

ICHS Board Meeting Minutes

7-20-26, 5:30-8:00PM

Present:

Board: Cammi Riley, Dawn Venden, Denny Marklein, Deb Morgan, Lisa Cvengros

Staff: Shanna Gundlach

Facilitator: Debi Morton

Agenda Focus Area: Strategic Planning and Staff Transition Plan

- Overview of Agenda-Deb Morgan
- Review of Vision, Mission, Values, Pillars and Strategic Priorities - Shanna (reference attached graphic and slides at end of document)
- Discussion points-ALL: (Shanna reviewed all aspects of the strategic plan. Comments from the board follow):
- “Community Engaged Care” is a new concept in the animal welfare community. It is defined by engaging the community in which ICHS serves and asking what the priorities should be vs ICHS solely setting the direction.
- Innovation is an important value to call out in our implementation of strategic priorities. We need to be out front of needs and be sure we are implementing with impact, noticeable change, and next generation tools and programs; e.g. Doggie Day Out; website technology. Innovation needs to be incorporated into our measurements of success which is the next step in the strategic planning process.
- Pillar “Safe, Healthy and Secure Shelter Environment” points:
 - Flooring which was installed for enrichment is hard to clean and it is suggested that it may need an upgrade.
 - An ASPCA Quality of Life Grant may be helpful here. Shanna has a Timeline for grant participation.
- Pillar “Community Engaged Care” points:
 - Shelter admission process needs to reflect capacity to care.
 - Education needed regarding supporting healthy free roaming cats vs shelter admission. Innovation value referenced again.
 - Pet food pantry is popular and suggested that we expand.
 - Owner requested euthanasia idea needs to be researched and requires more discussion: licensing by person not organization, training, DEA regulations to have drugs on site, liability, insurance and the decision making process developed and approved should we want to incorporate this service.
 - Discussion around assessing regional needs and partnerships.
- Pillar “Financial Sustainability” points:
 - Grants generally given for new ideas and improvements vs day to day operational needs.
 - Computer support needed to manage grants. There is a lot of grant writing and a very important task to maintain and continue to develop.

- Pillar “Positive People Culture”:
 - There has been significant improvement here. Conferences are critical for learning, networking, and ICHS visibility. Next conference is September 23 in Rothchild WI.
 - We need to review and assess whether we have the right Board Committee structure.
- Pillar “Community Engagement and Partnerships:
 - Lots of opportunities here, especially corporate sponsors as Cummins is our only full-time sponsor.
 - Speaking to municipalities needs to continue and increase.
 - Also, lots of opportunities for marketing and outreach: Website development and better tools needed to support outreach. Costs need to be included in the budget which are fairly significant (e.g. website free today – donated by Chuck Pound and getsirius).
 - Important to be on top of guideline changes – so all are well informed and can be good advocates to explain changes
- Overall, the board was in general agreement with the strategic plan. With a few revisions based on above discussion, Shanna will send out for final board approval. Excellent job done by Shanna to put it together.

Staffing Transition Discussion—Deb Morgan - ALL:

- Shanna’s last day is in September 1 (negotiable), Shanna is available beyond that date for support at any time. She is very interested in the success of the organization and the success of the new ED. Shanna will be part of the transition and recruitment team. She will develop a letter to the community announcing the change.
- Review of ED existing job description. Job Description will be updated and sent to board for review.
- HR, Fundraising, Knowledge of Local Community, Resourcefulness, Public Relations and Networking, Passionate, Team Minded, Ability to Respond to Emergencies and Unknowns within 30 minutes are key attributes in search for new ED. Local candidates a plus.
- Kennel Manager - Hannah’s position will be posted tonight.
- Office Manager - Macy’s position has replacement ready. Some timing issues need to be worked out.
- Discussed process of cascading the change to the organization.
- Concern expressed about the turnover which needs to be addressed. All turnover is legitimate e.g. maternity, school enrollment, and family leave. No one is dissatisfied with their roles or the organization. Shanna will come up with an announcement to manage concerns.
- Compensation discussed for positions and deemed competitive.
- Donor Development role will be determined after new ED is on board. Need to review budget and new ED needs to determine how to best use this role to be a compliment to ED. Potential career path for this role could be to be a future ED. This is necessary to keep in mind for hiring and selection.
- Personnel Committee will add a new member, Liz from QLF.
- Logistics of search and selection process: Board participation is optional, though final candidate(s) will be presented to the board. Posting, screening resumes, interviews, top 5 get input from board.

Meeting Close-Deb Morgan

- Deb thanked Shanna, Lisa and Debi Morton for work on Strategic Plan
- Deb thanked everyone for their participation in evaluating the strategic plan.
- Shanna again expressed her desire to help with the transition and that her decision was difficult but best for her family situation.

Next board meeting: October 19th, Budget Focus Area (unless need one sooner)

Meeting adjourned 7:50 pm.

Minutes by Debi Morton 7-20-26

IOWA COUNTY HUMANE SOCIETY (summary draft for discussion on 7/20/2026)
Caring for animals. Supporting People. Building Community.

VISION

Foster a community that cares for animals in need, ensures their safety and well-being, helps them find appropriate homes, supports the people who care for them, and is guided by kindness and compassion.

MISSION

ICHS is a nonprofit organization dedicated to providing humane, safe, “no kill” care and protection for animals in need through progressive and innovative programs and services, animal welfare advocacy, and community involvement and education.

VALUES

Compassion, Respect, Integrity, Inclusion, Collaboration, Innovation

PILLARS OF SUCCESS AND STRATEGIC PRIORITIES FOR 2027

<u>PILLARS</u>	SAFE, HEALTHY AND SECURE SHELTER ENVIRONMENT	COMMUNITY ENGAGED CARE	FINANCIAL SUSTAINABILITY	POSITIVE PEOPLE CULTURE	COMMUNITY ENGAGEMENT AND PARTNERSHIPS
<u>STRATEGIC PRIORITIES</u>	Maintain capacity for care through population management	Expand outdoor cat programs (TNR)	Regular fundraising	Strategic hiring and workforce planning	Strengthen community education and municipal engagement
	Continue to upgrade and address maintenance needs	Refine cat intake practices	Strategic grant development	Clarify board roles and responsibilities	Expand strategic partnerships with businesses, community organizations, and animal welfare partners
	Develop master facility plan	Strengthen and expand pet owner support services	Regular financial reviews	Enhance volunteer recruitment, retention, and engagement	Expand outreach marketing and promotional planning to include website development
		Address dog regional needs	Donor development and stewardship		

SAFE, HEALTHY, AND SECURE SHELTER ENVIRONMENT

Maintain Capacity for Care Through Population Management

- No routine use of overflow housing due to overcrowding
- Maintain animal care staffing levels that support quality daily care
- Strive for recommended length of stay per ASV Guidelines
 - The Association of Shelter Veterinarians (ASV) does not mandate a specific maximum number of days for an animal's stay. Instead, they advise keeping the Length of Stay (LOS) as short as possible. Generally, shelters aim to move healthy, adoptable animals out within 7 to 10 days, while keeping stays for animals that require extra care to no more than 14 to 20 days.

Continue To Upgrade and Address Maintenance Needs

- New flooring in training room

Develop Master Facility Plan

- Establish building committee

COMMUNITY-ENGAGED CARE

Expand Outdoor Cat programs (TNR)

- Present TNR MOU to all municipalities and Iowa County

Refine Cat Intake Policy

- Reserve shelter intake for stray/abandoned sick, injured, and vulnerable kittens
- Support healthy free-roaming cats through community-based solutions rather than shelter admission

Strengthen and Expand Pet Owner Support Services

- Low cost spay neuter
- Onsite low cost/free vaccine clinics
- Pet food pantry
- Owner requested euthanasia resources

Address Dog regional needs

FINANCIAL SUSTAINABILITY

Regular Fundraising

- Shelter Slumber Pawty
- Summer Raffle
- Valentine's Day Wall of Love
- Giving Tuesday
- Garage Sale
- Direct Mail
- Business Sponsorships

Strategic Grant Development

- Identifying opportunities
- Cultivating funders
- Writing strong proposals
- Managing grants

Regular Financial Reviews

Donor Development and Stewardship

- Strengthen relationships with donors and supporters
- Improve donor communication and recognition
- Increase donor retention and engagement

POSITIVE PEOPLE CULTURE

Strategic Hiring and Workforce Planning

- Retaining good employees
- Developing current staff
- Cross training staff
- Preparing for future vacancies

Clarify Board Roles and Responsibilities

Enhance Volunteer Recruitment, Retention, And Engagement

COMMUNITY ENGAGEMENT AND PARTNERSHIPS

Strengthen Community Education and Municipal Engagement

- Increase public understanding of ICHS's mission, services, and role in the community
- Build and strengthen relationships with municipalities through ongoing education and communication

Expand Strategic Partnerships with Businesses, Community Organizations, and Animal Welfare Partners

- Expand partnerships with local businesses and community organizations
- Increase corporate sponsorship and business engagement.
- Develop collaborative partnerships that strengthen services and community support.

Expanded Outreach Marketing and Promotional Planning to Include Website Development

- Build social media platforms and website
- Brochures
- ICHS Merchandise
- Presence at community events ie parades