Center for Coastal Studies

## Board of Directors Annual Meeting May 9, 2020 from 1 – 3 pm via Zoom

*Minutes*

**Attending:**

*Board:* Liz Frankel *Chair;* John King, *Vice-Chair;* Bob Samuelson, *Treasurer;* Jeanne McNett, *Clerk*; Bill Bonn, Steve Carlson, Eric Cataldo, Christopher Clark, Copey Coppedge, Stephen Daniel, Shawn DeLude, Emily Flax, Jeanne Le­szczynski, Lori Meads, John Murphy Jr, Stacey Smith, Sue Whitman Helfgot, Dan Wolf, Andy Young.

*Staff:* Richard Delaney, *CEO;* Sue Nickerson, *Development Director*; Karen Langfield, *Controller*; Cathrine Macort, *Executive Assistant*

**Absent**: Chuck Lagasse, Carole Levin (AC Liaison), Ed Feijo, Carol Green, Linda B. Miller, PhD.

**1. Call to order, introductions, remarks and approval of Minutes** – FrankelLiz Frankel called the meeting to order at 1:05 pm. Chair Frankel thanked departing BoD member Copey Coppedge for his service to the Board and to the Center, and the Board for their preparation and participation in the strategic planning session on February 29.   
  
The minutes of the February 29, 2020 meeting were approved, with the proviso that certain amendments be made to the notes relating to the 2019 Administration and Finance Report. *PENDING*

**2. Presentation and Vote on 2020 Slate of Board Members, Advisory Council Members and Board Officers by the Nominating and Governance Committee** – YoungThe Slate as submitted by the nominating committee was unanimously approved, and Jeanne Leszczynski was welcomed back to the Board.

\* To elect the following as Directors to a term of office expiring at the 2023 Annual Meeting: William Bonn, Lori Meads, John Murphy, Jr., Robert Samuelson, Linda B. Miller, Dan Wolf, Jeanne Leszczynski

\* To elect the following Directors to a one-year term as an Officer expiring at the 2021 Annual Meeting: Liz Frankel (Chair), John King (Vice-Chair), Jeanne McNett (Clerk), Bob Samuelson (Treasurer)

\* To appoint the following new members to the Advisory Council: Larry Spaulding, Craig Milan, Dawson Farber III

\* To review and affirm the following existing members of the Advisory Council: Carole Levin, Barbara Birdsey, Joseph Chronic, Tom Conlin, Sally Deane, John Grady, John Keith, Melinda Krasting, Ann Lagasse, Matt Lee, Sheila Lyons, Sandra MacFarlane, Nicole Merriman, Nathaniel Philbrick, Janet Reinhart, Doug Cliggott

\* To appoint the following member of the Advisory Council as its Chair for a term of two years: Carole Levin

**3. President’s Report –** DelaneyRich thanked Lori Meads and Seamen’s Bank for facilitating the PPP loan.

**a. Operational and Procedural adjustments for Covid-19**  
Most staff have been working remotely since March 13 and will continue to do so through the end of May. Right whale habitat and surveillance field operations have been deemed ‘essential’ and continue under strict safety protocols. CCS is currently the only active aerial survey team in the Northeastern US; since the shutdown they have taken over survey work usually conducted by NEFSC and New England Aquarium, both of which halted field ops. This may eventually lead to more research and funding opportunities. Water quality sampling and analysis is ongoing, with the scientists working rotating shifts in the lab. A set of protocols and procedures for staff returning to the Center is in development. Overall spirits are good and work remains on schedule.

**b. Staffing update**Outreach and Events Coordinator Robert Ware was let go and his tasks reassigned to existing staff. Jesse Mechling has taken over production of video content for social media. Laura Stinson, the new development assistant, is proving to be a great asset to CCS. Right whale intern Emily Green has been hired as a research assistant for the humpback whale studies program, and aerial observer Amy James will be working for both the right whale and water quality monitoring programs.

**c. Facilities:**   
The HVAC system has been cleaned and air quality tested. A remote cam will be installed on the kiosk to monitor the CCS float and vessels.

**4. Administration and Finance Committee Reports** – Samuelson/Langfield   
**a. Review of 2019 Financial Audit**  
The Center was found to be in compliance with requirements. There were no changes in accounting policies and no deficiencies or weaknesses. Bob Samuelson thanked Controller Karen Langfield for her ongoing improvements to CCS financial systems and oversight.

**b. Review preliminary April 2020 Financial Statement**  
Overall the results are mixed, but good. Contributions are ahead of 2019 and ahead of budget thanks to generous Board giving and a successful early spring appeal, and Program revenue is slightly better than projected. Earned income is significantly lower than expected due to cancellation of education and outreach activities, loss of merchandise sales, and delayed tool order fulfillment.

Expenses are down across the board, a result of personnel changes and a spending freeze implemented at the beginning of the lockdown.

On the balance sheet, Available Cash includes the $382k PPP loan and an additional $175k drawn down from the Cape Cod 5 line of credit.

**c. Update on 2020 COVID-19 Contingency Budget Plans**When the news of the global pandemic took hold in March, and the world went into shut-down mode, CCS Management prepared a set of contingency plans and a revised forecast, which assumed that the revenue outlook for 2020 would change dramatically for the worse. These plans considered potential revenue loss scenarios, expense reductions, actions to manage CCS’s balance sheet and liquidity, and sources of new funding. Detailed notes outlining both the contingency plan and revised forecast were distributed and are included as part of these minutes.

**5. Development Committee Report** – Coppedge /Nickerson  
Sue Nickerson distributed an extensive development report, which is included as part of these minutes. The board discussed how best to leverage a $50k gift from Dawson Farber to replace revenue usually generated by the Homeport event and sunset whale watches. A planning committee will be established to explore various options. Plans for the Napi legacy have been put on hold for the time being, but the Board is considering converting the two parcels of undeveloped property into conservation land.

**6. Discussion and Review of Strategic Planning Sessions** – Bonn/Helfgot  
Bill Bonn presented the conclusions of the Financial Sustainability breakout session:  
  
\*A need for an endowment exists and is best established with transformative gifts, such as the potential gift from Napi’s estate.  
\* CCS needs to develop a robust planned giving program, focused primarily on endowment, with the help of Dick Larsen and Larry Spaulding for feasibility. Some funds should be dedicated to subsidize housing.  
\* Campaigns are more successful, when directed toward concrete ends, like space expansion.  
\* The reach of CCS is far beyond Cape Cod. Its work could be attractive to big national foundations.  
\* CCS must explore ways to monetize research and education activities.

**Education Task Force Report**The Executive Summary of the Ad Hoc Education Committee Report was distributed to the Board. Rich and others expressed their appreciation to the committee for their extensive efforts.   
The report concluded that education and outreach conducted by CCS over various platforms is extensive and diverse. There is still a lot of work to be done to determine how to manage this work effectively, to clarify messaging, identify key audiences and prioritize targets, and measure success and impact. These answers will tie in to the updated strategic plan currently in process.

Rich, with input from the committee and senior staff, is writing a white paper and updates to the strategic plan.

Sue Helfgot presented the conclusions of the Public Impact breakout session:  
 **Issue:** To whom or what are we obliged to take action?   
**Audience:** Academics, government officials, donors/ members  
**Strength:** 45 years of science  
**Weakness:** Communication needs coordination; consistent messaging; prioritize requests; maximize deployment of people and space; amplify messaging  
**Steps to take:** Define message; prioritize activities; develop impact mechanisms

**7. New Business**  
Jeanne Leszczynski suggested that the Wellfleet Drive-In might be a good venue for promoting CCS. The Spinnaker documentary and other video shorts could be presented between movies or during previews.

The Board welcomed Jeanne back to the Board and thanked Copey Coppedge for advancing the Center’s development, finance and administration activities.

**8. Adjournment** – Frankel  
The meeting adjourned at 3.25 pm