Date

**SHOES THAT FIT**  
**BOARD MEETING MINUTES**

March 26, 2020

Via Zoom Videoconference

Members Present: Tony Ramos (Chair); Ron Cohen; Lisa Crosmer; Rick Duque; Juli Hester; Stig Lanesskog; Genoveva Meza Talbott; Ann Morgan; Andrew O'Boyle; Carole Pelton; Cris Stark; Karen Taylor Herring; Mary Trigg

Members Absent: Tai Collins; Wayne McDonnell; Bob Montgomery; Heidi Stoecklein

Staff Present: Amy Fass, CEO; Karen McMillen, Vice President of Operations

Guests: Jeff Werner, Werner and Company, Inc.

I. WELCOME & INTRODUCTION

The Board meeting was called to order at 5:02 pm by Board Chair Tony Ramos. Tony introduced new Board Member Lisa Crosmer.

II. CONSENT AGENDA

The Consent Agenda was moved and approved.

III. 2020 AUDIT PRESENTATION

Jeff Werner of Werner and Company, Inc., presented the 2020 Audit Report. Andrew O'Boyle asked about changes in accounting principles for next year. Mr. Werner explained that whereas lease obligations this year are explained in the audit notes, lease obligations next year will need to be included in the financial statements both as assets and liabilities. Andrew asked about changes in revenue recognition standards and Mr. Werner explained that will not apply to us as we record our monetary contributions on a cash basis and donated goods in the same time period as we receive them. On recommendation from the Audit Committee, the 2020 Audit Report was accepted by the Board. After his presentation, Mr. Werner left the meeting.

IV. BOARD CHAIR'S REPORT

Tony Ramos encouraged Board members to finalize their Board pledges for the year and to consider giving early or monthly to help offset potential cash flow shortages due to the COVID-19 pandemic. Tony also reported that the Board will host a tasting site for Shoes That Fit at this year's Claremont Village Craft Beer Walk on June 13<sup>th</sup>. He asked Board members to save the date and plan to sign up for a shift.

V. CEO UPDATES

Amy Fass reported on several changes to operations due to the COVID-19 pandemic. She reported that the Shoes That Fit office is now working primarily remotely, all travel has been canceled and our spring shoe deliveries have all been postponed. Board and committee meetings will continue via video conference. We are still serving local social

service agencies through the warehouse. She also reported that we have received a \$20,000 donation from a foundation in recognizing potential cash flow issues in response to the COVID-19 pandemic. Amy also reported that we will receive a \$200,000 donation from [donor name redacted] to help 4000 children in Los Angeles and 4000 children in Dallas this fall. Amy also reported that a pending retail partnership will not move forward and that due to the COVID-19 pandemic, [donor name] will have to postpone their offer to redesign our logo until a later date. Amy reiterated that any potential logo changes are the Board's decision. Andrew O'Boyle stated that the Board should be sure to bring Shoes That Fit founder, Elodie McGuirk, into any potential logo redesign process. Amy listed several ways that Board members can help during this time.

The meeting was adjourned at approximately 5:47 pm.

Respectively submitted by Karen McMillen.

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Ron Cohen, Secretary

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Date

**SHOES THAT FIT**  
**BOARD MEETING MINUTES**

May 28, 2020

Via Zoom Videoconference

Members Present: Tony Ramos (Chair); Ron Cohen; Tai Collins; Lisa Crosmer; Rick Duque; Juli Hester; Stig Lanesskog; Genoveva Meza Talbott; Bob Montgomery; Ann Morgan; Andrew O’Boyle; Carole Pelton; Cris Stark; Heidi Stoecklein; Karen Taylor Herring; Mary Trigg

Members Absent: Wayne McDonnell

Staff Present: Amy Fass, CEO; Karen McMillen, Vice President of Operations, Lexie Flores, Program Coordinator, Michele Weatherholt, Program Specialist, Gaby Martinez, Operations and Program Coordinator

I. WELCOME & INTRODUCTION

The Board meeting was called to order at 5:03 pm by Board Chair Tony Ramos.

II. VOLUNTEER PROGRAM PRESENTATION

Karen McMillen, Lexie Flores, Michele Weatherholt and Gaby Martinez reviewed the Volunteer Chapter Program, outlining performance, challenges and opportunities, and plans to keep volunteer groups active and engaged through the challenges of the coronavirus pandemic.

III. CONSENT AGENDA

The Consent Agenda was moved and approved.

IV. BOARD CHAIR’S REPORT

Tony Ramos thanked the Board for their attendance. He reminded them that some foundations look at Board meeting attendance when considering whether to fund an organization. Tony also noted that 100% of the Board has sent in their pledges. Tony reported that the Claremont Village Blues and Brews Beer Walk has been cancelled for 2020.

V. “STATE OF THE UNION”

Amy Fass invited the Board to a Marketing and Development meeting on Tuesday, 6/2 at 3pm. She presented a situation update that reviewed the organization’s current finances and operations as well as scenario planning in light of the coronavirus pandemic. We know that access to children will be a challenge for our organization, large events will likely not be allowed and we expect a decrease in business sponsorships. Amy reported that Foundation funding at this point is equally likely to increase or decrease depending on how Foundations see their priorities in light of the pandemic. Shoes That Fit can be seen as a “front line” helper since shoes are considered an essential item, and that could increase our

visibility. Amy noted the potential for increase in individual donations as people look for ways that they can help. Amy also reported that the pandemic gives our organization an opportunity to try new things and make new strategic partnerships. The bottom line is that our organization is solid and positioned well to face the challenges ahead for the remainder of 2020. However, the financial impacts of the pandemic are likely to affect our 2021 budgeting. Amy also reported that Advisory Board member Michele Love is no longer with [company name redacted], but has been working to develop a partnership with Shoes That Fit and [partner name redacted] that has the potential to create a source of shoes for both organizations. Amy will keep the Board informed as that project progresses.

#### VI. FINANCE COMMITTEE REPORT

Stig Lanesskog reviewed our Balance Sheet and Income Statement as of April 30, 2020. Comparing the year-to-date of April 2019 to April 2020 shows our current financials stronger than at this time last year. Stig reported that our cash balance is down and that is something to keep an eye on, but overall the organization's financial position is strong. Stig reported that the Finance Committee has affirmed Amy's recommendation not to enact cost cutting measures at this time based on the current financials and scenarios but to closely monitor the situation. Stig also reported that the Finance Committee has recommended not to pursue a fiscal year change at this time, but to wait until next year. The committee recommended acceptance of the April Financial Report, which was moved and approved.

#### VII. PROGRAM COMMITTEE REPORT

Genoveva Meza Talbott noted that "Program and Marketing Committee Report" on the Agenda was a typo. This is just the Program Committee Report. Genoveva reported that the committee reviewed program metrics, including a Program Cost vs. Staff Analysis. She noted that while our cost per shoe has increased, with the addition of staff, the numbers of kids helped by each staff member has increased, in line with our mission. Genoveva reported that Amy is doing a more in-depth cost analysis and looking at how we categorize the different types of donors who engage with our program and that the committee is considering if we should set a benchmark for the cost per shoe metric.

#### VIII. EXECUTIVE SESSION

Tony Ramos asked the Board if they had any items for Executive Session. No items were brought forth.

The meeting was adjourned at approximately 6:15 pm.

Respectively submitted by Karen McMillen.

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Ron Cohen, Secretary

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Date

**SHOES THAT FIT**  
**BOARD MEETING MINUTES**

August 27, 2020  
Via Zoom Videoconference

Members Present: Tony Ramos (Chair); Lisa Crosmer; Juli Hester; Wayne McDonnell; Bob Montgomery; Ann Morgan; Andrew O’Boyle; Carole Pelton; Cris Stark; Heidi Stoecklein; Genoveva Meza Talbott; Karen Taylor Herring; and Mary Trigg

Members Absent: Ron Cohen; Rick Duque; Stig Lanesskog;

Staff Present: Amy Fass, CEO; Karen McMillen, Vice President of Operations

I. WELCOME & INTRODUCTION

The Board meeting was called to order at 5:04 pm by Board Chair Tony Ramos. Amy Fass presented this year’s Nordstrom campaign video.

II. CONSENT AGENDA

The Consent Agenda was moved and approved.

III. BOARD CHAIR’S REPORT

Tony Ramos led the Board in a follow up discussion about the Board Forum on Diversity, Equity and Inclusion. The Board agreed to have Amy set up a Task Force to refine, prioritize and recommend goals and actions on the nine issues identified at the retreat. The Board discussed the retreat facilitator’s recommendation to do an Equity Evaluation of the organization. The Task Force will review her proposal and will make a recommendation to the Board.

IV. FINANCE COMMITTEE REPORT

Juli Hester reviewed our Balance Sheet and Income Statement as of July 31, 2020. Our cash balances have declined due to paying down some of our Accounts Payable and operations expenses. We have booked a low-interest SBA EIDL loan as a safeguard to our cash flow if needed. Interest is low and there is no early payment penalty. We have expended all of the PPP funds and expect full forgiveness of that loan once we are able to apply for forgiveness.

We continue to expect income to turn around in the fourth quarter, as it typically does. Amy is developing recommended trigger points to help guide financial decision making if income falls short of expectations in the fourth quarter. Amy reported that her current projection shows a small surplus at the end of the year, but we will not know until grant funding and donations come in this fall. The Board voted to approve the July financial statement.

V. PROGRAM COMMITTEE REPORT

Genoveva Meza Talbott presented the 2019-2020 Stats Sheet, noting that Shoes That Fit was able to help in all 50 states over the period. The number of children helped this spring was down about 50% due to COVID-related school closures; however, the number of children helped in the fall saw an increase, so the number of children helped for the year was still strong at over 109,000.

Genoveva reported that the committee is working on a cost analysis of our programs and will present that information to the Board at a future meeting.

#### VI. CEO'S REPORT

Amy reported that we have many deliveries in process and we already project helping over 108,000 kids in 2020-21.

Amy updated the Board on the [donor name redacted] campaign. Olympian Gabby Douglas is the spokesperson for the program. [Donor name redacted] is planning to do twelve whole school deliveries, with four of those being on-campus events with [donor name redacted] with staff present, but socially-distanced. [Donor name redacted] has ordered 36,715 pairs of shoes; after reorders, excess shoes will be distributed through our warehouse.

Amy reported on several new collaborations and increased outreach and that she sees a path to returning to, or increasing, our service levels in 2020-2021. Amy presented a Power Point on some of the outreach that our PR firm, HGPink PR, has done this year. Amy reported that when Board makes phone calls or writes notes to thank donors, it has a tangible impact with some of those donors increasing their donations; Genoveva noted that we are sending a poll to the Board about other ways they can help during this difficult time.

#### VII. EXECUTIVE SESSION

Tony Ramos asked the Board if they had any items for Executive Session. No items were brought forth.

The meeting was adjourned at approximately 6:40 pm.

Respectively submitted by Karen McMillen.

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Ron Cohen, Secretary

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Date

**SHOES THAT FIT**  
**BOARD MEETING MINUTES**

October 22, 2020  
Via Zoom Videoconference

Members Present: Tony Ramos (Chair); Ron Cohen; Rick Duque; Juli Hester; Stig Lanesskog; Bob Montgomery; Ann Morgan; Andrew O'Boyle; Carole Pelton; Cris Stark; Heidi Stoecklein; Genoveva Meza Talbott; Karen Taylor Herring; and Mary Trigg

Members Absent: Lisa Crosmer; Wayne McDonnell

Staff Present: Amy Fass, CEO; Karen McMillen, Vice President of Operations

I. WELCOME & INTRODUCTION

The Board meeting was called to order at 5:03 pm by Board Chair Tony Ramos.

II. CONSENT AGENDA

The Consent Agenda was moved and approved.

III. BOARD CHAIR'S REPORT

Tony Ramos reminded the Board to submit their pledges by the end of the year. Tony announced that he will be stepping down as Board Chair at the end of the year. Tony reported that the December 3<sup>rd</sup> Board meeting will include something fun and different in lieu of our regular annual Board dinner. Details will be forthcoming.

IV. BOARD FORUM FOLLOW-UP TASK FORCE REPORT

Karen Taylor Herring reported on the work of the Diversity, Equity and Inclusion Task Force. The Task Force reviewed several questions that came out of the Board Forum and recommends that there is an opportunity to advance the organization's work around Diversity, Equity and Inclusion through creating a values statement to accompany our mission statement which would address how we accomplish our mission. Amy and Karen have appointed a Values Statement Task Force comprised of four Board members and four staff members who will convene in November to begin work on creating a values statement for the organization.

V. MARKETING AND DEVELOPMENT COMMITTEE

Cris Stark presented a Board Information Card to be distributed to Board members for reference in introducing others to Shoes That Fit; there was interest in sending it to contacts as part of personal or business end of year mailings. Cris asked for names and addresses to add to the end-of-year appeal letters; she also asked for members to sign letters November 16-19 and to make donor thank you calls.

VI. FINANCE COMMITTEE REPORT

Stig Lanesskog reviewed our Balance Sheet and Income Statement as of September 30, 2020. While we are currently showing a loss, our end of year projections indicate either a

break-even or possible surplus at year end, presuming that we receive PPP loan forgiveness before Dec. 31; Amy reported that we have met all of the criteria for PPP loan forgiveness but banks are waiting for legislation to simplify the forgiveness process. Stig presented a recommendation by the committee that the 2021 budget be presented in December due to challenges of budgeting with the financial uncertainties brought on by the pandemic. The Board approved the recommendation.

Amy Fass presented trigger points to help guide financial decision making if income falls short of expectations as we approach year-end. The Board accepted this report.

#### VII. GOVERNANCE COMMITTEE

Ann Morgan presented the committee's nomination of Scott Meden, Nordstrom's Chief Marketing Officer to the Board. The Board approved the nomination. Amy will confirm the timeline with Scott for his joining the Board.

Ann reported that the vote on a slate of officers for 2021 will also be delayed to the December meeting.

#### VIII. CEO'S REPORT

Amy asked Board members to update their contact information in Board Effect. She reported that we are getting very positive feedback on our Annual Report. We have had some of our major donor partners delay their donations until the spring due to shortfalls in funding due to the pandemic. [Donor name redacted], on the other hand, has had great success with its Shoes That Fit campaign, increasing both its fundraising and the number of children they will be helping substantially this year.

Amy reported that we have created a liability waiver for any volunteers who are going onto school campuses during the pandemic. She also reported that we will be working with a pro bono team at PricewaterhouseCoopers to help us analyze the costs and timing around opening an offsite warehouse. Amy reported that we have been invited to participate in an accelerator program through Bridgespan Group and that we have recently completed two shoe distributions in Los Angeles, one in partnership with the [donor name redacted] and the other with [donor name redacted] office.

#### IX. EXECUTIVE SESSION

The Board entered executive session to discuss the CEO Evaluation at 6:04pm.

The meeting adjourned at 6:19pm.

Respectively submitted by Karen McMillen.

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Ron Cohen, Secretary

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Date

**SHOES THAT FIT**  
**BOARD MEETING MINUTES**

November 19, 2020  
Via Zoom Videoconference

Members Present: Tony Ramos (Chair); Ron Cohen; Rick Duque; Juli Hester; Stig Lanesskog; Ann Morgan; Andrew O'Boyle; Carole Pelton; Cris Stark; Genoveva Meza Talbott; Karen Taylor Herring; and Mary Trigg

Members Absent: Lisa Crosmer; Wayne McDonnell; Bob Montgomery; Heidi Stoecklein

Staff Present: Amy Fass, CEO; Karen McMillen, Vice President of Operations; Nekeda Newell-Hall, Vice President of Strategic Partners; Helen Lim, Associate Manager of Strategic Partners; Anna Kristjansen, Corporate Program Associate; Stephanie Wood, Corporate Program Associate

I. WELCOME & INTRODUCTION

The Board meeting was called to order at 5:01 pm by Board Chair Tony Ramos.

II. CONSENT AGENDA

The Consent Agenda was moved and approved.

III. STRATEGIC PARTNERS REPORT

Nekeda Newell-Hall, Helen Lim, Anna Kristjansen, and Stephanie Wood presented ways the COVID pandemic inspired their team to find new ways to work during the pandemic. They developed a COVID toolkit for working with schools, a Day of Service Guide for donors and a COVID waiver for any volunteers going onto school campuses, and other key takeaways from the year.

IV. BOARD CHAIR'S REPORT

Tony congratulated Andrew O'Boyle on his move to the [name redacted] and [personal information redacted]. Tony urged Board members to complete their pledges by the end of the year and announced the importance of a quorum for the Dec. 3<sup>rd</sup> meeting.

V. FINANCE COMMITTEE REPORT

Stig Lanesskog reviewed our Balance Sheet and Income Statement as of October 31, 2020. While we currently show a loss, current year-end projections show either a break-even or possible surplus at year end. We currently have 9.5 months of cash reserves. We anticipate writing off our PPP loan in 2020 as we have met all of the terms for forgiveness and are currently in the process of documenting and applying for forgiveness. Stig reminded the Board that the 2021 budget will be presented in December and approved in January due to challenges of budgeting with the financial uncertainties brought on by the pandemic.

Amy explained that while we presently plan to change our fiscal year to July 1 to June 30 in 2021, the organization will need a Board approved twelve-month budget for many grant applications; if needed, she can create an internal six-month budget as well. We will audit

our 2020 financials as normal, and then do an audit for January through June 2021, which the auditor will combine with July through December 2020 to create a full audit on the new fiscal year cycle. We will make a final decision on switching our fiscal year in the spring.

#### VI. GOVERNANCE COMMITTEE REPORT

Ann Morgan presented the Officer Slate for 2021, which will be voted on at the December 3<sup>rd</sup> meeting. The Governance Committee nominated Lynn Mason to the Board. The nomination was seconded and approved. Ann presented the 2021 Board Calendar. Amy will survey the Board on best dates for the annual retreat and the Board dinner. Ann presented the Board Member Responsibilities with some changes. The Board discussed the annual donation amount and referred it back to the Governance Committee. The Board Job Description was moved and approved with the addition of “minimum” before the pledge range.

#### VII. MARKETING AND DEVELOPMENT COMMITTEE

Cris Stark asked Board Members to sign End of Year appeal letters. Cris reported that we will be running a Giving Tuesday campaign on December 1<sup>st</sup> and asked Board Members to like and share our social media posts and to donate during the drive. Cris reported that Shoes That Fit’s 30<sup>th</sup> Anniversary Gala will be in 2022 and the committee will begin their planning process in the spring.

#### VIII. CEO’S REPORT

Amy reported that we have received several large donations in November from two individuals and [donor name redacted]. Individual giving is up over last year and we have \$375K in pledged funding for 2020. We also have major donor interested in establishing an endowment to support helping children in [location redacted]. The [donor name] application is still outstanding; [donor name redacted] funding and PPP Loan forgiveness will be key in having a positive financial end to the year.

Amy reported that we have been invited to participate in a Bridgespan Accelerator program in 2021 to focus on strategic clarity and scaling. We have also been invited to Board Lead to diversify the Board by identifying and training Board candidates from their program. She announced that Ashley Lubetkin has joined our Advisory Board. Amy reported that we have a new donor who has offered to fund and work with us to update our logo. The Board supported this initiative.

#### IX. EXECUTIVE SESSION

The Board entered executive session to discuss the CEO Evaluation at 6:14pm.

The meeting adjourned at 6:25pm.

Respectively submitted by Karen McMillen.

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Carole Pelton, Secretary

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Date

**SHOES THAT FIT**  
**BOARD MEETING MINUTES**

December 3, 2020

Via Zoom Videoconference

Members Present: Tony Ramos (Chair); Ron Cohen; Lisa Crosmer; Rick Duque; Juli Hester; Stig Lanesskog; Wayne McDonnell; Bob Montgomery; Ann Morgan; Andrew O’Boyle; Carole Pelton; Cris Stark; Heidi Stoecklein; Genoveva Meza Talbott; and Mary Trigg

Members Absent: Karen Taylor Herring

Staff Present: Amy Fass, CEO

I. WELCOME & INTRODUCTION

The Board meeting was called to order at 5:01 pm by Board Chair Tony Ramos.

II. CONSENT AGENDA

The Consent Agenda was moved and approved.

III. TOAST TO 2021

Tony Ramos delivered celebratory boxes with champagne to each Board and staff member. He offered a toast to 2021 and thanked the Board for their good work during a very difficult year.

IV. ELECTION OF BOARD OFFICERS

The Board Slate for 2021 was moved and approved, with no additional motions from the floor. The 2021 officers will be: Cris Stark, Chair; Genoveva Meza Talbott, Vice Chair; Juli Hester, Treasurer; Carole Pelton, Secretary. Tony Ramos and Ann Morgan will both serve as past chairs on the Executive Committee.

Rick Duque, Ron Cohen, Tony Ramos and Cris Stark which each renewed for additional three-year terms.

V. YEAR-TO-DATE UPDATES

Amy Fass reported that we are projecting a strong December for year-end; if we receive the [amount redacted] grant [donor name redacted] has awarded us by Dec. 31, she projects surplus. We are receiving many donations for shoe deliveries that will need to be held in 2021, including funding from [donor name redacted] training program. She reflected on what an amazing year this has been.

State Assembly member Chris Holden is holding his annual “holiday party” as a socially-distanced drive through to collect shoes for children.

Program Associate [name redacted] has taken a new position and is leaving this week; staff will be reorganized to put all program activity under VP of Strategic Partnerships and free up the VP of Operations to focus on internal systems.

VI. BOARD CHAIR'S REPORT

Tony thanked the Board for a great year. He encouraged all Board members to complete their pledges as soon as possible. And he thanked outgoing Board member Wayne McDonnell for 5 years of service.

VI. ADJOURNMENT

The Board meeting ended at approximately 5:30, and members were encouraged to remain on the call to talk informally.

Respectively submitted by Amy Fass

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Carole Pelton, Secretary

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Date