



MINUTES

Board Meeting

August 11, 2021

12:00 PM – 5:00 PM EST

Online Meeting called by President, Sean Jones

Attendees: President, Sean Jones; President Elect, Lonnie Davis; Immediate Past President, Todd Stoll; Vice President, Ashley Shabankareh; Treasurer, Dustin Rohrer; Secretary, David Kauffman; Ayn Insterito, Bob Breithaupt, Doug DuBoff, Johnaye Kendrick, José Diaz, Laura Gentry, Mary Jo Papich, Pharez Whitted, Tim Fellow, Trineice Robinson Martin, Tia Fuller, Sharon Burch, Managing Director; Jesse Nolan, Membership Manager; Dan Flores, Legal Counsel; Kelly Carson, Administrative Assistant

Absent: Roxy Coss (new baby girl!)

AGENDA

12:00-12:19PM

PRESIDENT'S WELCOME

SEAN JONES
PRESIDENT

DISCUSSION	<ul style="list-style-type: none"> • President's welcome • Board introductions <p>Sean recapped highlights from the past year: the Online conference, Summer Institute, Resilience campaign, the pivot to all year round events and not just a conference-focused organization.</p> <p>Sean asked for a few moments of silence so that we can all be on the same plane as we begin this meeting.</p> <p>Welcome to our new board member, Ayn Insterito! We are happy to have your valuable input to add to JEN.</p> <p>Each board member took a few moments to introduce themselves.</p> <p>12:15-12:17 Board Zoom photo</p> <p>MOTION: approve January board meeting minutes. Motedioned By Ashley Shabankareh seconded by Trineice Robinson-Martin Motion passed</p>		
		PERSON RESPONSIBLE	DEADLINE

12:30-12:58PM

MANAGING DIRECTOR'S REPORT

SHARON BURCH
MANAGING DIRECTOR

DISCUSSION	<p>Board Member updates</p> <ul style="list-style-type: none"> • Contact information (board members were asked to verify and/or update their correct info) • Committees
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Overall goals for the meeting:

- Financial update and budget for fiscal year 2022
- Development plan and responsibilities
- Strategic Plan Review & Assess progress
- Committee updates
- Next action steps

Update of the past six months:

JANUARY 2021

- Successful online conference!

FEBRUARY-MARCH 2021

- Hosted a How to Apply online event
- 2022 Conference submission process open
- 446 completed applications; 169 accepted
- Submitted NEA grant (notification in October)
- Received second PPP loan \$38K (forgiveness in September)

APRIL-MAY

- Hosted three online events
- 2022 Conference submission review process
- Submitted Shuttered Venue Operators Grant (notification in July)
- Resilience Fund Campaign-over \$38,000 raised to date

JUNE-JULY

- Received notification awarded the SVOG grant \$238K
- Hosted first online Summer Institute
- 71 registered; 40 average attendance
- All sessions recorded; replay access for full individual membership level

AUGUST

- Submitting application for the American Rescue Fund \$150,000
- Launch 2022 Conference schedule and marketing
- Propose moving AnnualJENeral Meeting
 - **Moving Annual General Meeting to Zoom.**
 - All membership invited to attend online.
 - Previously hosted at the conference. Limited to those in attendance.
 - Recording will be available on our membership site.

CONFERENCE UPDATE

- Planning on in-person conference in Dallas, Texas
- 44 JJF Ensembles registered (10 slots available)
- Adopting COVID-19 Policy in coordination with Dan Flores

Vaccination policy - Covid-testing policy

1. Only receive badge if vaccinated or a recent covid test
2. Temperature checks at registration
3. On-site covid testing or local pharmacy

	<p>4. Test positive? Quarantine. Not permitted to attend the conference if test positive or arrive without proof of a negative covid test.</p> <p>5. Badge</p> <p>What's the mask policy?</p> <p>1. Wearing a mask required if not performing, singing, or eating.</p> <p>It was recommended that the better option is to have COVID policy in place very quickly so there are no surprises, then if we can relax the policy later we will.</p> <p>Lou is reaching out to the hotel to see what their policy is, so we're in compliance. However, there are several unknowns at this time. We will work with Dan Flores to synthesize into one consistent policy and present to the EC or Board at a later time.</p> <p>2026 Conference Site - Washington Wardman-Park Marriott Hotel</p> <p>1. Claimed bankruptcy; sold at auction in late July</p> <p>2. HPN/Lou searching for feasible alternatives for 2026</p> <p>In the past, these three "rocks" of revenue were centered around the conference, but due to the impact of COVID-19 and the herculean efforts of Jesse, Kelly, and a variety of presenters, I'm happy to say that it is shifting to being centered around serving the membership with online events and resources year round. This is a great place to be.</p> <p>Due to the unknowns of the COVID impact, our biggest rock to tackle today is obviously the conference and its associated costs and projected revenue.</p> <p>Overall goals for the meeting:</p> <ul style="list-style-type: none"> ● Conference decision made with registration fees established. ● Review Strategic Plan and evaluate progress and action steps needed moving forward. ● Committee updates ● Next action steps 	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

12:58-1:35PM

MEMBERSHIP/ MARKETING REPORT

JESSE NOLAN
MEMBERSHIP MANAGER

DISCUSSION	<p>We are sending weekly emails to membership in order to cut down on emails to the office.</p> <p>Gender & Ethnicity - We sent out a survey to members. 15% responded (338)</p> <p>Gender:</p> <ul style="list-style-type: none"> ● 58% - Male ● 36% - Female ● 1% - non-conforming ● 5% - No response <p>Ethnicity:</p> <ul style="list-style-type: none"> ● 62% White
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- 15% No Response
- 9% Black
- 8% Hispanic
- 3% AAPI
- 2% Indigenous
- 1% Arab

Professional Demographics*:

- 70% Educator
- 21% Student
- 42% Composer/Arranger
- 66% Instrumentalist
- 24% Vocalist/Singer
- 17% Music Industry Professional
- 12% Arts Administrator
- 17% Researcher
- 10% Writer/Author/Journalist/Critic
- 89% Jazz Enthusiast

*Percentages don't add up to 100, as respondents could select more than one category.

Of educators:

- 40% Collegiate
- 35% High School
- 34% Private
- 23% Middle School
- 12% Elementary School

We're getting great information on our demographics, which helps us focus our marketing to make it more effective.

12-month membership statistics:

Month	Paid	Youth	Total	1-mo Change
07/01/2020	2723	1616	4339	
08/01/2020	2639	1596	4235	-104
09/01/2020	2613	1601	4214	-21
10/01/2020	2118	1574	3692	-522
11/01/2020	2010	1553	3563	-129
12/01/2020	1970	1650	3620	57
01/01/2021	1888	1742	3630	10
02/01/2021	1996	2042	4038	408
03/01/2021	1981	1984	3965	-73
04/01/2021	2087	1913	4000	35
05/01/2021	1997	1833	3830	-170
06/01/2021	1848	1744	3592	-238
07/01/2021	1833	1715	3548	-44
	-890	99	-791	-791

- Looking at October 2020: this is when we launched the new CRM, which requires that each account have an email address. So it appears that we lost 500 members, however these were people with no email addresses. Of paid JEN members we've lost 390.
- We have set up a really great registration process for the conference, so we will have their email address. We can now contact them to ask if they want to renew when the time comes.

4-year membership history:

Membership	F '17	F '18	F '19	F '20	1-yr Deviation	4-yr Average	F '20 Average Deviation
Full (Annual)	1152	939	1457	959	-498	1127	-168
Full (Monthly)	0	85	213	158	-55	152	6
eJEN	506	587	969	560	-409	656	-96
yJEN	157	1129	1664	1715	51	1166	549
Chapter - School	1	25	39	36	-3	25	11
Chapter - Collegiate	0	18	36	27	-9	27	0
Chapter - Community	0	14	27	28	1	23	5
Corporate	44	66	74	18	-56	51	-33
Institution	63	100	119	47	-72	82	-35

- F'20- Corporate and Institution membership down. Our goal is to re-engage with these folks for the next conference in 2022.

Historical June membership:

Membership Category	June-18	June-19	June-20	June-21
Individual	\$3,543.00	\$6,143.00	\$10,786.00	\$6,996.00
Institution	\$1,050.00	\$350.00	\$350.00	\$2,100.00
Corporate	\$1,650.00	\$1,100.00	\$550.00	\$550.00
Total	\$6,243.00	\$7,593.00	\$11,686.00	\$9,646.00
Chapter - School	1	25	39	36
Chapter - Collegiate	0	18	36	27
Chapter - Community	0	14	27	28
Corporate	44	66	74	18
Institution	63	100	119	47

- This is our 2nd best June ever. Our summer institute was a big membership driver over the summer. It helped keep individual membership high over the summer.

2021-2022 membership projection:

Membership Type	As of 07/01/2	As of 07/01/	12-mo change	Membership Revenue
Full Individual	\$959.00	\$1,200.00	\$241.00	\$23,136.00
Full Monthly	\$158.00	\$200.00	\$42.00	\$4,032.00
Chapter	\$91.00	\$95.00	\$4.00	\$384.00
eJEN	\$560.00	\$660.00	\$100.00	\$4,500.00
yJEN	1,715	2,000	285	\$0.00
Corporate	18	51	33	\$18,150.00
Institution	47	82	35	\$12,250.00
Total	3,548	4,288	740	\$62,452.00

- The Resilience Fund campaign was especially effective, in that we were able to keep engagement high. The open rates with our emails were massive, some at 80%. The process was on a bit of a learning curve as we figured out that piece. However, we're excited now that we have a system of direct mailing in place.
- Jesse recommended continuing direct mail campaigns, and possibly using something similar with corporate and institutions. Video included was very effective for member engagement as well.
- A bulk mail permit will also help us save thousands in time, money and man hours.

Email marketing statistics:

#Sends	#Opens	#Clicks	#Unsubscribes	#Bounces	#Open Rate
1618060	363391	56580	1711	2268	22.46%
Click to Open Rate	Click Rate	Unsubscribe Rate	Forward Rate	Bounce Rate	Revenue
15.57%	3.50%	0.11%	0	0.14%	\$139,533.75

- Our CRM can track how many purchases are a result of emails sent. To date, \$139,533.75
- We have a very high click rate and very low unsubscribes.

We now have a focused and targeted social media marketing strategy, so we are able to target posts, and thereby emails that are more focused on our membership.

Paid Marketing Takeaways

- Video works! (Especially square, with calls to action)
- Paid Brand Awareness, culminating in targeted, conversion-driving ads (content) is key.
- A short (5-day) fuse resulted in 12 purchases, including the time spent in engagement.
- A longer marketing fuse will result in success.

All of our content for the fiscal year saw **80,547** views. This includes our webinars, the JENX2021 conference, clinics, performances, JJF masterclasses. This is demonstrating to members that JEN is a yearround organization. This is key. In this new paradigm, it is important to keep all of these opportunities for our members.

ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

2:33-2:45PM BREAK

1:35-2:33:PM

FINANCE COMMITTEE REPORT

DUSTIN ROHRER
TREASURER

DISCUSSION	<p>2021 - We ended the year better than we thought due to a couple of things.</p> <p>Net operating was in the black</p> <p>Revenue: 28% higher revenue than forecast. Resilience fund was a big contributor. This sets us up to be an inherently different org than we used to be, with a developing fund raising arm.</p> <p>The PPP loan was also reflected.</p> <p>The \$30,000 UNT sponsorship also helped.</p> <p>Expenditures: 8% higher than projected. Salaries and contract labor were higher. We kept the conference coordinator position throughout the year.</p> <p>Cash position is \$287k</p> <p>Discussion regarding expenses related to personnel and operations. Discussions related to membership projections as it relates to potential income and revenue. Financial reports reflect conservative projections related to engagement. Longevity planning continues to consider the ability of the JEN to evolve, develop, and grow as it relates to duties, responsibilities, and compensation for its staff and work to meet development needs.</p> <p>MOTION: to approve FY22 Budget. Motioned by Dustin Rohrer Seconded by Trineice Robinson-Martin Motion Passed</p>		
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE	

2:48-3:24PM

PROPOSAL OF NON-MEMBER RATE FOR JEN EVENTS

SHARON BURCH
MANAGING DIRECTOR

DISCUSSION	<p>The reason for the proposal of a non-member rate for JEN events is that we'd like to encourage non-members to attend the conference, try us out (dating), then join JEN because they like us (marriage).</p> <ul style="list-style-type: none"> ● A member rate gives the members a perceived value-add. ● No financial loss to JEN. ● Non-mems: \$275 conference registration ● Non-mems: \$100 Summer Institute <p>The focus is to encourage people to become members.</p> <p>Discussion ensued.</p>		
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	<p>MOTION: To establish/provide non-member rates for events at an increase over member rates. Increase to be agreed upon by the Managing Director/Executive Director, Treasurer and/or President/Executive Committee. Motioned by Mary Jo Papich Seconded by Ashley Shabankareh Motion passed</p>	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

2:15-2:33PM **PERSONNEL COMMITTEE REPORT** **LONNIE DAVIS**
PERSONNEL COMMITTEE CHAIR

DISCUSSION	<p>Discussion regarding staff evaluations. President currently within the review process for Managing Director.</p> <p>Need to update jobs/duties/responsibilities to reflect actual duties and responsibilities. Conference Coordinator Position Updated Need to contract Director of Membership and Marketing.</p> <p>MOTION: to increase salary Director of Membership and Marketing by \$5,000 and raise Managing Director, Conference Coordinator and Administrative Assistant salaries by 5%. Motioned by Lonnie Seconded by Mary Jo Papich. Motion passed.</p> <p>MOTION: to allot \$30,000 for development support Motioned by Lonnie Davis Seconded by Ashley Shabankareh Motion passed.</p>	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

3:25-4:02PM **DEVELOPMENT COMMITTEE REPORT** **ASHLEY SHABANKAREH**
DEVELOPMENT COMMITTEE CHAIR

DISCUSSION	<p>100% board & staff giving! We are starting to shift the perception of JEN to the public. Many thanks go to Sharon, who has done most of the heavy lifting with regard to the grants! We are in the process of updating policies and procedures as we grow.</p> <ul style="list-style-type: none"> ● Goal is to raise \$150,000. Direct mail was very effective. Budget is for spring and fall campaigns. ● Increase board and staff giving. ● Further increase board participation ● Increase development committee's commitment in fundraising and donor stewardship. Lots of handwritten thank-you notes and personalization will be effective. ● Further implementing a stewardship plan 	
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	<ul style="list-style-type: none"> Increasing the quality of development communications on the donor front. We'd like to continue that energy so that we don't lose new donors. Increase development Collateral--pamphlets, onesheets, etc. Development-specific commitment booth at the conference Increase grant revenue to diversify revenue and income streams Increase corporate donations Continue to formalized development policies and procedures <p>Updates:</p> <ul style="list-style-type: none"> Pledge form: suggest annual giving by board from \$250 to \$300. Many went above and beyond and we thank you! Continue giving as staff and development Committee. Continue circle of influence exercise--look at your circles of influence Continue resilience fund, looking at dates, as related to what's happening on the JEN calendar. Spring and Fall campaigns make sense. Spring is direct mail; Fall is postcard. Social media, newsletter, Amazon Connect with JEN. Face-to-Face asks Special events will increase: in-person conferences, so the scholarship concert will happen. But we will be exploring other special events as well. <p>Discussion ensued.</p> <p>A separate meeting would be good to discuss the details and increase understanding of development.</p> <p>MOTION: To increase board giving to \$300 per year. Motedioned by Ashley Shabankareh Seconded by Tia Fuller Motion passed.</p> <p>Development committee will make a forecasting report, for a vote at a later time.</p>
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ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
Complete the board member pledge commitment form.	All board members	Aug. 31, 2021

4:02-4:06PM

AUDIT & RISK - CONFLICT OF INTEREST POLICY

**TIM FELLOW
COMMITTEE CHAIR**

DISCUSSION	Standard conflict of interest form has been sent to each board member to complete for this fiscal year.	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE
Complete Conflict of Interest form	All board members	Aug. 31, 2021

4:07- 4:14PM

SBN BROADCASTING--JEN CHANNEL OPPORTUNITY

**SHARON BURCH
MANAGING DIRECTOR**

DISCUSSION	<p>This is a great opportunity. It has the potential to have a JEN channel that would sit on the SBN platform. They would take care of the licensing when we use music, similar to the YouTube model. Folks would see our branding, our page. We could potentially broadcast our performances.</p> <p>Here are the bullet points:</p> <ul style="list-style-type: none"> ● Revenue sharing split. ● No upfront costs for JEN. ● 3-way split revenue, depending on live stream or pre-recorded content. <p>Discussion: Potential revenue stream, why would we <i>not</i> do this, we can set the fees, minimum \$40/yr. We would have a non-mem price and a coupon code for members. We can add any appropriate content and branding on the page. Artists would need to agree to be on the channel. We would have them sign an agreement or waiver. Staff would handle the work load of setting up and maintaining the channel.</p> <p>The board consensus is to keep moving forward with the JEN Channel.</p>	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

PROGRAM & COMMITTEE REPORTS

3:00-3:10PM

EDUCATION & COMMUNITY ENGAGEMENT COMMITTEE REPORT

**David Kauffman &
MARY JO PAPICH
COMMITTEE CHAIRS**

DISCUSSION	<p>Due to the pandemic beginning in March 2020 and continuing through 2021, the Education and Community Engagement committees pivoted and were able to use JAZZ2U funds to help produce online events, such as webinars, masterclasses, and the 2021 JENX conference online. Those events helped to reach 80,547 people during the live events and via the replays as of 8/11/21.</p> <p>List of Events and Number of Views per event:</p> <ul style="list-style-type: none"> ● Online Teaching for Non-Online Teachers - 10,631 ● How to Teach Instrumental Lessons Online - 2,081 ● Sisters in Jazz Virtual Roundtable - 2,585 ● Virtual Ear Training for the Large Ensemble - 2,285 ● Virtual Ear Training for the Large Ensemble - 2,285 ● A Listening Session with Sean Jones - 2,873 ● A Step-by-Step Guide to the Virtual Ensemble - 3,642 ● Guided Online Listening with Kelly Clingan - 935 ● JazzSLAM - Jazz Supports Language Arts & Math - 653 ● What Now? Music Education After COVID-19: 6,513 ● A Music Educators Roundtable Discussion ● Getting Started with Logic Pro X: Tips & Tricks for Music Educators - 1,536 ● Access Title IV-A & C.A.R.E.S. Act Funds to Build A Stronger Music Program - 770 ● Young Composer Showcase Virtual Roundtable - 1,651 ● The Balancing Act: Balancing the Professional & Personal - 2,049 ● Rehearsing the Band Virtually with Julius Tolentino - 182 ● Jazz Education As a Force for Racial Understanding, Healing, & Justice - 5,216
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	<ul style="list-style-type: none"> • Rehearsing the Vocal Ensemble After COVID-19 - 3,532 • Jazz Education As a Force for Racial Understanding, Healing, & Justice: A Followup Conversation - 5,279 • Fostering a Culturally Responsive Music Classroom - 73 • Copyright 101 for Music Educators - 1,227 • Making Music Over The Internet: A Live, Virtual Jam Session - 2,654 • Creating a JEN Chapter At Your School - 53 • How to Build A Professional Website for Your Music - 437 • Applying Virtual Collaboration Technology in a Post Pandemic Musical Landscape - 249 • Searchie Replays - 2,565 • JENX2021 Performances - 7,283 • JENX2021 Clinics - 8,336 • JENX2021 JJE - 1,577 • JENX2021 JJF - 559 • JENX2021 Exhibits - 1,865 <p>TOTAL # of Views - 80,547</p>	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

RESEARCH COMMITTEE REPORT

**SUBMITTED BY
MONIKA HERZIG, CHAIR**

DISCUSSION	<ul style="list-style-type: none"> • Research Journal- testimonials and reviews are in the report. We're also launching programs that will center around those topics. (discussed in Strategic Plan report) 	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

4:14 - 4:32PM

SCHOLARSHIPS & AWARDS PROGRAM REPORT

**SHARON BURCH
MANAGING DIRECTOR**

DISCUSSION	<p>SCHOLARSHIPS - New Scholarship Timeline</p> <ul style="list-style-type: none"> - January 1 - March 31 Applications open - April - Review applications/ select - May 1 - Notify applicants - New Scholarship - Brubeck Living Legacy Scholarship in honor of Dave Brubeck - \$1,000 <p>- AWARDS - Committee of board members to discuss and select?</p> <ul style="list-style-type: none"> - LeJENd of Jazz Education Award - Joe Jennings - LeJENd of Latin Jazz - Ignacio Berrao - Ellis Marsalis Educator of the Year Award - Collegiate level (nominating process) - JEN/Berklee: John LaPorta Award update - High School level (nominating process) - African American Jazz Caucus Award - Dr. Roxanne Stevenson - Briefly discussed launching a JEN Jazz Educator Hall of Fame Award. (digital honor; no family guests hosted at the conference) <p>The suggestion was made to recognize excellence for current educators/artists in the field. The conference guide would be a great place for this.</p>
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	Skylar Tang Stephen Harvey	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

COMMISSIONED CHARTS

**SUBMITTED BY
RYAN MIDDAGH, PROGRAM CHAIR**

DISCUSSION	<p>The Commissioned Charts Program is working well and becoming a vital membership benefit. As mentioned in the Young Composer Showcase report, the commissioned Charts Program will now be combined with YCS to create the JEN Composition Initiatives Committee.</p> <p>In collaboration with the JEN President, Sean Jones, we identified a slate of composers for the 2022 annual JEN Commissions program:</p> <ul style="list-style-type: none"> ● Developing Big Band Commission: Ellen Rowe ● Medium Big Band Commission: Jihye Lee ● Advanced Big Band Commission: John Beasley ● SSA or 3-part Vocal Jazz Commission: Julia Dollison ● SATB Advanced Vocal Jazz Commission: Cedric Dent ● Combo Commission: Etienne Charles 	
	ACTION ITEMS	DEADLINE

4:42-4:54 PM

STRATEGIC PLAN

**SHARON BURCH
MANAGING DIRECTOR**

DISCUSSION	<p>We are on track with the plan.</p> <ul style="list-style-type: none"> ● Summer Institute was a hit. Area Networks and Educational units are in progress. Our first chapter will be in Washington state. We have more chapters, of course, but they were the first to move forward with our new plan. ● Professional Development ● Research Journal- testimonials and reviews are in the report. We're also launching programs that will center around those topics. ● Community Engagement--Due to COVID pivoting, it will start to shift back as we move out of the pandemic. Hopefully we will get back to regular JAZZ2U funding. ● Diversity, Equity & Inclusion-- Now that we have more robust data, we have a much better picture of how we can move forward with recruitment and retention. This will create and foster environments that are equitable and inclusive. 	

	<ul style="list-style-type: none"> • Operate JEN w/ efficiency and transparency-- an ongoing process. We're doing well, but we can do better; more member involvement; we want to do a better job of meeting the members' needs. • Improve the long-term stability of JEN--we are acting on it and it's great. We have work to do, but we are on track! Financial engagement discussions are great and robust, there is more board interest. We will continue to put more processes in place. Sharon is doing a great job with financial details and grant writing. • We have up-to-date financials on a daily basis due to the new CRM and operating system launched in September 2020. • We have established an investment account at Vanguard, so we are hitting all points. • Management & Risk--we were on time last year and will be on time this year! 	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

4:54-5:00PM

BOARD MEETING WRAP

**SHARON BURCH
MANAGING DIRECTOR**

DISCUSSION	<p>HOUSEKEEPING: Reminder to book flights for the conference, Monday Jan. 3, depart Sun. Jan. 9th. Please arrive in the afternoon if you're Personnel or EC committee. You may extend stay or come early, but it has to go through the master contract with Lou or Sharon.</p> <p>2022 Presidents' Service Award</p> <p>- Michael Shirtz</p>	
ACTION ITEMS	PERSON RESPONSIBLE	DEADLINE

**Motion to adjourn meeting, moved by David Kauffman
Seconded by Todd Stoll**

**Motion Passed
Meeting adjourned at 5:00PM EST**

Meeting Minutes prepared by David Kauffman