

Minutes of the Quarterly Meeting of the Directors

Date: 1/24/23

Location: Virtual Meeting via Zoom

Christopher J Amerman (CJA) acted as chairperson, and Sheena Drost (SD) acted as secretary of the meeting.

The meeting was called to order at 6:00 P.M.

The secretary announced that the meeting was held pursuant to notice properly given or that notice had been waived by directors entitled to receive notice.

The secretary announced that the following directors, constituting a quorum, were present at the meeting:

Present in person: N/A

Present by conference call:

CJA, Erin C Amerman (ECA), JW, SD

Absent: N/A

The following persons were also present at the meeting: N/A

Name	Title
<u>Lily Darnell</u>	<u>N/A</u>
<u>Erin Walsh</u>	<u>Animal Caretaker/Garden Manager</u>

CRITTER CREEK FARM SANCTUARY, INC.

Proceedings:

Election of Directors:

The following persons were elected directors of the corporation to serve a one-year term.

Lily Darnell (LD)

The secretary announced that the presence of the directors, including the newly elected directors, represented a quorum.

The minutes from the prior directors' meeting dated 12/21/22

[] were read by the secretary.

[x] had been distributed prior to the meeting and a reading was dispensed with.

After discussion, a motion to approve the minutes was made by ECA; seconded and approved.

The following reports were presented:

Report: Signs by Tomorrow Estimate for aluminum agritourism signs.

Other Business: The next item of business was the appointment of committee members and others to positions in service to the corporation. After discussion, the following persons were appointed to serve on the following committees or in the service of the corporation in other capacities for the term indicated below:

Name	Committee or Role	Term
<u>N/A</u>		

CRITTER CREEK FARM SANCTUARY, INC.

RESOLUTIONS:

1. Be it resolved that the following amendment to the corporate bylaws replaces the current EXHIBIT A (pg. 21):

Director Name	Address	Phone and Email Address	Term
Christopher Amerman	26118 NW CR 239 Alachua, FL 32615	(813) 313-9720 circeamerman@aol.com	perpetual
Erin Amerman	26118 NW CR 239 Alachua, FL 32615	(813) 340-4919 ecamerman@aol.com	perpetual
Jamie Woodrum	4804 Parson Brown Ln Palm Harbor, FL 34684	(727) 480-3711 jwoodrum97@gmail.com	1-year
Sheena Drost	3606 NW 54 th Ln Gainesville, FL 32653	(352) 256-9000 sheenadrost@gmail.com	1-year
Lily Darnell	11230 NW 31 st Rd Gainesville, FL 32606	(954) 258-0183 lily.c.darnell@gmail.com	1-year

IN WITNESS WHEREOF, the Directors hereby acknowledge they understand and agree to this amendment to the Bylaws and have executed these Bylaws on **1/24/2023**.

Christopher Amerman

Christopher Amerman

01/24/2023

Date

CRITTER CREEK FARM SANCTUARY, INC.

Erin Amerman

01/24/2023

Erin Amerman

Date

Jamie Woodrum

01/24/2023

Jamie Woodrum

Date

Sheena Drost

01/24/2023

Sheena Drost

Date

Other Business: No "Other" Business

On motion duly made and passed, the following resolutions were adopted or rejected by the votes indicated below:

1. The resolution to amend Exhibit A in the corporate bylaws was adopted unanimously.
2. The resolution to amend Article VII of the Articles of Incorporation was adopted unanimously.

Old Business:

1. President ECA discussed donor matching for Karuna Foundation grant of \$25,000. Critter Creek Farm Sanctuary, Inc. is to raise half of the grant amount via donor matching. Thus far, \$10,224.49 of the \$12,500 has been matched, and CCFS is expected to meet the donor match goal by end-of-year.

2. Vice President JW discussed video licensing/media request from Rumble to use a video of Lionel and Amos. Two options were presented:

- Exclusive – CCFS retains full rights to the video/media in question, and Rumble would be the only other entity permitted to use the video on their website and/or social media platforms. If CCFS chooses this option, CCFS will receive 70% of earnings on Rumble, and 90% of earnings across all other platforms.
- Non-exclusive – CCFS retains full rights and anyone, including Rumble, can use the video.

The Board discussed and agreed to give Rumble exclusive licensing to the Lionel and Amos video in question and has agreed that in any video/media licensing requests, CCFS shall always retain full rights to any and all video/media. The Board has agreed to make a list of all CCFS videos/media being used by other companies to ensure exclusivity.

3. Vice President JW discussed monthly abillion posts to remind CCFS followers on social media about the vegan product review/donation platform. The Board agreed to monthly abillion posts.
4. President ECA discussed increasing CCFS's social media presence by posting more content and providing more interaction with followers. President ECA suggested hiring Elise Amerman's friend, Lilian, to spend a few hours every week interacting with CCFS's followers by responding to comments. The Board agreed and President ECA will reach out to Lilian to offer the position.
5. The Board discussed adding Lily Darnell (LD) to the Board of Directors and has agreed to extend the offer to Lily (LD).

New Business:

1. The board discussed and voted upon the termination of employee, Jared Camirand, due to failure to complete daily job duties, time theft via being on the clock and while not working, and insubordination. Full report can be found in the attached **Directors Letter to CCFS**.
2. The board discussed and voted to elect Lily Darnell (LD) to the Board of Directors.
3. The Board, along with Animal Caretaker/Garden Manager Erin Walsh, discussed and agreed upon conducting a volunteer orientation every other month. Volunteer days were also discussed and agreed upon, starting out once a month and gradually working up to every 2 weeks.
4. Secretary SD discussed donor retention and “rewards” ideas. The Board discussed and agreed upon creating a monthly volunteer newsletter and continuing with automated “thank you” emails from Donorbox, as well as the addition of an annual gift for donors who donated \$25+ a month.
5. Animal Caretaker/Garden Manager Erin Walsh discussed implementing “Buy a Plank” at CCFS’s farmers moo-kets, where guests can donate \$50 to have their name placed on a wood fence plank, which will then be used to build more fencing at Critter Creek. The Board discussed and agreed that this would be implemented in the near future.
6. Newly elected Board member, LD, discussed plaques placed at the sanctuary for donors who make one-time donations of \$500+. The Board discussed and agreed to instead implement a sponsorship program for larger donors, where their donation is used to sponsor specific projects, with recognition given to the donor.
7. Vice President JW discussed increasing the vendor fee for CCFS’s monthly farmers moo-ket. The Board discussed and agreed to increase the vendor fee

from \$15 to \$25 for artists/craftspeople, and implement a sliding scale for food vendors as follows:

- \$0-\$500 in sales: \$50 fee
- \$500-\$1000 in sales: \$75 fee
- \$1000+ in sales: \$100 fee

There will continue to be an additional \$10 fee for vendors needing electricity.

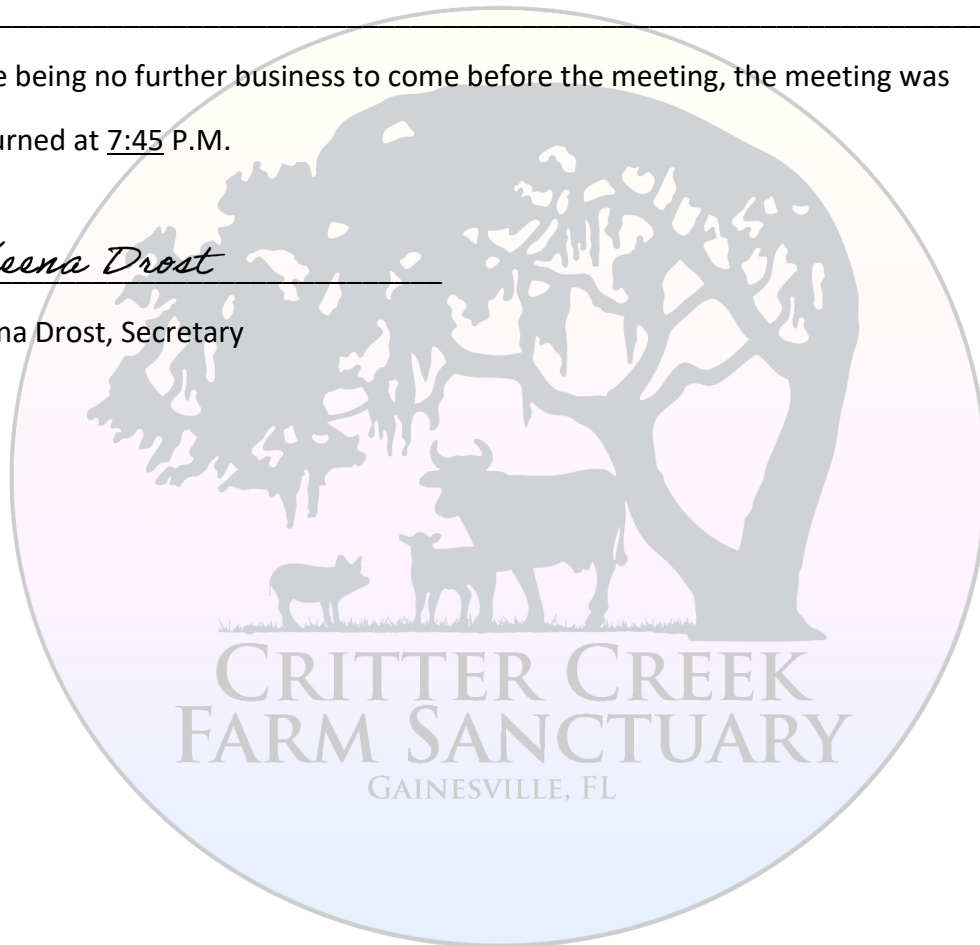
8. Animal Caretaker/Garden Manager Erin Walsh discussed the addition of paid activities (donation-based)/pre-registration events during CCFS's monthly farmers moo-kets, such as a Tie Dye event for the Easter moo-ket, where guests can purchase CCFS merchandise to tie dye or bring their own items from home (within reason, i.e., no blankets or larger items). The Board discussed and agreed to look into implementing such events.
9. Secretary SD discussed hosting school field trips at CCFS due to an increase in requests. The Board discussed and agreed to come up with a field trip plan, including pricing, max number of students and chaperones, and other activities.
10. The board discussed and agreed that any live-in/on-site caretaker at CCFS will be a salaried vs. hourly employee.
11. Animal Caretaker/Garden Manager Erin Walsh and newly elected Board member LD discussed creating a community garden at CCFS to increase community outreach and involvement, as well as creating a vocational garden program for adults with developmental disabilities. The Board agreed to discuss this plan further in the future.
12. Newly elected Board member Lily Darnell discussed setting up a meeting with Dr. Dory from UF to discuss hosting Dr. Dory's applied animal behavior class at CCFS. The Board agreed to revisit this topic when more information is available.

13. Treasurer and Sanctuary Director CJA and Animal Caretaker/Garden Manager Erin Walsh discussed creating a monthly membership program for use of CCFS grounds, such as the trails for hiking and biking, for a set donation amount. The Board agreed to look into this matter further and come up with a plan in the future.

There being no further business to come before the meeting, the meeting was adjourned at 7:45 P.M.

Sheena Drost

Sheena Drost, Secretary



Minutes of the 2nd Quarter Meeting of the Directors

Date: 4/24/23

Location: Virtual Meeting via Zoom

Christopher J Amerman (CJA) acted as chairperson, and Sheena Drost (SD) acted as secretary of the meeting.

The meeting was called to order at 4:30 P.M.

The secretary announced that the meeting was held pursuant to notice properly given or that notice had been waived by directors entitled to receive notice.

The secretary announced that the following directors, constituting a quorum, were present at the meeting:

Present in person: N/A

Present by conference call:

CJA, Erin C Amerman (ECA), JW, SD, LD

Absent: N/A

The following persons were also present at the meeting: N/A

Name	Title
_____	_____

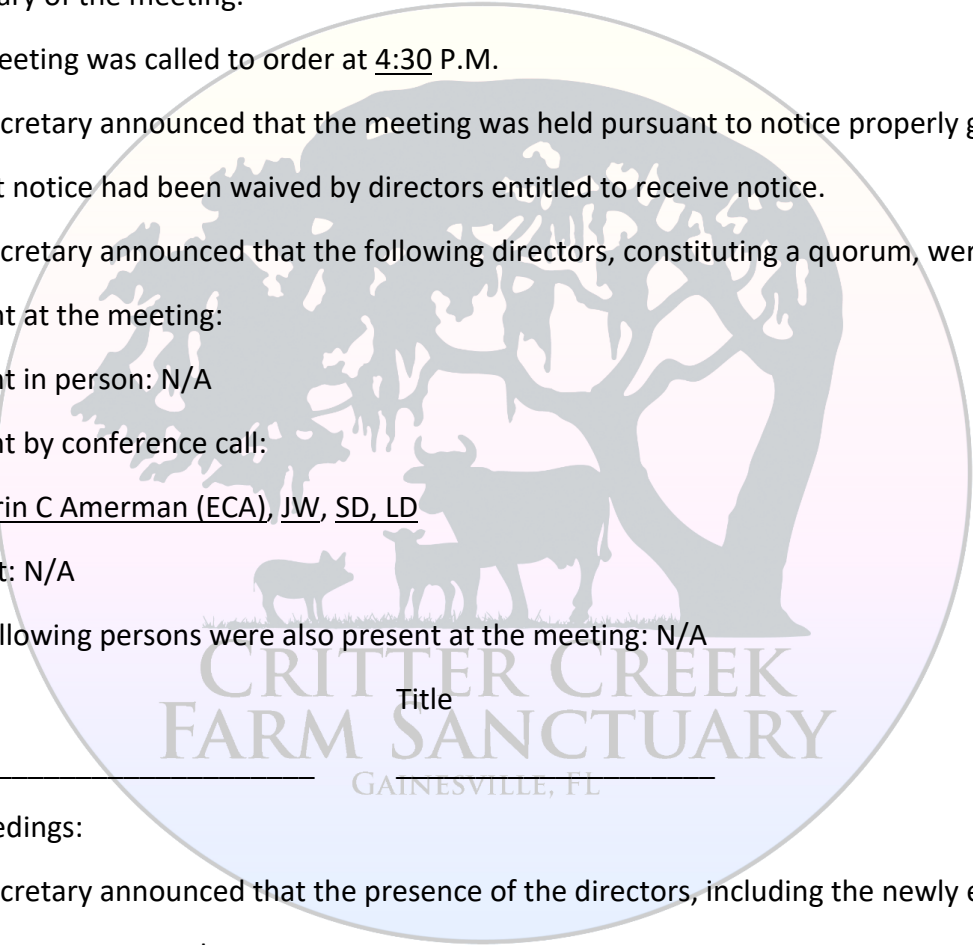
Proceedings:

The secretary announced that the presence of the directors, including the newly elected directors, represented a quorum.

The minutes from the prior directors' meeting dated 12/21/22

[] were read by the secretary.

[x] had been distributed prior to the meeting and a reading was dispensed with.



After discussion, a motion to approve the minutes was made by ECA; seconded and approved.

The following reports were presented:

N/A

Old Business:

1. The board discussed and voted upon the termination of employee, Jared Camirand, due to failure to complete daily job duties, time theft via being on the clock and while not working, and insubordination. Full report can be found in the attached **Directors Letter to CCFS**.
2. The board discussed and voted to elect Lily Darnell (LD) to the Board of Directors.
3. The Board, along with Animal Caretaker/Garden Manager Erin Walsh, discussed and agreed upon conducting a volunteer orientation every other month. Volunteer days were also discussed and agreed upon, starting out once a month and gradually working up to every 2 weeks.
4. Secretary SD discussed donor retention and “rewards” ideas. The Board discussed and agreed upon creating a monthly volunteer newsletter and continuing with automated “thank you” emails from Donorbox, as well as the addition of an annual gift for donors who donated \$25+ a month.
5. Animal Caretaker/Garden Manager Erin Walsh discussed implementing “Buy a Plank” at CCFS’s farmers moo-kets, where guests can donate \$50 to have their named placed on a wood fence plank, which will then be used to build more fencing at Critter Creek. The Board discussed and agreed that this would be implemented in the near future.

6. Newly elected Board member, LD, discussed plaques placed at the sanctuary for donors who make one-time donations of \$500+. The Board discussed and agreed to instead implement a sponsorship program for larger donors, where their donation is used to sponsor specific projects, with recognition given to the donor.
7. Vice President JW discussed increasing the vendor fee for CCFS's monthly farmers moo-ket. The Board discussed and agreed to increase the vendor fee from \$15 to \$25 for artists/craftspeople, and implement a sliding scale for food vendors as follows:
 - \$0-\$500 in sales: \$50 fee
 - \$500-\$1000 in sales: \$75 fee
 - \$1000+ in sales: \$100 feeThere will continue to be an additional \$10 fee for vendors needing electricity.
8. Animal Caretaker/Garden Manager Erin Walsh discussed the addition of paid activities (donation-based)/pre-registration events during CCFS's monthly farmers moo-kets, such as a Tie Dye event for the Easter moo-ket, where guests can purchase CCFS merchandise to tie dye or bring their own items from home (within reason, i.e., no blankets or larger items). The Board discussed and agreed to look into implementing such events.
9. Secretary SD discussed hosting school field trips at CCFS due to an increase in requests. The Board discussed and agreed to come up with a field trip plan, including pricing, max number of students and chaperones, and other activities.
10. The board discussed and agreed that any live-in/on-site caretaker at CCFS will be a salaried vs. hourly employee.
11. Animal Caretaker/Garden Manager Erin Walsh and newly elected Board member LD discussed creating a community garden at CCFS to increase community

outreach and involvement, as well as creating a vocational garden program for adults with developmental disabilities. The Board agreed to discuss this plan further in the future.

12. Newly elected Board member Lily Darnell discussed setting up a meeting with Dr. Dory from UF to discuss hosting Dr. Dory's applied animal behavior class at CCFS. The Board agreed to revisit this topic when more information is available.

13. Treasurer and Sanctuary Director CJA and Animal Caretaker/Garden Manager Erin Walsh discussed creating a monthly membership program for use of CCFS grounds, such as the trails for hiking and biking, for a set donation amount. The Board agreed to look into this matter further and come up with a plan in the future.

New Business:

1. The board discussed and agreed to the documentation of the termination of independent contractors Jeff Harris and Jennifer Petermann.
2. Board Secretary Sheena Drost discussed implementing the following changes when hiring independent contractors:
 - a. W9 and contract required before job starts
 - b. All independent contractors must have and provide proof of their own workers compensations insurance
 - c. All hours and description of work completed must be provided to CCFS by independent contractors in order to be paid.
 - i. CCFS founders and/or staff must sign off on work completed
 - d. A list of all tools/materials to be purchased to complete a job must be provided by independent contractors to CCFS and will be purchased by CCFS.

- i. In the event an independent contractor purchases tools/materials for a job, said independent contractor must get purchase approved by CCFS and provide receipts for reimbursement.
- e. Independent contractors will be paid upon completion of job unless other terms are agreed upon and approved by CCFS.

The board discussed and agreed to implement the rules above for independent contractors from this day forward.

3. President ECA discussed donating the Critter Woods house and property to CCFS and suggested the following options as a means of revenue for CCFS:
 - a. Renting Critter Woods (lease required) and donating the funds to CCFS
 - b. Turning Critter Woods into an Airbnb property with funds going to CCFS

The board agreed to discuss the matter further.

4. President ECA discussed implementing a donation/entry fee for farmers moo-kets as means of additional revenue for CCFS. The board discussed the following points:
 - a. \$5 per car
 - i. Boxes at entry points or volunteers to collect donation/fee as cars enter parking area.
 - b. Vice President JW voiced concerns that people will be less likely to shop/patron moo-ket vendors and the CCFS merch table due to an entry fee.
 - i. Suggested revisiting donation stations idea instead

The board agreed to discuss the matter further.

5. President ECA presented the CCFS Strategic Plan to the board for a vote and the board unanimously voted to implement the CCFS Strategic Plan.

6. Newly elected board member LD discussed the following donation/fundraising options:

a. Estate giving/donations – donors including CCFS in their wills/estates

i. Trusts

ii. Land

iii. Real estate

b. Applying for microgrants

i. Smaller grants but gets CCFS's name out there and looks good when applying for larger grants

The board agreed to discuss these ideas further and has ask LD to investigate estate giving and create a plan to present for voting at CCFS's 3rd quarter meeting. The board discussed and agreed to LD applying for microgrants.

7. Newly elected board member LD discussed implementing a behavior program to access animals' response to rescue and quality of life in a sanctuary setting, with focus on environmental enrichment, in order to quantify benefits of animal rescues and sanctuaries. The board agreed to discuss the matter and has asked LD to create a presentation to be presented at CCFS's 3rd quarter meeting.

8. The board discussed and voted unanimously to hire Scott Drost as a part-time caretaker, with pay beginning at \$16 an hour.

9. Board Secretary SD discussed the option of salaried employees, with the following being presented:

a. SD, in capacity/position of office manager, to be switched from hourly to salary, with all paid duties falling under her title as office manager (salary will not apply to position as Board Secretary)

b. Animal caretaker and garden manager Erin Walsh to be switched from hourly to salary position

- c. Part-time and under to stay at hourly pay

The board discussed these options and asked SD, in capacity of office manager, to present a salary and hourly pay request to be voted on at a later date.

10. The board discussed the need for the following equipment:

- a. CCFS farm truck
- b. Tools
- c. Larger trailer for hay transport
- d. Horse trailer
- e. New tractor for Critter Creek

The board agrees the above equipment is needed and will look into fundraising for the items.

11. Treasurer/Chairperson CJA discussed the following fundraising event ideas:

- a. Lloyd Clark 5K
- b. Paid parking during cycling events
- c. Camping charge for cyclists wanting to camp during cycling events

The board agreed to discuss these fundraising ideas further.

There being no further business to come before the meeting, the meeting was adjourned at 6:00 P.M.

Sheena Drost, Secretary

Minutes of the 3rd Quarter Meeting of the Directors

Date: 9/12/23

Location: San Felasco Tech City – Lily’s Office Boardroom

Christopher J Amerman (CJA) acted as chairperson, and Sheena Drost (SD) acted as secretary of the meeting.

The meeting was called to order at 4:45 P.M.

The secretary announced that the meeting was held pursuant to notice properly given or that notice had been waived by directors entitled to receive notice.

The secretary announced that the following directors, constituting a quorum, were present at the meeting:

Present in person: CJA, Erin C Amerman (ECA, SD, LD)

Present by conference call: N/A

Absent: N/A

The following persons were also present at the meeting: N/A

Name	Title
_____	_____

Proceedings:

The secretary announced that the presence of the directors, including the newly elected directors, represented a quorum.

The minutes from the prior directors’ meeting dated 4/23/23

[] were read by the secretary.

[x] had been distributed prior to the meeting and a reading was dispensed with.

After discussion, a motion to approve the minutes was made by ECA; seconded and approved.

The following reports were presented:

Secretary SD presented expense reports for the second quarter and the third quarter to date.

Old Business:

1. The board discussed and agreed to the documentation of the termination of independent contractors Jeff Harris and Jennifer Petermann. The board discussed and voted to elect Lily Darnell (LD) to the Board of Directors.
2. Board Secretary Sheena Drost discussed implementing the following changes when hiring independent contractors:
 - a. W9 and contract required before job starts
 - b. All independent contractors must have and provide proof of their own worker's compensation insurance
 - c. All hours and descriptions of work completed must be provided to CCFS by independent contractors in order to be paid.
 - i. CCFS founders and/or staff must sign off on work completed
 - d. A list of all tools/materials to be purchased to complete a job must be provided by independent contractors to CCFS and will be purchased by CCFS.
 - i. In the event an independent contractor purchases tools/materials for a job, said independent contractor must get purchase approved by CCFS and provide receipts for reimbursement.
 - e. Independent contractors will be paid upon completion of job unless other terms are agreed upon and approved by CCFS.

The board discussed and agreed to implement the rules above for independent

contractors from this day forward.

3. President ECA discussed donating the Critter Woods house and property to CCFS and suggested the following options as a means of revenue for CCFS:

- a. Renting Critter Woods (lease required) and donating the funds to CCFS
- b. Turning Critter Woods into an Airbnb property with funds going to CCFS

The board agreed to discuss the matter further.

4. President ECA discussed implementing a donation/entry fee for farmers moo-kets as means of additional revenue for CCFS. The board discussed the following points:

- c. \$5 per car
 - i. Boxes at entry points or volunteers to collect donation/fee as cars enter parking area.
- d. Vice President JW voiced concerns that people will be less likely to shop/patron moo-ket vendors and the CCFS merch table due to an entry fee.
 - i. Suggested revisiting donation stations idea instead

The board agreed to discuss the matter further.

5. President ECA presented the CCFS Strategic Plan to the board for a vote and the board unanimously voted to implement the CCFS Strategic Plan.

6. Newly elected board member LD discussed the following donation/fundraising options:

- a. Estate giving/donations – donors including CCFS in their wills/estates
 - i. Trusts
 - ii. Land
 - iii. Real estate
- b. Applying for microgrants

- i. Smaller grants but gets CCFS's name out there and looks good when applying for larger grants

The board agreed to discuss these ideas further and has ask LD to investigate estate giving and create a plan to present for voting at CCFS's 3rd quarter meeting. The board discussed and agreed to LD applying for microgrants.

7. Newly elected board member LD discussed implementing a behavior program to access animals' response to rescue and quality of life in a sanctuary setting, with focus on environmental enrichment, in order to quantify benefits of animal rescues and sanctuaries. The board agreed to discuss the matter and has asked LD to create a presentation to be presented at CCFS's 3rd quarter meeting.
8. The board discussed and voted unanimously to hire Scott Drost as a part-time caretaker, with pay beginning at \$16 an hour.
9. Board Secretary SD discussed the option of salaried employees, with the following being presented:
 - a. SD, in capacity/position of office manager, to be switched from hourly to salary, with all paid duties falling under her title as office manager (salary will not apply to position as Board Secretary)
 - b. Animal caretaker and garden manager Erin Walsh to be switched from hourly to salary position
 - c. Part-time and under to stay at hourly pay

The board discussed these options and asked SD, in capacity of office manager, to present a salary and hourly pay request to be voted on at a later date.

10. The board discussed the need for the following equipment:
 - e. CCFS farm truck
 - f. Tools
 - g. Larger trailer for hay transport

- h. Horse trailer
- i. New tractor for Critter Creek

The board agrees the above equipment is needed and will look into fundraising for the items.

11. Treasurer/Chairperson CJA discussed the following fundraising event ideas:

- j. Lloyd Clark 5K
- k. Paid parking during cycling events
- l. Camping charge for cyclists wanting to camp during cycling events

The board agreed to discuss these fundraising ideas further.

New Business:

1. President ECA presented the new board manual, risk management outline, and impact reports for voting. The board unanimously approved.
2. Board member LD discussed animal behavior research protocols for preference assessment and stress reduction. The following protocols were presented:
 - a. Preference assessment
 - i. Present Wally, Elder, and Artie with food items such as fruits and vegetables to see which they prefer
 - ii. Present Wally, Elder, and Artie with non-food items such as brushes and jolly balls for enrichment to see which they prefer
 - b. Stress reduction
 - i. Observe animals for stress, particularly new intakes, to determine the best methods of alleviating any possible stressors
 - ii. See what makes the animals feel safest and happiest

The reason for this research is to assess animal behavior from the time they arrive at the sanctuary to see how we can make the transition and rescue

process easier and less stressful for the animals. The research will provide us with different enrichment items and activities the animals enjoy so that we can provide them with a stimulating and enriching environment. It will also provide qualitative data to further prove that farmed animals are sentient beings.

3. Director and Treasurer CJA and Secretary SD revisited the topic of the need for new equipment. The following items were discussed:
 - a. New tractor for Critter Creek
 - b. Critter Creek truck for hauling hay and equipment
 - c. New trailer for hauling hay and equipment

The board agrees that this equipment is needed for the day-to-day operations of the sanctuary and voted to fundraise to purchase the needed equipment.

4. President ECA discussed the creation and implementation of a fundraising plan for the organization. The board agreed this plan is needed, and President ECA will draft the plan to present at the fourth quarter meeting.
5. Secretary SD presented expense reports for the second quarter and current quarter to date. The board reviewed the documents.
6. Secretary SD discussed the need for a new accountant to cut costs and the board agreed to being looking for a new CPA or accounting firm.

There being no further business to come before the meeting, the meeting was adjourned at 6:00 P.M.

Sheena Drost, Secretary

Minutes of the 4th Quarter Meeting of the Directors

Date: 12/12/23

Location: San Felasco Tech City – Lily’s Office Boardroom

Christopher J Amerman (CJA) acted as chairperson, and Sheena Drost (SD) acted as secretary of the meeting.

The meeting was called to order at 4:58 P.M.

The secretary announced that the meeting was held pursuant to notice properly given or that notice had been waived by directors entitled to receive notice.

The secretary announced that the following directors, constituting a quorum, were present at the meeting:

Present in person: CJA, Erin C Amerman (ECA), SD, LD

Present by conference call: N/A

Absent: N/A

The following persons were also present at the meeting:

Name	Title
<u>Karla Oliveira (via Zoom)</u>	<u>Development Manager</u>
<u>Scott Drost (in person)</u>	<u>Facilities Manager</u>

Proceedings:

The secretary announced that the presence of the directors, including the newly elected directors, represented a quorum.

The minutes from the prior directors’ meeting dated 9/12/23

[] were read by the secretary.

[x] had been distributed prior to the meeting and a reading was dispensed with.

After discussion, a motion to approve the minutes was made by ECA; seconded and approved.

The following reports were presented:

Secretary SD presented income and expense reports for the third quarter and the fourth quarter to date.

Old Business:

1. President ECA presented the new board manual, risk management outline, and impact reports for voting. The board unanimously approved.
2. Board member LD discussed animal behavior research protocols for preference assessment and stress reduction. The following protocols were presented:
 - a. Preference assessment
 - i. Present Wally, Elder, and Artie with food items such as fruits and vegetables to see which they prefer
 - ii. Present Wally, Elder, and Artie with non-food items such as brushes and jolly balls for enrichment to see which they prefer
 - b. Stress reduction
 - i. Observe animals for stress, particularly new intakes, to determine the best methods of alleviating any possible stressors
 - ii. See what makes the animals feel safest and happiest
 - c. The reason for this research is to assess animal behavior from the time they arrive at the sanctuary to see how we can make the transition and rescue process easier and less stressful for the animals. The research will provide us with different enrichment items and activities the animals enjoy so that we can provide them with a stimulating and enriching

environment. It will also provide qualitative data to further prove that farmed animals are sentient beings.

3. Director and Treasurer CJA and Secretary SD revisited the topic of the need for new equipment. The following items were discussed:
 - a. New tractor for Critter Creek
 - b. Critter Creek truck for hauling hay and equipment
 - c. New trailer for hauling hay and equipment

The board agrees that this equipment is needed for the day-to-day operations of the sanctuary and voted to fundraise to purchase the needed equipment.

4. President ECA discussed the creation and implementation of a fundraising plan for the organization. The board agreed this plan is needed, and President ECA will draft the plan to present at the fourth quarter meeting.
5. Secretary SD presented income and expense reports for the second quarter and the current quarter to date.
6. Secretary SD discussed the need for a new accountant to cut costs and the board agreed to begin looking for a new CPA or accounting firm.

New Business:

1. President ECA presented the new fundraising plan to the board. The board and Development Manager (Karla) discussed the following points:
 - a. Ensure donors feel their contributions are appreciated
 - i. Send thank you emails and postcards
 - ii. Depending on the donation amount, send thank-you gifts
 1. Magnets, pens, stickers, t-shirts, photos
 - b. Come up with more options for donating, but be sure not to overwhelm donors

- c. Events have proven to be great for supplemental income and are a great outreach source
 - i. Continue suggested donation for entry at moo-kets
 - ii. Events must be worth the time, money, and effort spent
 - 1. Must net at least \$500+
 - iii. Hold an open house event at Critter Hills once a year
 - 1. Tickets \$15 each
 - 2. Limit to 200 guests due to parking
- d. Start pursuing large grants and corporate sponsors
 - i. Karuna Foundation
 - ii. University of Florida
 - 1. We support a large number of their students and school clubs each year with volunteer opportunities and interviews/projects for journalism students
 - iii. Impossible Foods and Beyond Meat
 - 1. It only makes sense for the largest bovine sanctuary in the U.S. to be sponsored by a plant-based meat company
- e. Work on gaining more individual donors
 - i. Outreach at events
 - ii. More social media presence and interaction
 - iii. Create an EPK (electronic press kit)
 - iv. Post to Patreon and TikTok more often
 - 1. Upload videos and photos to shared album for Karla to post

The board voted unanimously to adopt the new fundraising plan.

2. President ECA discussed the priority of creating an Advisory Board in 2024. The board agreed and will create a Google Doc with names of those who might be interested.
3. Board member LD gave a research update. Caeli and her research assistants, along with LD, plan to meet at Critter Hills on January 8th, 2024 to finish preference assessments. The following research topics were presented to the board by LD:
 - a. Development of a chute protocol to reduce stress in the animals during veterinary visits, creating a safer environment for the animals and the veterinary and Critter Creek team members.
 - b. Focus on behavior related to the animals' well-being
 - c. Conduct surveys with moo-ket guests to gather data from guests as they are leaving regarding the effectiveness of outreach during the moo-kets.

Some suggested survey questions are:

 - i. How did spending time with the animals make you feel?
 - ii. How did hearing their stories affect you?
 - iii. If you are not already vegan, has your visit today made you consider a lifestyle change?

These surveys would provide quantitative/objective data on the effectiveness of outreach and the overall effectiveness of our events. The board agrees to begin implementing these surveys in 2024, with the possibility of purchasing iPads for guests to complete surveys on.

4. Secretary SD presented expense reports for the third quarter and current quarter to date. The board reviewed the documents.

5. Secretary SD updated the board on the progress of the website. The new site has been launched, and SD will continue to work on getting the online store completed.
6. Facilities Manager Scott Drost provided an update on the Critter Creek location and its needs and upcoming projects. The following needs were discussed and approved:
 - a. Sanctuary truck for running hay, moving equipment, running various errands, and general use around both Critter Creek and Critter Hills
 - b. A larger/longer trailer for hauling hay
 - c. An animal trailer for animal transport

The following upcoming projects were discussed and approved:

- a. Move pig sleep house from med bay to the area outside of the pig feed area
- b. Install a gate on the back of Bedelia's Bistro
- c. Waterline at CritterHills
- d. Improve pens at Critter Hills

The board discussed the projects and needs and Director and Treasurer CJA and Scott Drost will work together to create a Google Doc of needs and projects in order of importance/priority. Scott Drost will also create a Google Doc with equipment and vehicle service and maintenance information.

There being no further business to come before the meeting, the meeting was adjourned at 7:00 P.M.

Sheena Drost

Sheena Drost, Secretary