

**Faithful Shepherd Catholic School and Tri-Parish Center  
Board of Directors Meeting  
October Approved Minutes  
Date: October 4, 2016**

**Board Members Present:**

St. John Neumann	St. Thomas Becket	Church of St. Peter	Other Attendees
Fr. Doug Ebert	Fr. Tim Wozniak	Jen Silgen	Mike Randall
Dick Engler	Tom Durand	Tom Kraus	Sue Lovegreen, Brandon Kane
	Cara Geheren		Maria Brandel, Recording Secretary

Description	Discussion	Action By
<b>Invocation</b>	The meeting began at 6:30PM.	Fr. Tim
<b>Adoption of Agenda</b>	<p><b>Motion: Dick Engler</b> made a motion to approve the October 2016 agenda with approved adjustments.</p> <p><b>The motion was unanimously approved.</b></p>	Engler
<b>Approval of Minutes</b>	<p><b>Motion: Fr. Tim Wozniak</b> made a motion to approve the September 2016 Minutes with approved adjustments.</p> <p><b>The motion was seconded by Jen Silgen and was unanimously approved.</b></p>	Engler
	<b>Executive Director's Report</b>	
	<p><b>Written Report attached. Additional comments:</b></p> <ul style="list-style-type: none"> <li>• Nate Jorgensen's last day is October 14<sup>th</sup> <ul style="list-style-type: none"> <li>○ He is willing to stay on as consultant until we hire/train new person</li> <li>○ Can dial in remotely to fix issues, and then visit 1-2 times per week to check on things.</li> <li>○ Mike Randall has received resumes and is planning on replacing the position.</li> </ul> </li> <li>• Coffee With ED <ul style="list-style-type: none"> <li>○ Great event – looking forward to making it better attended.</li> <li>○ Great tool to demonstrate leadership and get feedback</li> </ul> </li> <li>• Marge Gruenes Gift <ul style="list-style-type: none"> <li>○ Specifically targeted for the Fr. Charles Lachowitz Endowment Fund</li> <li>○ Mike Randall has sent a thank you note to</li> </ul> </li> </ul>	Randall

	<ul style="list-style-type: none"> <li>○ Marge's brother and executor of the estate <ul style="list-style-type: none"> <li>○ Perhaps dedicate a room in the school with her name?</li> </ul> </li> <li>• Pursuit Academy <ul style="list-style-type: none"> <li>○ Great to have a new person teaching (Sara Holscher) – new vision, different approach</li> </ul> </li> <li>• Septemberfest <ul style="list-style-type: none"> <li>○ Discuss and evaluate the event, maybe invite committee members to talk with the Board, pros and cons of the entire event</li> <li>○ Still going forward with next year's event</li> </ul> </li> </ul>	
	<b>Old Business</b>	
<b>Update on Arbitrage Appeal</b>	<ul style="list-style-type: none"> <li>• Tom Kraus gave an update on the Arbitrage appeal. This update can be found in the Finance Committee report, number 4.</li> </ul>	Kraus
	<b>New Business</b>	
<b>New Discipline Policy</b>	<ul style="list-style-type: none"> <li>• A committee of faculty members was formed last spring to research the alleged reputation that Faithful Shepherd is a "bullying school". They concluded that it wasn't so much a bullying issue as a discipline and consistency issue. It was decided to revise FSCS's discipline policy.</li> <li>• The draft of that policy was presented to the Board tonight. It was crafted with the faculty's input, as their intent is to own this policy to best carry it forward and make it successful, and also create more accountability.</li> <li>• This revised policy will be in addition to the current student handbook, as its own stand-alone policy/handbook.</li> <li>• One of the main differences between the old policy and the new is clearing up the vagueness of the wording; to make it clear what action begets what result, and by whom. Make it clear from the start for the student, the teacher, administration, and the parents. This removes the subjectivity of discipline and makes it more uniform across all parties.</li> <li>• The Board presented their questions and comments to Brandon Kane and Sue Lovegreen (members of the policy committee) and they will bring back to the committee and to the faculty for revision. The revised copy will either be re-presented to the Board at the next meeting or electronically prior to the next meeting.</li> </ul>	Brandon Kane/Sue Lovegreen

	<b>Reports of Committees</b>	
<b>Marketing</b>	Written report attached.	Durand
<b>Development</b>	Written report attached.	Silgen
<b>Finance</b>	Written Report Attached	Kraus
<b>Executive Committee</b>	<ul style="list-style-type: none"> <li>• The Executive Committee is in the process of developing an evaluation process for the Executive Director</li> <li>• The Executive Committee should look at mission and value statements for the strategic plan – would like input on that.</li> </ul>	Engler
<b>Facilities</b>	<p>Written report attached. Additional comments:</p> <ul style="list-style-type: none"> <li>• There is a need for ongoing maintenance of the gardening and landscaping work that has been done in the Mary Garden and the front walkway areas. The Facilities Committee will explore options.</li> </ul>	Fr. Ebert
<b>Closing Prayer</b>	The meeting ended at 7:45PM.	Silgen
<b>Executive Session</b>	The Board adjourned and then went into Executive Session following the public meeting.	Board

**Next Board Meeting:** - November 2nd at 6:30PM - Regularly Scheduled Meeting @ FSCS. Executive Session following the meeting (approx. 8:00PM)

# Executive Director's Report – October 2016

## **Staffing Update**

Nate Jorgensen has resigned his position as our Technology Support Specialist to take a job with TIES that provides him with a career advancement opportunity. I will be posting the position this week and may engage Nate in a consulting contract until the position is filled.

## **Coffee with the E.D.**

I held my first coffee meeting with parents on Tuesday, September 27. Six parents attended and the format was well received. I provided a quick update on the school, asked for input on the current Strategic Plan objectives, and gave them time to share their concerns. Overall I thought it was a very positive meeting/format and the parents appreciated the opportunity to share. My next Coffee with the E.D. is scheduled for October 27 at 8am. I will also be allowing parents to sign up to meet with me during conferences.

## **Fundraising Update**

- SeptemberFest
  - o As I mentioned in my update, SeptemberFest was a huge success. While we don't have any final numbers yet, our current net is \$74,000 so we will easily surpass last year's net of \$79,000.
- Gala
  - o The first committee meeting is scheduled for Wednesday, October 5 and it looks like many of last year's volunteers will be returning. The date for this year's Gala is February 25, 2017.
- STAR Fund
  - o Currently recruiting people to help make calls for this year's drive. Hoping to secure another \$50,000 Challenge Gift with St. John Neumann.
- Endowment
  - o We received a gift of \$65,000 from the Estate of Marge Gruenes that will be deposited into our endowment fund at the Catholic Community Foundation (The Rev. Charles Lachowitz Scholarship). An additional payment is expected to be made in May of 2017.

## **Strategic Planning**

- My plan is to meet with each committee (Finance, Development, Marketing and Facilities) to involve them in the strategic planning process with the goal of developing a five year plan as it relates to their area of focus. The finance committee is also going to look at different financial scenarios as it relates to optimal tuition and enrollment. I plan to put together a Strategic Plan steering committee that will work with me to guide and oversee the process. I also want to develop a new mission and vision statements as a part of this planning process.

## **Marketing**

- We have a Parent Information Night scheduled for November 10 at 6:30 pm. Our Open Houses are scheduled for December 7 and February 7 from 8:30-10:30 am. We will be sending out a letter from each of the priests to prospective families in their parishes inviting them to attend one of our Open House events.
- We will be updating our Admissions brochure and restructuring the Marketing Committee. Please see the Marketing report for more details.

### **Enrichment**

- We have put together an Enrichment Committee that is working on revising and updating our Enrichment program. The committee will look at redefining what we are using as qualifiers, making sure our program aligns with the Levels of Service Model, an Acceleration policy, the transition of students from K-5 enrichment to Middle School enrichment, and what our we are using as Level 3 Math and Reading targets.

### **NWEA Testing**

We just completed the first of three NWEA testing sessions that our students will be taking this year. The teachers met as a team and discussed how best to share that information with parents during conferences. We will also be spending time during one of our upcoming InService days learning more about how teachers can interpret and analyze this data.

### **Pursuit Academy**

We will be holding a Pursuit Academy Parent's Night for 6th grade parents on September 29th at 6:00pm to explain and share information about the program. Pursuit Academy founder John Amann, and our teacher Sara Holscher, will team up to discuss the program with our parents.

# FSCS Marketing Committee

September 28, 2016

Attending: Mike Randall, Shawnessy Schwartz, Gabriela Bonadonna, Tom Durand

## TOPICS DISCUSSED

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**Marketing Committee Structure** - The group discussed alternatives to the current committee structure, in consideration of the decline in volunteer participation and the permanent staff position of a Marketing and Enrollment Coordinator. After some discussion the group proposed trying a new structure in which the Marketing and Enrollment Coordinator will Chair/Lead the Marketing Committee. All current members of the Committee (Mike Randall, Gabriela Bonadonna, Tom Durand) will continue to serve as members of the committee. In addition, the committee will work to create a roster of volunteers who are willing to provide marketing resources to the school on an as needed basis. The plan would be to engage volunteers more selectively, on an ad hoc basis, in order to meet specific marketing needs and objectives. Those who are willing would then meet as a committee every other month. Several FSCS parents and outside resources were discussed who have expressed a willingness to participate as resources for the committee.

**FSCS Promotional Brochure** – Mike and Shawnessy will lead the effort of editing and updating the current brochure copy over the next couple of weeks, then work via Gabriela to have it re-designed using a connection she's made with the owner of an outside marketing agency. The agency owner has offered his company's services at a discounted rate. The goal is to produce the new brochure in both print and digital formats.

**Marketing Plan** – Mike Randall will head the committee's efforts to create a comprehensive marketing plan in conjunction with the board of directors' objective of developing an overall strategic marketing plan. Mike will incorporate the work done by the marketing committee last year, in particular the work done by Gabriela Bonadonna and Jennifer Roth, as well as marketing-related aspects of the FSCS accreditation plans.

**Enrollment** – The committee discussed the opportunity to impact 2017-18 Kindergarten enrollment through new recruiting efforts targeted at students of the FSCS Discovery Center. In particular, the goal is to create social activities which integrate Discovery Center students with FSCS students in Kindergarten and/or 1<sup>st</sup> grade. Two examples that were discussed are the creation of a dedicated presentation of the FSCS Christmas program with a special reception after the performance, and a shadowing program that would expose Discovery Center students to 'a day in the life of an FSCS student' by partnering them with FSCS students.

**Next meeting will be held in November. Date to be announced.**

# Development Committee Meeting

Tuesday, September 20

Minutes

Members Present: Tom Cierzan, Jen Silgen, Catherin Skagen, Mark Hechtl, Jeff Simek, Rhett McSweeney, Jim Burns, Mike Orme, Joe Spah

Members Absent: Joe Raasch, J.J. Kirby, Michelle Weber

## Agenda

1. August 2016 minutes were approved.
2. Tom introduced new committee member Joe Spah who has agreed to join the committee.
3. Mike Randall provided a review of SeptemberFest. It was a great weekend with great turnouts for Family Fun Night, the Saturday night concert, and even at Mass on Sunday. We have received very favorable reviews as to how well run all of the various events were, that the volunteer turnout was great, and that everyone really enjoyed the event. Mike will be meeting with Craig Johanns after the event to evaluate and recommend changes for next year. While we don't have a final total yet, we should exceed last year's net total of \$79,000.
4. Mike and Tom reviewed the timeline and plans for this year's STAR Fund campaign. Rhett and Shayna McSweeney and Jeff Simek are co-chairing this year's event. Mike will try to secure a Challenge Gift by October 1. We would like each committee member to recruit one more caller and will then assign each caller with 10 names to contact. There was some discussion about adding a phone-a-thon in early December to reach parents who were not contacted in the first phase of calls. One change in the timeline was moving the Training Session to Wednesday, November 9.
5. Tom Cierzan will send out the STAR Fund committee member description to all committee members. It was also suggested that we do our own "Give to the Max" day and explain that we are doing this because of the fees that are charged by that program.
6. Mike Randall provided another update on Raisers Edge. All current parents are entered and Mary McCoy will continue updating the data base, focusing on alumni parents.

# Finance Committee - Report to Board

September 27, 2016 Finance Committee Meeting

Present: Aida Schaefer (Chair), Amy Spencer, John Tauer, Tom Kraus, Mike Randall, Kelly Larson, Christina Burke

Absent: Mike Nesdahl

- 1. Approval of August Minutes:** Detailed meeting minutes from the August 24 Finance Committee meeting were reviewed and approved, with minor changes as submitted.
- 2. Review current financials:** Financials for the month of August and FYTD (July through August) were reviewed and discussed. Net income is currently favorable to budget by \$8,311.75. Of this, approximately \$7,500 is attributable to lower-than-budgeted Office and Administration Salary and Benefit expense. This is simply a timing issue (i.e. expenses were not realized in this period that will be realized in a later period), so this favorability is temporary. So effectively we are operating more or less right on plan year to date. However, there were also lower-than-budgeted expenses for facilities improvements required for the LADC preschool program. A total of \$10,000 was budgeted for the year for this purpose (\$5,000 during the current reporting period), of which \$2,670 has been spent to date (to add to the fence around the playground that is used by the preschool program). There will be some minor additional expenses that will be realized later in the year for LADC-related improvements, but we expect additional favorability in this line item over the course of the year.
- 3. Review Board Summary report:** *Confidential* high-level summaries of both Operating and Capital Profit and Loss statements (1 pg. each) have been provided to Board members for the current reporting period. Notes providing explanations of these summary documents will be added to future summaries as needed. The summary information provided under agenda item 2 (above) serves this purpose for this period.
- 4. Arbitrage appeal update:** Mike Randall received an e-mail message from Froehling Anderson on September 6 reporting that that IRS rejected our request for abatement of the penalties and interest associated with our late arbitrate payments that were due in 2012 (and paid in 2014). John Tauer, who is an FSCS parent and a new addition to the Finance Committee, has extensive experience dealing with the IRS in appeals of these types of decisions, so he made a thorough investigation into the possibility of filing an appeal. He ultimately concluded that there is little chance of successfully appealing the IRS decision, so there are no further plans to pursue an appeal at this time. Next steps are to follow up with Froehling Anderson (and possibly Catholic Finance Corporation) to discuss the possibility of their sharing in the penalty and interest expense with FSCS.
- 5. Discussion on getting a clean audit for Bremer:** As a condition of our new mortgage we are required by Bremer Bank (our lender) to provide a clean 2016 audit within 150 days of June 30, 2016 (which, because of the Thanksgiving holiday, effectively falls on November 23). Froehling Anderson (our auditor) has indicated that they cannot issue a clean 2016 audit until we sign off on our 2014 and 2015 audits, which we have thus far declined to do pending the outcome of our IRS abatement request. Now that we know the results from the IRS (see above) a formal recommendation from the Finance Committee proposing approval of all unapproved audits will be forthcoming pending review



of each updated audit document. Discussions with Froehling Anderson regarding what responsibility they may share for the penalties and interest paid by FSCS are ongoing.

**6. Other:**

- Under terms of the Affordable Care Act that are phasing in this fiscal year, employers with over 50 FTE's are required to offer health insurance plans to single employees at a rate that is lower than what is currently accounted for in our budget. An initial analysis performed by consultants that are assisting us with this issue suggests that FSCS has a total of 50.6 FTE's. A more thorough analysis is being completed to confirm whether this figure is accurate. If our number of FTE's proves to be above 50, the financial impact is expected to be \$48 per month for each of the 15 employees that we expect this to impact, or a total of \$8,640 in unplanned health insurance expense. (The actual amount could vary based upon whether employees actually choose to enroll in these plans.)
- For several years finance committee meetings have generally been held on the third Wednesday of each month. However, this date has presented a conflict for each of the last two months (which is why this month's meeting was rescheduled to the last Tuesday of the month), and it appears that the third Wednesday will continue to present regular conflicts going forward. The committee would like to identify a different recurring monthly meeting date (e.g. the third Tuesday of the month), but before doing so Mike Randall has to check for conflicts with other standing meetings. Whatever date is chosen, it must take place long enough after the close of the month to allow monthly financial reports to be prepared (preferably at least two weeks after the end of the month) and enough before the end of the month to allow reports to the Board and meeting minutes to be prepared in time for the following month's Board meeting. Our next Finance Committee meeting is scheduled for October 17.
- The Committee discussed the need to begin identifying what financial information about the operation of the school Mike Randall will need to support his strategic planning efforts. Committee members were asked to think about this between now and our next meeting, at which time we will highlight the specific information we would like Staff to pull together for Mike.

# Faithful Shepherd Catholic School Facilities Committee Report

October 1, 2016

Submitted to FSCS Board of Directors for October 4, 2016 Meeting

The last Facilities Committee meeting was on September 20.

1. Two new members have joined the committee.
  - a. Bill Larson is the new Maintenance Supervisor at the school replacing Steve Olson who resigned. He has worked as a part-time night janitor since 2009. He has completed the boiler class and is finalizing his schedule to take the exam shortly so that an employee with a boiler license will be on staff.
  
  - b. Kevin Toboja, the spouse of a Faithful Shepherd teacher, has also joined the group.
  
2. Several projects were completed this summer. Bill Larson will work to update the finance committee spreadsheet to provide budget vs actual numbers in the coming weeks.

The completed projects included:

  - a. New outdoor lighting (on budget plus approx. \$5000 refund from electric company),
  - b. Entrance painting (\$2000 under budget), stonework (\$1500 over budget, but saved \$5000 by not doing entry sign),
  - c. parking lot repair (\$1000 under budget),
  - d. flooring (on budget), and
  - e. Security system (on budget).
  
3. A temperature sensor failed on A/C compressor #2 on the first day of school. This evidentially had been an ongoing issue under Steve that was not properly communicated. Bill has been asked to seek assistance from the committee or our preventative maintenance contractor whenever sensors need resetting in the future. The sensor was replaced and worked until A/C compressor #2 again failed Thursday afternoon. On Friday, Corval (A/C contractor) came out. Their technician said the new sensor had failed and possible additional issues involving oil leakage were uncovered. The technician will be returning after Monday, October 3 depending on availability of parts. Deeper analysis of this problem is necessary, and the repair may involve more than simply replacing a sensor.

Additionally, one compressor has a small glycol leak at a seal. Bill will be seeking advice from Corval on the potential to use parts from the decommissioned #3 compressor versus new and the Committee will then have the data for a decision.

*Fr. Doug comment: The air-conditioning system has been our facilities' Achilles Heel. I believe we need to go more deeply into this system and analyze the most cost effective way to stop this bleed – including consideration of the costs of re-engineering the system.*
  
4. Other than the air conditioning failure that occurred last week, there is no outstanding work planned at this time, but our annual roof maintenance projects are approaching and we will continue to investigate additional energy savings projects with 1-3 year paybacks.

5. The Committee reviewed a proposal from some parents to clear brush away from the front of the school to open the view from Columbia and/or Yankee Doodle. In order to make an informed decision, the committee will walk the area in November when the leaves are down. We also need to evaluate ongoing maintenance costs and any other possible items that would need to be permitted and/or addressed with the city if the area is cleared.

6. The Committee discussed our preventative maintenance plan with Schadeegg that is up for renewal soon. Bill Larson will confirm the timing and remove any auto-renewal in the contract. We are planning to stay with Schadeegg for at least one additional year to allow a smoother transition for Bill. Next fall we will bid it out again as was done did in 2014, after which Schadeegg was retained.

7. Bill Larson sought advice pertaining to soccer field draining. During this year's heavy rains, one end has been flooding up to 6" deep and has been pumped out by hand. This is tedious and time consuming work; the Committee recommended buying a small pump (sump type) to use as this is a limited occurrence.

8. During family fun night, an alert parent reported that there was a lot of water on the floor of the bathrooms that could present a slip hazard. This is due to the towel dispenser being on the opposite wall of the sinks and hands dripping water as people walk to the existing towel dispenser. There is additional space next to the sinks and Bill will ask our current paper supplier to provide 8 additional towel dispensers free of charge to mount in each bathroom.

I again thank the Committee Chair, Jason Skagen, for his work coordinating facilities maintenance and compiling the minutes of our meetings. The Committee plans to meet again in the next 6-8 weeks. We hope to add another new member at that time who is trying to decide if the committee will work for his schedule.

Respectfully Submitted,  
Fr. Doug Ebert