

**McKAMEY ANIMAL CENTER/ANIMAL CARE TRUST**  
**BOARD MEETING - MONDAY, JANUARY 4, 2021 4:30 PM**  
**VIA ZOOM CONFERENCE**

**MEETING MINUTES**

**Board Members Present:** Lee Towery (Chair), Karla McKamey (Vice Char), Tripp Sawyer, Robert Jackson (Secretary), Allie McKamey, Doug Swafford (Treasurer), Charles Sanford, Ellie LaPorte, Sonia Young, Cynthia Dale, Maggie Marsh (City Rep)

**Board Members Absent:** Chip Chapman, Bruce Baird, Jay Floyd

**Staff:** Inga Fricke, Paula Hurn, Mindy Kolin, Jeff Wilhite, Buck Gentry, Brandon Hamilton

**Guests:** Marissa Ogles, Brandi Loy, Rick Wilson, Beth Brock, Shelley Pickett

-- **The Chair called the meeting to order at 4:32 PM**

-- **Consent Agenda Items:** The Chair asked for a motion to acknowledge/approve consent agenda items:

- Minutes from December meeting;
- Financials from November;
- Agenda for January meeting

Doug made the motion, Robert 2<sup>nd</sup>, and the motion was approved unanimously.

-- **Guest Presentation:** Marissa Ogles from the Community Foundation made a short presentation to the board regarding McKamey's endowment fund that is held and managed by the Community Foundation. She explained the importance of an endowment, the current balance in McKamey's fund, and some basics about how it is managed and the security such a fund offers the Center.

-- **Chair/Vice Chair Report:** Lee provided current agreed-upon committees membership lists and asked that committees be ready to provide calendar year 2021 committee chairs, goals, and meeting schedules at the next board meeting.

Lee reported that she and Inga would be meeting with Laura Maloney at Adisa in early February to discuss a possible future board retreat and strategic planning session.

-- **ED Report:** Inga thanked the board for annual holiday staff-appreciation cash-gifts and meals. Members who had not yet contributed were encouraged to do so by Lee.

Inga reported on the updated Covid-19 Response Plan. She also reported that animal intake has been lower in the past few months partly due to diversion techniques, new efforts in reuniting lost animals to owners, and new procedures on taking community cats.

She discussed plans for the Center in 2021 including increased adoption fees for income growth, as well as a strong focus on shortening animals' length of stay, efforts to continue to address staff turnover issues, the restructured organization chart and ongoing cost-saving efforts.

She reported that new Sunday adoption hours have been well utilized thus far.

Lee asked the board to review the 6-month goals and objectives for the ED that Inga prepared, which included details regarding: Shelter Operations; Fiscal Oversight and Fundraising; Community Engagement; Board Relations; and Future Objectives for the next fiscal year. Included below.

Tripp asked about measurables needed to reopen the Center to higher-level volunteers and eventually to the public. Inga reported that more progress will have to be made on the state of vaccinations, and the “red-level” status of our city before that determination can be made.

-- **Governance Committee:** The Governance committee presented the 14 components for the new Board Orientation Materials Packet for review and approval. Lee asked for a motion to approve the 1<sup>st</sup> component, the “Board Member Position Description” on it’s own for the board to adopt. All agreed that they had reviewed it and Tripp made a motion to adopt it. Karla seconded the motion and it was approved unanimously.

Charles then made a motion to approve the packet as a whole, and Sonia seconded it. The motion was approved unanimously.

Lee agreed to have the packet printed and bound and to distribute hard copies (and electronic version) before the next board meeting.

-- **Finance Committee:** The Finance Committee reviewed the financial reports for November.

In addition, the Finance Committee asked for approval of two Resolutions:

1) – Refinancing of Current Mortgage Obligation Adopted at the December 17, 2020 Finance Committee meeting. The Finance Committee voted on the following resolution for board consideration at their regular monthly meeting:

*“To select First Horizon Bank as the vendor of choice to refinance our mortgage with a current estimated balance of \$1.8M and to also provide up to \$400,000 in additional proceeds for capital improvements and major repairs, based on their attached response to our request for financing. The Finance Committee solicited quotes from three banks, including FirstBank, our current mortgage holder, and Tennessee Valley Credit Union.*

*The Finance Committee recommends MAC seek refinancing the existing mortgage with First Horizon within the parameters of their quote and authorizes the Executive Director and Board Chair to execute any necessary documents to facilitate such.”*

2) – Budget for the Fiscal Year Ending June 30, 2022. Adopted at the December 17, 2020 Finance Committee meeting. The Finance Committee voted on the following resolution for board consideration at their regular monthly meeting:

*“Move to approve the attached budget for McKamey Animal Center for the Year ended June 30, 2022. Highlights as follows:*

- *Total Revenue = \$3,435,400*
  - *Includes contract revenue from the City of Chattanooga of \$1,830,310, reflecting a 3% increase over the existing contract in place;*
- *Total Expenses = \$3,435,306*
  - *Includes salary and wage adjustments to adjust to market and designed to reduce turnover;*

- *Includes a new position for the Director of Animal Care, and a part-time intake diversion coordinator.”*

Doug made a motion to approve both Finance Committee Resolutions, and it was seconded by Robert Jackson. After discussion the motion passed unanimously.

**-- Development Committee:** Mindy gave an overview of the January-June 2021 Development Plan, and updated the board on the upcoming special events. Mindy outlined some challenging fundraising goals for McKamey for the remainder of the fiscal year as well as the next, and there was discussion about board partnership for achieving those goals.

Inga suggested the use of RKD for all direct-mail marketing for the next year. The cost of using RKD was outlined.

Karla made a motion to enter into a contract with RKD for the balance of FY 2020-2021, and for FY 2021-2022, for direct mail pieces and it was seconded by Sonia. The motion passed unanimously.

**-- Policies and Procedures Committee:** No report was made.

**-- Old/New Business:** No old or new business was discussed.

**The Chair adjourned the meeting at 5:58 PM**

ATTACHMENT TO MINUTES:

**JAN 21 GOALS AND OBJECTIVES – PREPARED BY INGA FRICKE**

<b>Goals</b>	<b>Objectives</b>
<u>Shelter Operations</u> : Using the ASV Guidelines for Standards of Care as a benchmark, ensure each animal in shelter care has the 5 Freedoms each and every day; put appropriate adoptions, intake diversion, and other best practices in place to ensure humane population management.	Establish and attain benchmarks for humane population management
	Address facility infrastructure needs and improvements
	Ensure compliance with all applicable legal mandates
	Take steps to enhance staffing satisfaction aimed at turnover reduction
	Work toward culture shift of embrace of progressive sheltering/animal control best practices
<u>Fiscal Oversight and Fundraising</u> : Ensure MAC has sufficient funding to meet operational needs as well as support long-term fiscal health	Oversee MAC income and expenditures
	Actively participate in developing MAC's FY 2022 budget and ensure compliance with City BFO mandates
	Ensure continued fiscal health (defined as minimum 3-month operating reserve)
	Identify and being addressing existing donor recruitment and retention deficiencies
<u>Community Engagement</u> : begin developing strategic relationships and partnerships designed to support AC in achieving its operational goals.	Enhanced customer service
	Collaboration with other groups
	Enhance MAC communication and outreach channels
	Actively participate in and promote MAC events
	Support robust volunteer programs
<u>Board Relations</u> : Ensure a positive working relationship with the Board to enhance and support MAC's strategic goals.	Promptly alert the Board President to emergent issues
	Provide timely updates to the Board
	Actively participate in Board and subcommittee meetings
	Support Board recruitment and development efforts
<u>Future Objectives (to be considered for FY 2021-2022)</u>	Ensure proper emergency and disaster plans are in place
	Create a leadership succession plan
	Support the Board in developing an updated strategic plan