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Joanna: A financial statement of precision. We will hear from Howard in just a little bit, and also as we seek to diversify funding streams in 2019.

Last but not least, every year the ACCT, like all nonprofits, have to renew their contracts with the city and renegotiate that. During that process this year... Last year, during the caucus, the city council caucus which happens after the budget hearings, ACCT was allocated an additional \$200,000. That was a one-time allocation that took place last year, and it was not an automatic rollover, which is why we are not seeing it reflected in the proposal for our current fiscal budgeting process, which is 2019. We will wait to see what happens when caucus time post the hearings, but currently right now, that is what you don't see reflected on the financial statement.

Also, we'll hear from Howard in terms of the audit. Obviously, the audit is done in a way that checks our financial controls, and also allocation of funding. He will be able to speak to that. We, as a board, have also committed to doing an internal audit of financial controls to ensure that we are not slacking, but that we continue to enhance the policies and processes of our internal controls. That will be beginning over the next month or so, and then we will be able to report back out.

The last thing that I have to say is that the board is committing to continue to facilitate working-groups, committees. This is a great way for the community to really engage. You're not required to be a board member to be on a committee. If you are interested in participating on various different committees, we have the internal affairs committee, which is all internal and operations issues including those relating to financing, research and facilities.

External committees are the two committees that we have. All external issues including fundraising, which we could always use all the support, public relations and marketing. If you're interested in just having more information as they evolve and develop, please sign up with Morgan who is sitting over there at the registration table and provide her your information, and we'll provide you information as they develop.

With that, I will turn it over for program-specific and operational updates, from our interim director, Audra.

Audra: Thank you, Joanna. Today, we have just a brief presentation for you about some of the things that are going on at ACCT. Some of the things that we closed out the year of 2017 with. We'll have a couple of brief words from a couple of our staff members on these as well. The first thing we want to point out is our 2017 lifesaving rate closed out at 83%, which is the highest in our organization's

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history. We are continually striving to find new lifesaving options for animals to increase that rate. We adopted out 6,315 animals. We had 6,357 go to rescue, 933 were returned to their owners, and 2,719 animals were placed into foster homes.

As Joanna mentioned earlier, we were a founding member of the Philadelphia No Kill Coalition. We founded this organization in conjunction with PAWS and the PSPCA. This coalition was founded with the intention of finding resources that can be shared amongst organizations to help reduce shelter intake to help us achieve that goal of becoming a no-kill city.

We now have more than 20 member organizations in that coalition. We also received a \$178,000 grant from PetSmart Charities that was primarily intended to divert intake from the shelters, so to reduce the amount of animals that come into the shelter.

Our medical staff ... Dr. H, would you like to talk a little bit about these?

Dr. H.: Despite ... Shifting from ...

Audra: [crosstalk 00:04:45] back.

Joanna: Okay, I can do that. So, your voice can travel back.

Dr. H.: Shifting from two full-time veterinarians to having one full-time veterinarian, one part-time veterinarian, first ever shelter medicine intern for the city of Philadelphia. We were able to still stay strong and perform over 8,000 sterilization surgeries as well as, not listed, several specialty surgeries: nucleation, amputation, wound care, things done to help our financial partners save lives or help treat animals to be ready for adoption.

Joanna: I don't believe so, I think that's on.

Audra: For field operations, our ACOs received over 120,000 requests for service this year. Our officers also, generally, do the return to field of cats that come in through the front for TNR, and they returned 3,019 cats to our community that were sterilized and vaccinated. We investigated and negotiated a successful cease of operations of a carriage horse company that was non-compliant, which was a first for our organization.

We also rebranded our field services with new uniforms, and we have new truck designs that you'll be seeing later this year as we have two new vehicles that are going to be out in the field.

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For volunteer and community services, I have Adam Bates to give you an update.

Adam: In 2017, the ACCT Philly volunteer program underwent some major restructure and relaunched in early 2018. We had a large volunteer-open, informational open house. Since we've done that, we had 166 potential volunteers come through orientation. Last year, from January 1st to December 31st, we logged 9,624 hours of volunteer work. So far this year, we're already at over 2,600, and we are currently on pace.

Last month we beat, pretty substantially, our hours for the previous year. For April, we have already beat our volunteer hours for last year's April. We are constantly doing weekly orientations and bringing in new prospective volunteers.

In our food pantry, which we use for surrender prevention, we've already distributed over 25,000 pounds of cat food and dog food. Like Audra mentioned, we also launched the CNKP help desk, which is located inside ACCT Philly and works with people who are possibly needing to surrender and providing them with the community resources so they, hopefully, don't have to do that.

Audra: Thank you, Adam. Grants this year, monetary grants were awarded to ACCT in the calendar year of 2017 that totaled almost \$375,000. This is important to know that this is slightly different from the fiscal year, so you'll see a slightly different number in financial reports because our financial reports are by fiscal year, but this report in itself is by calendar year from January to December.

These funds supported programs like our surrender prevention program, helping people find resources to keep their pets instead of bringing them into the shelters. Also, our community cats programs and shelter sustainability. We had one grant that actually helped us purchase digital signature pads so that we can reduce the amount of paper that we have to print. That's one way for us to save money, to put towards animals instead of using it on supplies.

Granters included PetSmart Charities and Best Friends Animal Society. How we want to talk about the community can help us keep up the momentum. If you're not already a volunteer, you can certainly volunteer for us. We have new volunteer opportunities that are being created regularly. We now have orientation weekly. We have orientation on Thursday afternoons and on Saturday mornings on opposite weeks of each other. Every week there is a new volunteer orientation.

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You can donate. Both monetary and in-kind donations are needed. Certainly, we want you to adopt and encourage other people to adopt, especially those breeds that are not necessarily the ones that are in the highest demand. Foster a homeless animal, and also, apply for open positions. We're regularly hiring people for open positions, and you can find those on our website. At this point, I'll turn it back to Joanna.

Joanna: I think we are going to call Howard up now to give us an overview on our fiscal.

Howard: [crosstalk 00:09:44].

Joanna: Do you need the ...?

Howard: No.

Joanna: Oh, okay.

Howard: Hi everyone. My name is Howard Kimball. I'm the Controller at [inaudible 00:09:54]. I've been there for about five years. The company is an outside company, you're not really [inaudible 00:10:04]. Our responsibility is to make sure the policies and procedures are followed with care. I go in two to three days a month. I'll prepare the monthly internal entries for payroll, do the bank reqs, prepare the internal financial statements, update work papers and any special projects that are needed.

Just to reiterate where we are in the fiscal year going from July 1st to June 30th. As of June 30th, we'll have it done by another firm called Friedman. It was about a \$200,000 loss for fiscal year 2017, which runs June 3rd of 2017. Part of the reason was the money we get from the City of Philadelphia was cut \$200,000 less next fiscal year, because that happens. There was a lot of ... The intake for animals was higher last fiscal year than this fiscal year, so if there are more animals coming in, you need more animal supplies and food, things like that, and we provide them.

In terms of this fiscal year, a dozen financials through February. Currently, cash is about 2 million dollars, regarding where we're at right now. Part of the reason is, that money for the adoption center is sitting in our open accounts. It's there so that we start the adoption center, we can start ... We have the money in the account.

We also have one more quarter of the city contract still to come in. We got that in, so that's about a million dollars. That's going to add on to the 2 million we have already. In terms of the revenue that comes into Animal Care and Control

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Team, the biggest thing is the city contract. That's about 4.2 million dollars. We received about \$335,000 in grants. Audra had talked about that before. Those grants that come in are kind of restricted, so they're for specific purposes. As we use that, we'll reduce those grants down in terms of restrictions. The next thing in revenue is fees and then also donations. All of those things contribute to about 5 million dollars in revenue.

In terms of the expenses, our two biggest expenses are salaries and animal supplies, food, shelter supplies, things like that. The intake on animals are a bit lower this fiscal year, so when we get used to that the cost for those animals lowers down. Currently, we're about \$100,000 profit through February and expect to be above probably about \$300,000 - \$400,000 by the end of this fiscal year, which is June 30th. Is there anything else? Questions?

Participant 1: Is that posted somewhere? The numbers?

Howard: The audit ... I think it's available. [crosstalk 00:13:34] Not yet, but it will be.

Joanna: It will be at the end of the week, on the website.

Participant 1: [crosstalk 00:13:38] I am so sorry.

Joanna: The fiscal audit will be posted at the end of the week on the website.

Participant 1: Oh, okay.

Participant 2: The extra money can be a goal for next year?

Howard: Yes. If we have extra money, we'll use it towards the next year. It doesn't go away.

Participant 3: Does any of this money going towards the medical care for some of the animals?

Howard: Absolutely.

Participant 3: Will we be able to see what it supports in medical care?

Howard: Yeah, I can get that for you.

Participant 3: Okay.

Joanna: I think we'll have opportunity for additional questions. I think ... Is that Ron who is leading that?

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Robin: [inaudible 00:14:25] Colena is, her new role [crosstalk 00:14:29] the section on additional questions.

Joanna: Okay. Alright. Thank you Howard.

Hillary: I just wanted to share with everyone. I'm sure most of you know Keith, our canine program coordinator. Keith and I just got back last week from a four-day educational opportunity through Maddie's Fund over in Arizona. Most of what we were learning about was the best practices for expanding and maximizing of canine foster programs. I think everyone here knows that shelters are not a natural or appropriate place for dogs to be housed. Really, the goal for all of us is to get them in a home.

We definitely learned quite a few things. One of the biggest challenges for us in Philadelphia and for your additional shelter is the liability associated with this process. I've been permitted to kind of open that discussion a little bit and going to be talking with a contact the board has who is very experienced with insurance. I'll be working with them. I have some very specific asks, demands, I want to figure out how we can expand our foster program; but the reality is, because of past things on our record, insurance is our biggest hurdle.

Tony, you guides us now. If anyone works in insurance, works in liability law, knows people who would be valuable for us to talk to, please send us those contacts, and we'll be reaching out. That has ... Especially after seeing what facilities can do, that's kind of job one for us. Job two is going to be getting resources to support our foster program. Keith can't do it alone. I'm pretty busy too. Thank you. [crosstalk 00:16:29].

Sandy: So, Robin is going to email us. We have a lot of you guys here. I have 15 folks who have signed up to speak. Is there anyone who didn't get a chance to write their name who would like to ask a question? There's going to be other opportunities for questions for us. In terms of the organized section, which again, Robin is going to talk about. Just try to set guidelines to give everyone the opportunity. Before I say this is a closed list, do we have anybody else that wants to be added to it? There's a couple spots. Okay, cool. Go ahead.

Robin: Just going to be five minutes per person. We're going to keep track just to make sure everybody [crosstalk 00:17:11]. Adam is going to be keeping track so ...

Adam: I'll wave at you after about four minutes in case you haven't gotten to something that was really important to you. If you don't make eye contact, I'll make some kind of noise to let you know that your time [crosstalk 00:17:28].

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We really want to make sure everybody on the list gets to talk. Maybe front load your [crosstalk 00:17:36].

Joanna: I think we also want to add that we can answer anything that we have a first-hand knowledge of as we sit here, wanting to have a meaningful conversation with everyone to the extent we either don't have an answer to give you, or the conversation needs to continue elsewhere, or is a deeper conversation, were going to invite you to meet with us at another time. Again, with this many folks here, we want to make sure everybody has their opportunities who signed up. So, Robin.

Robin: Just a couple quick things, we know there is talk about specific cases like planning management, but if that comes to work we've kind of got a non-meeting, and everybody else in this case that is involved, a lot of us won't know those cases right off the top of our heads anyway, so we can't comment on them. So, if we could try to keep questions that kind of ... Anything that's not those sort of cases [crosstalk 00:18:34] write their names down before you leave. Just a reminder that we're here to enjoy a setting with others in a meaningful way. Be respectful of how we are speaking and try to keep crosstalk to a minimum while there is [crosstalk 00:18:53]. Like Cindy said, we've committed to sending answers within ten days of the weekend. We'll put something on Wednesday.

Joanna: With that, the first person that signed up, I'm going to go right in the order of sign ups, was Pat Maloney.

Participant 4: Right here. Front and center.

Joanna: Great.

Participant 4: Hi everybody. Thank you for having us. First of all, I work with PALS Rescue, we're [inaudible 00:19:19]. We've been in love with ACCT practically from the beginning and [crosstalk 00:19:26] we're done. First, I'd like to bring out an amazing thank you and kudos to your lifesaving department, can't stand the thought of ... What I wanted to talk to you about that might be a little bit of concern, and maybe suggestions as well, is that I went to your website and pulled up some statistics.

One of the papers said, according to your statistics, all of your intakes are community cats. I'll read on here what a community cat is, it's a cat that doesn't have an owner. It is cared for and loved, we hope, by the community. The cat community thinks that even those percentages may be low. So, 50% of intakes or more are community cats. They ... I scrolled them. There was a best friends program in place since 2014. I looked at these statistics in 2014, the total intake

was 17,377 cats. That had dropped down from a fairly flat 19,817. During the time that that program was running, in 2015 it dropped to just under 18,000, so more than 2,000 cats and it dropped 2,000 more in 2016 and 2,000 more in 2017.

I think by anybody's measure, that was a pretty successful program. We don't think that program is going very well now since we tried to trade Best Friends to ACCT. I would like to share with you some of the thoughts throughout the community. It looks, to me, like the declines have flat lined off, which we don't want because if it goes down by 1,000 cats, 500 of those are females. All 500 of them are going to have babies in a year if you follow statistics. You can see how quickly the gains can be reversed. For those of us that care about cats, community cats, owned cats, all cats, that's under concern. I'm glad to say though that what is good for the cats is good for the community and is also good for ACCT.

I think if we can just, more effectively, address the community cat issue as, in my opinion, it was being addressed, I think that would be great for everyone in this room. Also, maybe bring everybody a little bit together because there's a little bit of a problem in our community right now. We really feel that this is a situation that is on the verge of exploding in numbers because of the wain since all last year and the transition. I do know that there was a request of Best Friends to remove on your dole, which in my opinion was a really bad mistake, because I think the economy was crazy affected in that role. It doesn't matter to me who is in that role, but I really think someone very effective in that role that can pull these communities together needs to be found and put in that spot ASAP.

The 83% live reduced rate, I'd be willing to bet you is being driven a lot by the TNR program. We have our own chapter where [crosstalk 00:22:42] cats of being spayed and released the same day and helping that stopped, which is great, but at that time I would get photographs of empty adoption agencies, empty maternity wards. To someone who rescues, there's nothing I want more than not to have a job. I really don't. I'm worried. We're all worried about the status of that program and the directions it's going, and whether they'd be a good quarterback.

We think that that's the absolute easiest way to reach and achieve. [inaudible 00:23:15] take numbers for [inaudible 00:23:16] program and also increase live release rates. That is the single and easiest, most important way the entire shelter and community can do this. It's the biggest bang for your buck is effective TNR. We are asking that an effective program be reinstated with an effective person that can head it. There appears to be an individual already budgeted to drive out into the neighborhoods to track that, to bring them in,

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and help people that are concerned. We'd like to see that in the person who is effective. Certain concerns about the structure in general ... revolve around photos we all get of dirty, packed cages and personnel issues with keeping them clean. I hope that can get better.

Finally, my comment is that health and rescue who has, I very rarely do it, but I have a vacation criticized at on Facebook and was threatened with being banned. I don't think that that is good stuff for rescues. We pull really tough cases on them, really tough cases. Either way, but SNR accommodate your adoptive works at length.

Joanna: Thank you.

Sandy: Just to react quickly, those of you who speak and raise a singular issue like Participant 4 just did, well, raised a few issues, but had a focus on the main issue, would you mind for the Board, write your name down as someone we can reach out when we start to extrapolate more about these issues?

Participant 4: That's fine. I can [inaudible 00:25:01] so I can get those to you as well as my comments if that would be helpful. If there is any kind of committees that I can help on, [crosstalk 00:25:08] and say, anybody who else has.

Sandy: Awesome.

Participant 4: It's good that there are no false [inaudible 00:25:16].

Sandy: [inaudible 00:25:21].

Participant 4: [crosstalk 00:25:23].

Sandy: Next, we have Participant 5.

Participant 5: Hi, it's me. Mine is only 30 seconds long.

Sandy: Okay.

Participant 5: You'll be happy.

Sandy: So we'll gain some time?

Participant 5: Yes. I was Brandywine's P&R coordinator for two years up in West Chester, or [crosstalk 00:25:47] West Chester in Hammansville? You have my email if I can be of any ... We did so many ins and out and things that we learned, things that

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came and didn't work, did work. If I can be of any assistance, please reach out to me.

Sandy: Thank you, Participant 5. Did you guys know each other also? Because you said that [crosstalk 00:26:07].

Participant 5: [crosstalk 00:26:10].

Sandy: I feel like we're already forming our community cats Coalition.

Participant 5: I had just been there, done it for two years. We found out what worked and what didn't work.

Robin: Since you were so good, Audra, do you want to take a moment to [crosstalk 00:26:28].

Audra: I'm definitely grateful for your offer to provide assistance in terms of the TNR program. We have hired two people for this program. One for our voucher program, to be an administrator over the spay and neuter vouchers so we can distribute these amongst different clinics. That was anticipated to launch at the beginning of April, and the holdup that we have with that currently is that we have not been able to get a final legal review of our agreement with our programs. As soon as that is completed and our partner is ready to sign on, then we'll be up and running. That should be another ...

Participant 3: Why is that taking so long?

Audra: We have a pro bono attorney. Unfortunately, I can't force him to have more time for us. I'm going to be able to use the other resources for that. We do, though, have two great staff members. We do still have a vacancy for a TNR coordinator. Certainly, if you know anybody that [crosstalk 00:27:37] please, send them my way. Sorry?

Participant 6: [crosstalk 00:27:38]. I know two people who just went there. [crosstalk 00:27:46].

Audra: We promoted one person and one person left. We have replaced one of those, and then we actually added a part-time position to that part-time. So, one full-time and one part-time. We're still looking for one TNR coordinator.

Participant 4: You mean like [inaudible 00:28:05]?

Audra: Yes, I have had applicants for the position. We've interviewed a number of people. We had one person we selected that would have been great,

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unfortunately the salary wasn't going to work out for that candidate. That's something that we're still in legal.

Sandy: Sure, yeah.

Sandy: Also, I'm looking. You guys said you both have questions ...

Sandy: You're a lawyer, aren't you?

Participant 4: Who me?

Sandy: No, behind you. [crosstalk 00:28:35] As you sit here, and I'm [crosstalk 00:28:38] for me to review the contract for the city [inaudible 00:28:41]. I saw you looking for a [inaudible 00:28:43] when I said that.

I'm not saying you're not volunteering, but ... When you saw [inaudible 00:28:47].

Sandy: Janice Paul is next our list.

Participant 7: [inaudible 00:28:56] why all of a sudden adoption events were completely stopped? That's my question. When I used to volunteer we used to have a little certain patch of events, who else had more splendor? They were really different other than being aged in the cows, and they said [inaudible 00:29:23]. So, that's one of my questions.

Another question is [inaudible 00:29:33] from volunteering in a shelter, I mean is that [inaudible 00:29:41] things that are being done? That's another question.

And then another question is if the money is being used for the medical control you say, a simple ear infection, why do you have them treated instead of the dog being euthanized?

Sandy: So, okay. First, I used to [inaudible 00:30:19] [crosstalk 00:30:21]. Well, you're right, we want to answer some of the questions that we can, [crosstalk 00:30:28]. Yeah. [crosstalk 00:30:32].

Participant 7: You didn't have to belong to a rescue to pick to foster animals. Why now? If the rescues are full, why can't a volunteer take in a dog or a cat to foster? [inaudible 00:30:51]. [crosstalk 00:30:55].

Participant 7: That makes sense. [crosstalk 00:31:04]. Is it cats or just dogs?

Participant 7: I used to foster litters of kittens [crosstalk 00:31:15].

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- Audra: Offsite adoptions for dogs, offsite adoption events are a great tool, that's something that [crosstalk 00:31:31]. I'm sorry, outside adoptions we definitely agree are a great tool to finding homes, and my previous shelters did the same, many other shelters do offsite adoption events. Unfortunately our insurance company would not provide us insurance of those offsite adoptions as a result of claims against our insurance.
- Participant 7: Okay.
- Audra: So [crosstalk 00:31:50]. We can certainly look into those specific issues and post those answers for you. I don't know specific issues, all of the them, off the top of my head; but I do know we have to ask them to provide us with evidence of coverage for every event that we do offsite. They ask us questions about what's going to happen at those events, and they have not provided us with permission to do offsite adoption events. That's something that we may be able to do again in the future, as we have a period of time that goes by with no claims against our insurance; but it has [inaudible 00:32:27] us in some ways [crosstalk 00:32:29]. Absolutely. [crosstalk 00:32:32] Yes [crosstalk 00:32:36]. We agree.
- Participant 8: Are you saying that your insurance carrier give you coverage for events like this?
- Joanna: It has to be an additional rider, since you're off location, so yes.
- Participant 9: We've had [crosstalk 00:32:59].
- Sandy: The list, so you'll be good to go. [inaudible 00:33:07] but I took them down, so you'll get answers. [crosstalk 00:33:17].
- Adam: So if I understand Hillary's little presentation earlier, that's actually directly what she was speaking to in the beginning and how important it is to involve them; but it's also an insurance issue. So that's where we're already looking into trying to find people to help us who want to provide us with different insurance, or help us navigate that [crosstalk 00:33:47].
- Janice: Where a dog is [crosstalk 00:33:51].
- Sandy: Unfortunately, no. So shelter liability is a big issue I've written on it before. I can give a whole two hour talk about shelter liability, it's difficult on many fronts, depending to the relationship with the foster home, the organization that takes it. Sometimes foster organizations have their own insurance, which is why of course it's beneficial for a shelter in a large city, open intake shelters have to partner with rescues who have their own insurance for those types of reasons, but again without getting to deep into it, we'll definitely be getting an answer on

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that, because it's something that all of us are thinking, and again something that Dr. H has raised as something that will help our center in the future.

I don't know if you remember this, but 10 years ago I used to do offsite adoption [crosstalk 00:34:39] I remember. I don't [crosstalk 00:34:42] these are all things that we'll get back to you on, and take seriously.

Participant 7: I appreciate it [crosstalk 00:34:52].

Speaker 13: Well the catch I think, I think Audra said this too, I think yes, generally; but because cats can cause, yes they can cause the same ... well that's not necessarily true, I know it seems like damages animal paws, because we're liable for animals that are in our care, custody or control whether they be an offsite patient, or whether in be in our physical patient that we are the real owner [crosstalk 00:35:18] that's what I would say [crosstalk 00:35:24].

Yeah, okay [crosstalk 00:35:29] yeah, we're talking about two different things.

Sandy: Okay, Participant 14 is next.

Participant 14: So it's during this that it's critically [crosstalk 00:35:40] dogs. So one reason why there are two dogs taking their parents babies, one on the adoption board, and one behind the line that were owners of PAWS on the board there; one was transferred into ACCT, it was originating, it never originated in ACCT, they had the dogs for like eight years or something. So, PAWS transferred the dog to ACCT, a week later another day was transferred from PAWS to ACCT. To me that seems very methodical, it's like this large shelter is taking in two owner [inaudible 00:36:37] dogs, and then transferring them to a new shelter.

So the owner thinks their dog is in a totally different shelter, and I'm wondering if that is considered a deny of release for PAWS, because they're transferring them to another shelter. You know, because ACCT is so built, that puts the burden of release more risky than [inaudible 00:37:07] to pull these dogs. Why is the large, newly built shelter dropping their dog in ACCT?

Robin: Well I'll speak to that, because I am [inaudible 00:37:24] and I can give you [inaudible 00:37:28] talking about; but there are time, it's not usually a loose vendor, so I would have to look that up; but there are times when we're working on our stuff that we would not hold [inaudible 00:37:40] where people are trying to [inaudible 00:37:43] pretty uncommon that we do it, but I do things [crosstalk 00:37:52].

Participant 14: For a week, neutered it and didn't have the dog, and then [crosstalk 00:37:59].

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Participant 14: The owner, so one was literally transferred the next day, and then a week later the other dog was transferred. [inaudible 00:38:13]. It was a great dog, it was friendly, a loved dog and then [inaudible 00:38:26]. [crosstalk 00:38:40].

Sandy: Okay, Participant 15.

Participant 15: Hi, first I'd like to just [inaudible 00:38:56] in the meeting, with moving the [inaudible 00:39:02] step in the right direction, a fresh start, and opportunity for real [crosstalk 00:39:11] and an opportunity for bringing all the communities together to put the pets first. With that said, my question is how is the board planning to move forward in terms of screening and interviewing, and selecting a new executive director? And will all the decisions be in some form [inaudible 00:39:44] kind of feedback among the different groups along with Ag Palms.

Here at Ag Palms [inaudible 00:39:53] and talking with different people in different realms of ACCT. I think they have self organized in terms of surprising the last kind of denting and interviewing in the selection of the executive director; and one thing I'm just going to throw out as an idea that has worked, we have been apart of, my husband and I, have been apart of the decision making process in choosing two principals in our children's private schools and one of the things that we've done, that was very effective was a simple survey, we sent out via survey monkey.

It was a simple seven question survey that went out to all the participants, so to active volunteers, to donors, to adopters, to rescues, to other partners in the community asking them what qualities you think are most effective in an executive director, then pulling all that data and helping that drive some of our decision making, the other thing that was formed was a search subcommittee, that included representation from all of their different groups, one person who had a voice in the decision making.

Ultimately whoever made the final decision ... but I think it's important to have the voice of people who are feet on the ground in the shelter, pulling the dogs, managing your community to really see all the facets of what makes ACCT work, or maybe not work so well, and to choose someone who really is going to be the best fit for your organization. You are poised to go in one of two very different directions I think, and this is a great opportunity for the board and all the people who really care about ACCT to put it on the trajectory to be all the things that you want it to be. So that's my question, what is the plan for [crosstalk 00:42:21].

Joanna: So I thank you first of all for the recommendations, I think we're definitely in that process of formulating the process of the onboarding of a new executive

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director; because I think those recommendations you made are something that we're happy to look at. It's an inclusive process, I think it's extremely important, so thank you for your comments, they seriously solidify that process to be again, we will share it through our social media.

Sandy: Great, Participant 16.

Participant 16: [crosstalk 00:43:00] I'm not afraid to keep guard [crosstalk 00:43:04] I'm here as a Beverly Citizen, to be a voice for others. I'm going to speak more on [inaudible 00:43:13]. [crosstalk 00:43:18]. ACCT really has helped us, I'm going to say something [inaudible 00:43:23], because it's not always ... we have rescues helping [crosstalk 00:43:31].

In saying that, I'm here because there's part of me [inaudible 00:43:49]. You know license [crosstalk 00:44:11] but it's hard for me to do that, when dogs are still being time stamped. It's hard for me to navigate when dogs still need you guys, and one thing is [inaudible 00:44:25] a dog that it was because of lack of kennel space, so this money's coming in right? [inaudible 00:44:38] medical. Why can't we build more kennels? Why can't we have [inaudible 00:44:45] It's not the nicest place, but look at kind of ... and just build something bigger, kennel space, and I [inaudible 00:44:59].

They weren't that many pets, animals on there [inaudible 00:45:11] time, when I look at that page and I see [inaudible 00:45:20]. If we can, maybe something can happen [inaudible 00:45:35] more animals.

Sandy: So thank you Participant 16,. I think now at this time we'll say something maybe a lot of you guys are thinking. So, you heard Howard say that we have a budget, you know we have money that comes in [crosstalk 00:45:54]. The challenge is a lot of money, so I think those of you who sit here and have been apart of this organization for a long time, it isn't. It isn't enough we are always constantly striving for other things while we have our public here with us and our stakeholders and those of you who work tirelessly for this is that, the city of Philadelphia will only give our shelter so much, the rest is up to us to bring in more so that we can do more and do some of the things that you brought up, those are certain things we wish we could have on the horizon. [crosstalk 00:46:29].

Other than that, those are really good prime talks and so we thank you for that.

Adam: I'm going to jump in and just say one or two things to expand. And I think a lot of the issues are a lot of the things that we've spoken about publicly before, and we can have hours going into that stuff in depth, and also we don't mind talking about them. It's hard in this forum, because we don't have a lot of time to get

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everyone; but we are shelter professionals up here, and so we kind of beat down on talking about it, and [crosstalk 00:47:10] the time stamping is something that's difficult to see; but we also know we utilize [crosstalk 00:47:17] being an open admission shelter, we're always going to make some of these challenges, but we also look to how our shelter has grown over the years.

In terms of funding, each year we try to make it obvious to the public, and the city that we are essentially the least funded major city municipal shelter in the country; and so when we look towards finding other funding every little bit helps us; but when we talk about expanding to the levels that we would all like to see happen, we're talking about doubling the finances that we're currently bringing in.

So it's a long process, and that was me touching, you know skimming across the surface of each thing you mentioned; and there's a much greater conversation to be had there. Especially [inaudible 00:48:07] committee, if anybody has interest in helping us to get the [crosstalk 00:48:12] we are all really, really big advocates for people understanding the challenges of the shelter; and so that kind of positive outreach from you and we love the work that's being done, and what can we do more, we hope to bring that on.

I know that doesn't fully answer everything you said; but I just want to know that these are on with the conversations that are being had, it's something that is a challenge across the country; maybe a little more challenge here though.

Sandy: Thank you. So Participant 17.

Speaker 19: She signed me up for her [crosstalk 00:48:54].

Joanna: It is the same handwriting, so we can [crosstalk 00:48:57].

Speaker 19: Just kidding. Actually all of my comments and observations have to do with the board, and the spirit of trying to figure out a way to get things to work together better. [crosstalk 00:49:22] Yeah, I'll [crosstalk 00:49:24].

Participant 17: Alright so here's what I said in my timeline, so my information maybe a little bit out of date. The last set of minutes from the board meeting that were posted, but that's January, so I don't have all of those. So what I focused on was; and some of these answers have been filled in already, those aboard have, or is it considering creating finance committee to work with ACCT personnel creating annual budgets. An actual board finance committee that works with ACCT.

I've read the numbers, I read the prior set of minutes, the reason there's a \$200,000 deficit is because there's been a deficit for the past three years. Okay

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that shouldn't happen every year, there shouldn't be a deficit every year. There's also an odd rest tax lien that's accumulating interest and penalties because it hasn't been paid yet, what's going on with that? That's a [crosstalk 00:50:20].

Sandy: I could speak to that because my law firm is pro bono, so that the payroll company exchange.

Participant 17: I know the background of that; but ACCT is still responsible for it.

Sandy: Correct, so the law firm is working with the IRS to ensure that that's pre-paid by the payroll company that they [crosstalk 00:50:35]. So while it sits there in limbo so to speak, it actually is not true deficit in our overall [crosstalk 00:50:44] it will be recovered via lawsuit against the payroll company that made the mistake.

Participant 17: Okay, because it's on the dockets. And it was addressed in the minutes and there was a reference to penalties.

Sandy: Right.

Participant 17: Okay.

Sandy: That's correct.

Participant 17: So, you know, for practical purposes ACCT is the fiduciary not the payroll company, Miles Hannigan and his little merry band of payroll thieves, I know about him too; but to the extent that there's a surplus in the budget right now, it's because there's been a deferral of hiring for necessary positions, including development, which is probably the most important position that you could fill right now.

Okay, so you have a \$200,000 unrestricted deficit; because the other money we're talking about is restricted funds, we can't touch the 375, we can't touch the whatever, PetSmart brand, those numbers shouldn't even be mixed in with the numbers that you're talking about, because they're restricted. The loss is unrestricted, that means general money, a deficit every year for the past three years. That shouldn't be happening. So, the problem is what's being done about that? Is there a finance committee that's taking care of that?

Second thing was of course, fundraising committee, if not, why not? A formal fundraising committee that works with ACCT to make up the difference, the short fall. Okay, the budget is the budget as anybody who deals with a non-profit knows, you're going to budget, you're going to have what you know is coming in, you're going to have what you now you need. Well if you know

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what's coming in and you know what you need, you have to figure out how to get the difference. Okay? What's being done about that? Where's the development person? That's an unfilled position, there are 14 unfilled positions on the website, that's why some of the money is a surplus right now, we're short staffed. I mean do you have to do that to make up some of that deficit? I don't [crosstalk 00:52:49]. Okay. [crosstalk 00:52:56].

Morgan: Hello, I'm back here, nice to meet you.

Participant 17: Alright, good.

Sandy: And the community part too, I love that you brought that up, so leave me the preliminary acts for people who are interested in joining committee to know; but we are very much focused on well specifically, the two committees [crosstalk 00:53:12] and have been for some time, and I think it goes without saying, but there's a bunch of new things that have happened since that last meeting, so basically we have a new chair, and a different executive director.

Participant 17: Right.

Sandy: So there are things that are in the works related to that, so I'm glad you brought it up; because it's important.

Participant 17: Alright so last, how about a community relations committee? We can't deny [crosstalk 00:53:37] we cannot deny that [crosstalk 00:53:40] community relations is pretty much in the toilet, and I don't have a goal insight, except that I like dogs and I like cats, okay but that's it. I don't have any real ax to grind with ACCT, I understand ... is that my one minute [crosstalk 00:54:00] oh, okay. I didn't see the other person get a one minute, you just told her she had to stop. So, alright that's my one minute.

So community relations, I mean I made the suggestion actually once when I met with Vincent and I thought it should be a board committee; because I didn't think it should be a pass committee, it needs to be a board committee. Okay? He told me it could be done in house, of course there is no in house community relations committee; but something has to be done to improve the relationships; because we all need each other. We should not be working against each other, it shouldn't be cut throat cloak and dagger, everybody should be working together.

And then the last questions were how are you filling these four empty floor seats, and with who? Because you need an accountant on your board, you need basically some major fundraiser, somebody who knows how to do it; and you probably need a consultant who knows how to fundraise, and could throw

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fundraisers, and take a portion of the proceeds, so that there's not a cashout lay. [crosstalk 00:55:08].

Sandy: It's easy to say that; but lets keep in touch, and brainstorm these. I think that the new board members obviously they are there, so it's going to be an application process in place that we've already discussed that will allow the board the position you touched on, you're hitting the nail on the head of what we're looking for. [crosstalk 00:55:31].

Joanna: The board members, I think people don't realize that the majority are appointed by the mayor. So we are developing the process for recommendations to be made to the mayor's office, so we're working constant with them to solidify that and make the recommendations for new board members.

Participant 17: I'm aware, I think that's conflict; but your by laws are your by laws; but I think the more distance the board has from the city the better. I think [crosstalk 00:56:14].

Robin: Thank you Participant 17. Participant 18.

Participant 18: Hi everyone. [inaudible 00:56:22] short. So the first thing is Pat and Maria have touched on it with the animals, in that past few months there's been rescues and volunteers that have been banned by the city's logger. Things like cursing, [inaudible 00:56:41] virtual topics, and considering those with our executive director for one person in a future amount of time. I think it took almost a year to find Vincent.

So I'm hoping that in this interim period, we can do something to make that easier; because the reasons I'm partial to Vance are not justified. Vance is somebody [inaudible 00:57:08] having a shelter is not okay, [crosstalk 00:57:15]. So, I don't know if you guys are aware what he did, I can provide you with an email of people who have come to me; but I'm concerned that if that goes on for the next year, that will have a negative impact on the shelter [crosstalk 00:57:32] because they're still animals in need, we should all work together more.

I mean I don't speak for everybody on the band. I won't say we have a list, we asked for a list for those individuals who were banned [crosstalk 00:57:52].

Participant 18: Everyone is afraid of [crosstalk 00:57:58].

Participant 18: So again, I'm speaking from my personal experience right now; but one of the things that we've discussed, honestly in a very short period of time there has been a great deal of change that has occurred. You know, we trust Audra

inherently to make decisions; but on the other hand we ask that decisions regarding quote, unquote banning, I hate to use that word, but discussions that we have with people who are not going to [crosstalk 00:58:25].

I just want to finish. There needs to be a process in place for that, I think there are circumstances when there are individuals who maybe have crossed the line that puts some of the shelter staff or the shelter insurance and things like that at risk, and we review them, and I'm not saying with certain people ... we're not even talking to the same people, my point is there does need to process in place if something like that is thought of. We keep this stuff amongst ourselves with the board, we will do that, there will not be any instantaneous bans without discussion beyond [crosstalk 00:59:00].

Generally yes, the list I don't think is as extensive as maybe you would think. I mean you might [crosstalk 00:59:11].

Participant 19: That rescue was temporary ban, the mom was here to share the status and was contacted by the owner of the ban. [crosstalk 00:59:26]. And that's not okay.

Sandy: Yeah, I mean all of us, I think, all of us have to remain positive about this stuff, there's stuff that all of us aren't going to like; but I think [crosstalk 00:59:36] but I think it's really easy on social media to post things that you wouldn't necessarily say to someone's face; and I think we just all have to be mindful of that when we're posting on social media and endorsing other people's posts and sharing posts I mean, [crosstalk 00:59:58].

Adam: I think the short answer is we are going to [crosstalk 01:00:06] I think one thing you brought up that's interesting is that there maybe threats, so we may not have the list of that. If there are things that people think are unfair, they can be sent to us and we'll review them, it may not be the number one priority for the board with what's going on right now; but anything going forward is certainly going to be heavily reviewed; but I will say sometimes what gets spread around isn't the full story. Sometimes what people interpret [crosstalk 01:00:34].

That's what we're saying, there is going to be a process, there is going to be something we look into and we'll go back and make sure that we've reviewed the ones from the past; but I think the word gets thrown around, and sometimes there are layers to it, sometimes people are encouraged to work in one area and not in another, and sometimes there is going to more to an individual's story than is released, and we don't always, not just us, the administration doesn't always release here's what this individual did wrong, and that person may say all I did was say this, and that might not be the story.

If there are [crosstalk 01:01:14] we don't disagree with that, but we can't comment on the individual bannings right here, so there are individuals that you are concerned about, if you are one of these individuals, reach out to us and we will do a review and going forward there should be a process in how it happens; but we're not going to release any exact details. [crosstalk 01:01:42].

Sandy: All of ours [crosstalk 01:01:52]. Yeah, we want to change that. It's easy for me to sit here and say that, but it hurts to do. Everybody in this room is important to this organization, every single person living in this room is important to the organization, important to Philadelphia's animals and important to the city as a whole. So we don't want there to be a climate, or a feeling of fear from the volunteers and stakeholders, like that is not the goal of the organization, the board, and certainly not Audra's goal. I know that from knowing Audra personally.

We're going to have to, and I hear a lot of cynicism, it's not [crosstalk 01:02:36] you know, I [crosstalk 01:02:43] well I think what you meant to say is not going to have a priority, it's just that we have to find a new executive director [crosstalk 01:02:53] and it think we [crosstalk 01:02:58].

Joanna: I think what I'm hearing is that we are actively reviewing what the current processes are, because I think the word gets a little thrown out there, where our [crosstalk 01:03:10]. So there is a process to volunteer, right? And there are certain standards that we all want to make sure that we all share, just like ... anybody who volunteers for any other organization, there's four principles, four values that you're committed to do; and abide them. So if there's infractions within that individuals are informed and there's a process, and I think that is already posted online by the volunteer, that's already posted online [crosstalk 01:03:38]. In terms of volunteers, I believe it's all within the manual, are the process in there? In terms of the process, an appeal process is also incorporated in there.

Now in terms of the ban with the ... I think that is something we can enhance as far as that protocol, so I think what I'm hearing here is that [crosstalk 01:04:00].

Joanna: One person deciding whether or not [crosstalk 01:04:04]. In looking and reviewing the process, and how can we spin for the program? We hear you, and I think you have a valid, definite bout of concern, and I think it's up to us, and I think you're committed from the board here that were permitted to reviewing what banning process and protocol is currently, and how we can work to improve it. [crosstalk 01:04:27].

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Participant 19: So my second thing is [inaudible 01:04:34] I was wondering if we wanted to start [inaudible 01:04:39] would that be something that we receive well by board, and who could I work with on the board if that [crosstalk 01:04:47].

Sandy: Yeah, I think that sounds awesome. If you want to email the board directly, you can also email me directly, if you want. I'm happy to work on that [crosstalk 01:04:56].

Participant 19: Sure.

Sandy: Okay, to move us along I know that it's Participant 20 going, am I saying that right?

Participant 20: Yes, yeah. Hey. [crosstalk 01:05:12] on the TNR program, I notice [crosstalk 01:05:18] there's a big number of 3,000 cats released, that's a great number; but we really to need break it down and make sure if ACCT staff is out in the community tracking cats. The way that you're going to meet the live release rate and program going, less intake, less euthanasia, all of that revolves around that. For eight months you've had nobody doing that, nobody but the community, they're great, they're fantastic.

You also broke them out the door, we had medics in our clinics, we had the community in there tracking everything. Now there's like a roadblock to that. I don't get it. The TNR cannot be a footnote, it has to be a priority, going into the community, I know that's hard, you're a shelter bombarded by all these animals all the time, but the way to stop the flow is to get some of your staff out the door, into community, tracking. It's not going to last.

You have five months of straight cat intake that is up, or kind of flat with the year before. The stuff we did, the 13,000 cats we all fixed, I did not do that, the community did, it was everybody. And the partner who did the surgery, it's all going to be gone; and I just don't understand why, I mean you know what happened with me, I was drifting out. In April I was kicked out of the office by Vincent and you, okay? Removed, out of office, I can't work here anymore; but I was still working on the program from home, imagine. TNR come home, [inaudible 01:07:05].

So that was after a public hearing where Brenda's cat rescue talked about the community health program negatively, that was attributed to me, so that's why I was removed from the office. In August some people came to a board meeting, they talked about the TNR program and the stuff they didn't like, an email went up from Vincent Medley that I was not allowed on the property anymore. So when you talk about these bannings and stuff like that, you're going to have to

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look at it each one whenever, the stuff about threats and things like that, I never cursed at anybody, I never threatened anybody. Did I talk a lot? Hell yes, I did. So what? I did my job and I did it well. [crosstalk 01:07:46].

I don't want work here anymore, whatever, I got put on paid administrative leave for the last two weeks of the program, so that transition between best friend and ACCT it collapsed. Collapsed. You got a van back there that can hold 60 cats, sitting there. That's insane!

Alright it's time for us [inaudible 01:08:18] whatever. Vincent, great you did a great job finally listening, getting rid of him whatever. There's other people that you could probably go to, you'll figure that out along the way; but please make that TNR program a priority, get back to it. The community, get those people back in there. They will track so many cats for you! And guess what it costs ... nothing, but your surgeries, you got a grant for the voucher program, that's great to get that back. I'm not saying you're horrible, that's fantastic. She wrote it I think, great, send all the people back to PAWS as [inaudible 01:08:58] fantastic; but the way you're going to make a dent in those numbers, and continue the progress that you had, which is through targeted tracking, that's in the community whole colonies of cats, if you don't know what that is, it's a group of cats.

Like men they're [crosstalk 01:09:14] you've got to fix them all, not one, all of them, so the reproduction stops. [crosstalk 01:09:23]. Just do it, it's not hard. I wrote up all this, I don't have time, I'm going to email it to you, take it or leave it, I hope you take it and do it; and then the last part ... one minute?

Uh-oh. [crosstalk 01:09:42]. The last part is get some training, you got these new people, great they might be dynamite, smart, little, young people with their ... train them. They need training. We were supposed to send Amanda, when she the TNR person for Baltimore, because Vincent had stopped our training. We can't train Amanda, there's too much friction. I'm so evil that we can't train Amanda ... anyway, she never went to Baltimore, no one learned anything besides whatever was learned on the job.

Send a team to Baltimore, train with those people, get that grind in here, get somebody in here to train those new people on the nuances of that program. [crosstalk 01:10:20].

Participant 1: If you were asked would you do it?

Participant 20: Sure. But I doubt this one happens very often.

Participant 1: I know [crosstalk 01:10:26].

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- Participant 20: I'm good at training, sure. I trained the front desk on different stuff with the TNR. I mean, but whatever. Train them, get it back up and running, you talked zip codes, I don't know if this has changed, or ... 34, 24, 20, and 40 you got 37% of your stray cat intake coming out of there. [crosstalk 01:10:46]. Get in there and track the cats [crosstalk 01:10:50].
- Sandy: So we have advisors, six folks left on our list, and we have half an hour, so we're going to have to keep you guys to a pretty strict time limit.
- Adam: Including the back and forth, I think a little leeway when we give answers, we might to give shorter answers, or no answer in order to keep that going. [crosstalk 01:11:20].
- Sandy: We want you all to speak, so Participant 21 is next [crosstalk 01:11:25]. Oh, well your name was on here; but that's okay.
- Participant 21: Okay, so apparently ... I do have a question. [inaudible 01:11:36] regarding [inaudible 01:11:38] and how we [inaudible 01:11:40] overnight that are rejuvenated, amazing and they jump here for, there again the public they bring them in, the supplies to keep the alive, until [inaudible 01:11:51] Howard, and can I get in the building and take care of that? Nothing has been done with it; and I designed it so that [crosstalk 01:12:02] I know has no story, so all the ideas have somebody order supplies, and I know there are people that will help make [inaudible 01:12:12] boxes.
- Participant 1: Why is that lasting you?
- JOanna: We are currently actually this morning just talked about with earlier this morning with staff. So staff will be assigned to that given that this is kitten season, and then we will be actually calling on volunteers to help put those things together. So we hope to have that over the next couple of weeks, putting that stuff together.
- Participant 21: And I do want to say thank you to the board, what you guys did bringing stuff up, [inaudible 01:12:46] so I feel like this. [crosstalk 01:12:50].
- Sandy: [crosstalk 01:12:54]. About the [crosstalk 01:12:59] yeah ...
- Speaker 22: I don't know what this thing is, I don't know if it's bottles, or it's the [inaudible 01:13:05].
- Participant 21: With doing this, it means it's a very big fit for [crosstalk 01:13:11].

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Speaker 22: No, no. I was going to tell you, if you're not using [crosstalk 01:13:16].

Participant 21: And when to get involved here [crosstalk 01:13:24].

Speaker 22: Even me, and believe me that's a scene. We'll be gone [crosstalk 01:13:32].

Sandy: Okay, Participant 23.

Participant 23: To tell you, I'm providing a slightly different perspective than what's been provided up until now. I'm vetting you to the animal welfare community. I have been very involved in multiple other non-profit type of organizations during my life. I'm president of a small, non-profit organization, that run up the board as a committee up the pole, I've gotten answers, your kind of unreason work, and I rescued a couple of cats, and then I started doing why does it seem like real estate organizations? And then I found my way to- then I signed up to volunteer at the SPCA, and then I found my way to a couple of online communities who deal with healthcare.

That was very much hands on rescue. I'd like to speak very briefly to the culture that the new person feels coming from this organization, who is interested in getting involved in animal well fare. I think what you need, besides the hands of involvement of the people who are already committed, you need people who will have a reason to come into our new ... you need new people now, and I think that this is, from what I can tell, what is out there, this has been what I'd categorize as a toxic organization.

I am just astonished everyday and what I see, I think that between the open intake shelter, and the multiple rescue organizations in this city, there should be a bind and walking in step to rescue animals; and what I see everyday on the urgent streets is, what seems to me as an outsider, a fight between organizations looking to save the animals, and ADBT looking, I don't want to say looking to cure them; because that's very harsh; but ADBT, not having animals well fare at point, I have seen all kinds of discussions about banning organizations, that I don't understand why you don't understand you need ...

These are organizations that provide service to the community, that would help you fill your mission, and at least as far as I can tell; like I said, I have some experience in this, not in animal well fare; but in non-profit sector. For reasons that really are kind of experience, the [inaudible 01:16:38] I think are not constructive, from what I can see. We have signed up for volunteer orientation, I mean we ... I want to see with my own eyes what goes on.

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But I can speak to act a complete outsider to the culture of fear among the rescues that people every day are talking about they're afraid to do this, they're afraid to do that because they're going to get banned. I don't understand why a rescue that provides, euthanate, private euthenazation services to people who can't afford them for their beloved pets, it's banned from the city open intake shelter, I can't imagine what they would have built to do that, I just can't.

So I just want to say that there is a real cultural problem, and in my experience in the non-profit world, culture problems come from the top in your organization [crosstalk 01:17:40]. I'm not asking for any answers, I am offering you my time as a volunteer to find out what those are; but I think it's very important that the organization be aware of what the reputation is out there on the street. [crosstalk 01:18:07].

Sandy: Okay, Participant 24.

Sandy: [crosstalk 01:18:17] Well she didn't want ... I mean the comment number one is that the organization is ... the ban was overturned almost immediately.

Participant 23: But they were not being [crosstalk 01:18:25].

Sandy: What was on the website was actually hidden, there was a technical glitch, I can swear to you; because I couldn't find it myself, I pointed to it, you guys can think I'm a liar, they went back on the website; but the staff was recommending that immediately upon making a statement, which was [inaudible 01:18:45] [crosstalk 01:18:46].

That was a miscommunication. I was involved and it was a miscommunication from their [crosstalk 01:18:53]. Well you know [crosstalk 01:18:57]. But you know [crosstalk 01:19:02] we'll talk offline, and I don't want [crosstalk 01:19:04] isn't necessarily true [crosstalk 01:19:10].

Participant 23: Right, but what I'm saying is I'm the public, I am constantly doing things to volunteer, I possibly [inaudible 01:19:16].

Sandy: Yeah.

Participant 23: And I hear something like that, and the details don't matter [crosstalk 01:19:22] this is an organization that provides a valley of services, [crosstalk 01:19:26]. You should fix that internally.

Sandy: We fixed it immediately. I mean, those of you who were a part of it, the folks sitting at this table fixed that immediately. As soon as we heard about it it was

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overturned and that's the things we want to portray to the public [crosstalk 01:19:45].

Participant 23: Why did it happen in the first place? [crosstalk 01:19:50].

Adam: I don't think we should comment on it, a lot of times things get heated and there's a lot to think about with all this. If anybody wants to talk more about ... because I know a lot of people said oh somebody cursed us, somebody this, somebody that, there are things on both sides, it can be hard in the shelter. It can be hard seeing some of the things that are out there, and no one sits on a floor or works in a building station without caring about animals; they just don't.

So, there are mistakes that are made, and we do our best to try to minimize those mistakes, correct them, move forward, have less mistakes, the first [crosstalk 01:20:31] some positive, some negative, we're always working towards more. We're always failing some, we're always succeeding some. I really don't want us to get into any individual about here's the reason someone says something, here's the reason, if you have you a concern about something that happened with you, please come to us.

But we want to make sure that we get to everyone else, and talk about the remaining questions that people have.

Participant 23: Well I think the issue that was raised though, is what made them, I'm not necessarily one of them, see as a culture, a culture that led to that?

Adam: And we don't necessarily disagree [crosstalk 01:21:06] I don't want you to think when we're trying to move on, we're trying to end the conversation because we don't think it's important [crosstalk 01:21:13].

Participant 23: That's abandoned process and protocol and see how we can enhance it [crosstalk 01:21:21].

Participant 24: The ban should require more than one person signing off on it.

Joanna: Well I think that has to do with the process [crosstalk 01:21:29].

Sandy: I don't want to call you out, I said specifically there's going to be a process for any purposed quote, unquote dismissal from the shelter or ban, it we discuss [crosstalk 01:21:44].

Participant 23: Can I just add one thing? This floor, and this organization from the top down, should be above all of that. If you come to work here [crosstalk 01:21:52] as

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somebody who has worked a non-profit, somebody who has been on with directors, your job is to have a long term vision for your [crosstalk 01:22:04].

Sandy: I think sometimes, [crosstalk 01:22:07] it's like Participant 23 you say that, and I don't mean it in the way it's going to sound again, but we've had board meetings where we've been asked to do more to afflict; because the board could ... we have the vision of this organization at heart. Sometimes we have to step down and come to this level, and have extensive meetings where we have this open forum discussion [crosstalk 01:22:28] but is that the goal of the board? No, it's not. The goal of the board is the long term sustainability of the organization, success of the organization and the [crosstalk 01:22:38].

Participant 23: That's the goal, and the board should see that.

Sandy: Yeah, I'd love to talk to you more offline about this; but we have to move on because we're really running out of time. And I think Christie was next [crosstalk 01:22:51].

Sandy: Yeah, are there public meetings, or public opportunities to do stuff publicly? [crosstalk 01:23:01] This is the annual meeting, so it came with the conversation of being an annual meeting, but there will be other opportunities to drive it more publicly, yes.

Adam: And one of the ways we are doing it, we want to just flood the frame work that was done on the last, that was another rainy day unfortunately, the last meet and greet that we had at a little barn in Philadelphia, we're going to be doing more of those, so that we are out in the community so we can have discussions that we can really get into; but it doesn't have to be a table and a time frame.

Joanna: Right. [crosstalk 01:23:30].

Participant 25: My only concern about that is [crosstalk 01:23:35].

Sandy: Well it doesn't have to be so official right? I think that ... but I also think that having a one on one conversation with someone can certainly do more than a meeting like this can to some degree. Yes, we're taking minutes, and the answers might seem official, but if I got to talking for an hour, out at the shelter for instance, we're going to do like shelter clean up day, then I'll get to learn about you, what you want, what your vision is and incorporate that into everything. You know, do as much as we can with it.

Participant 25: I don't have a problem with that, I don't think it should replace public portions of meetings [crosstalk 01:24:10].

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- Sandy: It won't, but I do think ... again, what we've heard is that we're not visible enough to the public, we're trying to kind of play all angles here. By making ourselves accessible in forums that are not so formal, but this is something special I guess, in the fact that we have this many folks in a room focusing on the annual [inaudible 01:24:39].
- Participant 25: Okay [crosstalk 01:24:41].
- Adam: Let's get through the questions, and if we have some time for the discussion, we can talk about that part of it more; but I think more engagement is an interesting thing for us the last year.
- Participant 26: Okay, so I'm not with a rescue, never worked for ACCT, just a community member, I'm also a cat care taker so I'm hoping I can along the line of the saying that the [inaudible 01:25:03] program, I feel like having this beautiful program set up, designed, just really moving forward, it had an army of volunteers at the city, they needed some work, Ivy did a great job of kind of focusing the work, and lettings us know where she had van out there all the time. I think we really need to come back to that, and the new people that are being hired aren't specialists, and really needs to have a special personality; because [inaudible 01:25:36] sometimes you're dealing with a customer with a health issue, you know?
- Sometimes you need to have this really strong [crosstalk 01:25:44] really kind of focusing in on that kind [inaudible 01:25:53]. Our program does, I really think ... we really need to make sure they are doing their work, and really supporting the [inaudible 01:26:13]. I personal haven't had an issue with the top lock, we have to notify that, I know others have; but I think we really need to support those people that battling a lot and need these animals to help them settle. So I really think that we're going to get the [inaudible 01:26:41], not just for the capital, but for the program, and really take advantage of that fact that people [inaudible 01:26:52] it's amazing [inaudible 01:26:59] on the Facebook page to throw ideas around [crosstalk 01:27:05].
- I know ACCT has a Facebook page that has a little bit more action, but I think it really could be helpful, and people can see more and more of what we see in our community, know that we are [inaudible 01:27:18] [crosstalk 01:27:22].
- Sandy: Participant 27 [crosstalk 01:27:30].
- Participant 27: Yeah, hello so I have something that I'd like to bring up. There's an issue that [inaudible 01:27:37] there was [inaudible 01:27:42]. While that really is [inaudible 01:27:52] and that's just unattractive on her.

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- Sandy: Did you guys know we don't fun Philly Urgent's page that acts as a [crosstalk 01:28:02] your speech.
- Participant 27: It's still an issue.
- Participant 28: I know, what I'm trying to say is ... we don't [crosstalk 01:28:12] also, we wouldn't [crosstalk 01:28:14] but I appreciate it [crosstalk 01:28:16] the most information and being aware. Through the shelter it's all volunteers, so if you want to come and get [inaudible 01:28:28] we're not there to get promoted for every dog, or not hold a dog or cat inside there, we can't hold them.
- Participant 27: Okay, I understand. Alright, and the other thing is, is there any chance of bringing in more medical staff from the state board, who are [inaudible 01:28:53]. I don't know about you, but I think it's quite an issue, and I can't establish between a male and female dog. For example, [inaudible 01:29:04] female [inaudible 01:29:17] [crosstalk 01:29:19].
- Sandy: The dog issue, I think you should put the name on the list and we'll look into that, that's something. [crosstalk 01:29:27] your general question is more medical staffing hired? Medical ... I mean [crosstalk 01:29:30].
- Participant 27: Very, very [inaudible 01:29:33] [crosstalk 01:29:38].
- Sandy: Yeah, guys I think we're kind of losing focus, so medical staff is obviously very expensive; but [crosstalk 01:29:42] something that is always the goal in the organization like ours, we have to use our resources wisely, so if we bring in money to build our medical program, we have a medical director who would need to do that [crosstalk 01:29:55].
- Robin: The people at the front desk guessed male or female based on [inaudible 01:30:02]. [crosstalk 01:30:05]. Sometimes it doesn't [inaudible 01:30:07] when somebody else does, it's a different gender [inaudible 01:30:13].
- Audra: One of the things that we've done to try and alleviate that is actually have a vet nurse assigned to the front desk to help do intake, particularly during owner surrender hours where we have kind of a heavier concentration of animals coming in, so they can help to try to alleviate some of that; because they can actually touch the animals, where the CSR's can't. So, we're hopeful that helps to alleviate most of those issues, and I anticipate that there should be getting better at legal on this program.
- Participant 27: Alright and then why are dogs that are brought in as bite cases never shown publicly?

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- Sandy: That's something [crosstalk 01:31:00] liability.
- Participant 27: Okay.
- Sandy: Well sometimes they go back to their owner also [crosstalk 01:31:07]. You mean if they're surrendered?
- Participant 27: Well, a certain case recently [crosstalk 01:31:11].
- Sandy: If it's just a certain case we don't want to get into the leads of it; but do you mean like if your dog is [inaudible 01:31:18] does that same shelter liability I mentioned earlier, so the dog might bite someone again, where or not a decision has been made here, then it can't be [crosstalk 01:31:29].
- Participant 27: [inaudible 01:31:38]. So I think that [crosstalk 01:31:41].
- Audra: Don't get promoted is what she's basically saying.
- Participant 27: Right.
- Audra: Right.
- Participant 27: Not, that they don't get [crosstalk 01:31:46] at all. [crosstalk 01:31:53].
- Sandy: Yeah, do sootiness else on topic like [inaudible 01:31:57] there's a dog with a known bite history, depending on the circumstances, obviously is the liability associated with it. The promotion of that dog to go to rescue, maybe that's something we can look into, if that's [crosstalk 01:32:10].
- Participant 28: I think that's our point, our point is that everybody understands a dog bite, a dog what seems suspect [crosstalk 01:32:22] what the owner is saying, but that dog sits in the kennel for 10 days, and literally goes a little bonkers [crosstalk 01:32:32] there's no handling, there's no whatever, I get the liability though.
- Sandy: The 10 days is by law [crosstalk 01:32:38] right [crosstalk 01:32:43].
- Participant 28: We know the public can't see the dog, we know nobody can take the dog out for a walk, there are rescues that would still consider those dogs depending on the circumstances. They are basically giving up on dogs, and they get no promotion [crosstalk 01:33:05].
- Sandy: So [crosstalk 01:33:09].

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Adam: I think that's a good place to stop that discussion, if there are more questions about how that works, and thank you for that, we can provide how rescues get notified of bad apples like that.

Sandy: Yeah, that's a good [crosstalk 01:33:25].

Sandy: Okay Participant 29 is next.

Participant 29: I'm just going to [crosstalk 01:33:31] I'm trying, we're both trying. We've had two fantastic [inaudible 01:33:40] that donate eight hours a week of their time, to ACCT. My pen pal made it [inaudible 01:33:49] I found that in North Mooreland, [inaudible 01:33:57] dog trackers, called STAR, that this is bigger than you [crosstalk 01:34:04].

Sandy: Participant 29, do you mean Baltimore? BARCS?

Participant 29: Yes.

Sandy: Sorry, I didn't hear you.

Participant 29: Okay, os [inaudible 01:34:19] that was probably the hardest, it made me who I am because I paid for it, as opposed to B&C, and a very high adoption in terms of the sea. So my question is [inaudible 01:34:31] about two months ago the two most developed [crosstalk 01:34:34] second behaviors, [inaudible 01:34:40] trained, at least. If all dogs got the opportunity that Donny had, we'd get a lot less adoption plans. [inaudible 01:34:59] it's no secret the city [inaudible 01:35:03], but I really hope the search can be open [inaudible 01:35:12] the founders, and second director have turned to a non-city person as the [inaudible 01:35:22] men that was hired by the CEO, it's going to be by these communities we're going to yield friendships, relationships with people on top like Comcast, [inaudible 01:35:36] basically like a network of [inaudible 01:35:46].

The question then will be [inaudible 01:35:52] 20 years are made a professional network fundraiser, because in 20 years of contacts, network contacts as executive director [inaudible 01:36:09] had no idea [crosstalk 01:36:17] but he was executive director of the Alliance Pet Center, he grew up in this very community, and I thought well that could be a fundraiser [inaudible 01:36:31]. I've had several violent encounters on [inaudible 01:36:44], and really someone from out of town knows the animal well fare experience. We can't blame them if they don't know anyone until later [inaudible 01:36:56].

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Board members who threw successful fundraisers for their own non-profits know that it'll all be very cheeky community when it comes to fundraising because the Manhattan code that only people with PAWS want to claim that they [inaudible 01:37:18] and here's a little comment about the paintings I think, because you're a little bit more of a recognition that animal well fare dogs are pretty much essentially tied by us, bound, very awful opinions [crosstalk 01:37:38].

Adam: One minute Participant 29.

Participant 29: The path view is low, it's incredibly low without the financing [inaudible 01:37:49] rescue volunteers and the internet handbook, it relies on them more than any other shelter in the country. But ours has to be done with 22% of the dogs on rescue or [inaudible 01:38:06]. The staff, management, the rescues, the volunteers, the network is like a big family, and families often fight, fight very hard. I don't think that's good, obviously [inaudible 01:38:31] [crosstalk 01:38:43].

Sandy: We have one more, and I think that's Participant 30.

Participant 30: Hi, I'm Participant 30. I've been doing cat stuff long before ACCT existed, before Ag existed, maybe before ... so I've been doing it [crosstalk 01:39:02] but I used to [inaudible 01:39:07] the best brands for, and there was a lot of great work done there to organize a group of people. There are people from neighborhoods, streets of people that say oh they're best friends, bringing ... they knew it was targeting best friends, they knew the community, the community new ACCT, and [inaudible 01:39:40]. [crosstalk 01:39:46].

But when Anya was here and best friends was here, we had a highly motivated bond here, staff attention here, everything organized to max, so it will not get kicked out. Along with the cat show [inaudible 01:40:04] broke out, and then my truck was robbed and my drawer was stolen, so I don't know whether [inaudible 01:40:18]. If you're going to hire people, just hire them, I've had fear, I've had people, I've had very scary ones, that's something they might [crosstalk 01:40:29].

Get a neighbor community bond here, keep what we got, just hire people. I'm just the cat person; but not [inaudible 01:40:42]. [crosstalk 01:40:49].

Sandy: So I think this concludes the meeting [crosstalk 01:40:58].

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- Speaker 13: I had a question really quickly sorry, [inaudible 01:41:03] our groups spoke, but I didn't hear any [crosstalk 01:41:21]. And you can still have surgery available [inaudible 01:41:33].
- Audra: They're not here to cover that [crosstalk 01:41:45]. The coordinator that we have come to us with some training already in place. We still have a relationship with best friends and so certainly we look to external sources to help continue their training. But the person that I hired for the coordinator position does have experience trapping and practicing a TNR, and a colony management program.
- Speaker 13: And since your running that program you have all that knowledge [crosstalk 01:42:18].
- Audra: I'm sorry?
- Speaker 13: Since your running that program, you have all the knowledge and skills to teach them? Or you just [inaudible 01:42:27].
- Audra: I have been working in animal shelters for over 10 years [crosstalk 01:42:30].
- Speaker 13: Do you have the capability to teach them?
- Audra: I have been working in animal shelters for over 10 years [crosstalk 01:42:36] and I have participated in TNR and SNR programs, my last shelter had one, and our field services department participated pretty heavily in that program, so yes I do have that experience. I know how to track, I know to handle a TNR program; but I don't know everything. I think anybody who works in shelters will admit we don't know everything and I'm always looking for more training and I'm always attending more training, that's something that I do regularly.
- Speaker 13: Okay, I feel [inaudible 01:43:09].
- Adam: So in that response, in 10 days we'll have more details about the program than we can discuss right now with the time remaining, and the program will continue to grow. So, [crosstalk 01:43:26].
- Joanna: Well we want to thank everyone for coming this evening we will be posting within 10 days, and those again, as you are heading out, if you still have specific questions on specific cases, please provide us your information, thank you so much. [crosstalk 01:43:48].