



Assistant Director
Meghan Mensler

Childcare Director
Jessica Bradley

UPK Director
Sarah McKinley

Board Of Directors

President
Nora Osuchowski

Vice President
Courtney Ellis

Secretary
Christin Iacolucci

Treasurer
Molly Pezzulo

Kate Dubois
Christine Bouchard
Marcy Wilson

BACC Board of Directors Meeting

September 9 2024, 6:00 p.m. in-person at BARC

BOARD MEMBERS PRESENT: Molly, Nora, Courtney, Christine B, Kate, Christin, Marcy

BOARD MEMBERS EXCUSED: 0

BOARD MEMBERS ABSENT: 0

TOTAL MEMBERSHIP: 7

GUESTS PRESENT: Mike Iacolucci,

STAFF PRESENT: Meghan, Jessica, Sarah

Board introductions and welcome

Nora – will open for questions and comments after reading statement from lawyer:

“The board removed Colleen from her position on Friday. We will not go into details about the reason for that decision. However, since we removed Colleen from her position, we have found a number of issues of which we were previously unaware or that Colleen did not inform us about. We are currently doing a full review of the Center’s finances and have contacted a forensic accountant who may work with law enforcement.”

Public Comment starts at 6:08PM:

Sarah McKinnley – BACC for 14 years, seen a lot happen and never seen so much growth in the last 2 years. For UPK only, gone from half day to full from 2 classrooms to 4 classrooms and brought in amazing teachers with high degrees and all with Colleen’s guidance and support. She has looked at safety for students, fence installed, new curriculum. Her door is always open for anyone on the team. I don’t understand how this happened, sure things you can’t tell us but there is not a lot of trust with the board. I could be next, what is keeping me safe here? Board has not come in to see the UPK program and the board is in but not for a good reason and am struggling with this. I have a letter from a team member that I want to read:

Brianna Decrenti: Shocked at Colleen’s no longer employment. As parent and employee, you are deeply impacting the parents and students literally 100 people. Colleen made things happen for BACC to enhance youth and families and



brought 2 classrooms of families into UPK. As assistant teacher in UPK she had an open door and listen to the mission and was genuinely concerned with us personally and professional. Timing does not benefit anyone and does not stand for what BACC stands for. Want the board to know that Colleen has my support and Sarah will have to

Meghan Mensler: Everyone is a volunteer on this board and some picked by Colleen. Everything Colleen did was with good intention and do not think a fair enough investigation was done before this decision was made. May be not everything was done perfectly but working with her closely I don't think she was given in person discussion enough and even if mistakes were made then should have had a chance to correct them. I may be doing things imperfectly and now I do fear for my work since board does not know what goes into day to day to run BACC. At the time she was the best candidate that had a heart and that cared about the center. No one is perfect but I don't believe she was doing things with ill -intention and it should have been handled in a different way. It hurt us and we have questions. I do not think she meant to do any harm and should have been more time to given to correct mistakes. I want to know that the board knows what we do on a daily basis and understanding what we do here at BACC. Feeling burnt out now and impacts our quality of life since that was our leader. Not sure it was given enough thought.

Jessica Bradley: Any process or insight on what was the process behind this?

Nora: This was not immediate not a sudden decision, there were steps that followed our policies & procedures including warnings and a performance review plan. There were numerous times I talked with her in addition to those steps.

Sarah McKinley: I only know one side of the story.

Jamie Sacala: Only been there a year but one of the stronger leaders I know in 16 years of teaching. We see a different side every day and a lot of others who want to be here but have kids. We cannot grasp what you are saying since she supports us every minute of every day. Colleen helped with training and will someone new do that? Will the new person help

Meghan: Jess, Sarah and I administratively work with her and understand your liability as a board to protect BACC, she was one to do things by the book. ED previously was burnt out and she tried to get the train on track. May have been lack of knowledge, help and guidance on her part.



Courtney LaVarnway: Hard that is starts at the beginning of the school year and looking to administrators for guidance and support and she was all of that. Now to have to worry about what is next.

Sarah: You are not there every day so not aware of the things she does every day. Like storage room she's organizing it and she goes above and beyond. I feel like you didn't respect the people that are doing that for this community

Jamie Sacala: Any world where Colleen comes back? Anything we could do to bring her back?

Nora: What you are saying matters and we understand your POV on Colleen. We know how much her staff appreciated her and that did not go unnoticed. What we are having to work through and investigate now has nothing to do with her performance as a supervisor.

Meghan: My questions is why can't it be like BARC board where there was a relationship with board and ED and staff?

Nora: there is a misconception here, I knew her as ED to ED. This was not that no one approached her. There was a relationship before I was on the board.

Sarah: I don't think Colleen felt that way.

Jamie: We are upset but will not impact how we are with the kids. We all will do our job and it is not about that. We love the kids and that is why we are in this but it is hard.

Nora: There are not any concerns about program or staff. We see your dedication and there are no concerns

Courtney: not cutting programs or resources. No snowball effect, if anything looking to add more resources.

Jamie: why did wait for the second day of school? Felt like she was used to get the school started. Now we have parents

Nora: the timing was not our decision, not ideal for us either.



Mike Iacolucci: My wife and I have had children and grandchild in BACC for last 40 years. Dedication for kids is tremendous and I don't know all board members but I can vouch for some of members that their interests align with your interests without question. I have serviced on not for profit boards. These people have a legal responsibility to take action. I don't know details but I think they would have to have had significant reason to take action.

Meghan: I understand liability but I think this is one big understanding. I hope that there were some negligent decisions that would have put BACC at harm to prompt this decision, and it wasn't made because of misunderstanding and misperceptions.

Jamie: If ongoing investigation, if nothing found, will Colleen be reinstated? We don't believe she would ever do something that would harm BACC or us as teachers. What if she is found innocent?

Courtney: We would need to rely on legal counsel for that but will bring that to counsel on behalf of personnel committee.

Meghan: We want some hope

Jamie: We want her to get a fair shake and it is really impacting her and us.

Courtney: Thank you for being here after a long day and it speaks volume.

Molly: please email us, we want to this to be a two way street

Jamie: Will we find out any investigation results?

Nora: Depends on what is discovered, some things will be public record

6:34PM: 7 public members leave; Meghan, Sarah, Jessica and Mike remain –
Public comment now closed

Molly motion to close public comment; Kate seconds – passes



Approval of the agenda

- I. Approval of June 2024 Board Meeting Minutes
Christine B. made motion and Kate seconded it
- II. Good of the Order
- III. Treasurer's Report- See Financials
 - a. Will meet with Jen tomorrow and wed to review
 - b. Meghan can make herself available if need be
- IV. Director's Report, Programs Reports, SACC Report-
 - a. Did not receive from Colleen
 - b. Meghan will forward what she has on her end
 - c. UPK: 66 kids, first two days were awesome and an amazing team with have newsletter coming out
 - d. Travel camp went well, still paying bills and late fees so won't be done until October
 - e. Still collecting checks from department (state?)
 - f. Before and after care not full since need more teachers, need 18 year olds and have been very creative with recruiting; about 50% full at this point but don't have the staff
 - i. Demand is there? We may get a few but then would need to advertise to get full
 - ii. Wood Road and Gordon Creek is bigger demand and are in high demand; 75 at Gordon Creek is full and 40 kids at Wood Road
 - iii. Split shift makes it difficult to staff and don't want to only hire for afternoons
 - iv. Hiring flyers, Facebook, Indeed, Recruiting with Borgos
 - g. Borgos recruitment updates
 - i. Kate offered to help on this with recruitment efforts
 - ii. Need to meet with Borgos to get feedback on the posting



- iii. Chris B. offered to volunteer with Dodgeball team efforts
- h. Want to expand the Community center offering
 - i. Hired Brian as teen coordinator and focused on all things community to expand program
 - ii. Hoping to bring back Zumba and looking to do fit for moms Fridays in gym
 - iii. Library is doing Storytime on Thursday since they are under construction
 - 1. That is in kind donation and within business hours so don't have to worry about overtime staff
 - 2. Fit for Moms – working on a percentage since she is a for profit but part of the partnership is shared advertising
- V. Reports of Standing Committees:
 - a. Executive/ House – Building Revisions, Paving (Nora)
 - i. Building revisions are on hold at the moment as we do not have the capital needed
 - 1. Will need to be creative with space
 - 2. Storage Unit will help to alleviate the clutter
 - 3. Meghan: look at village to get skatepark land to expand?
 - ii. Paving will be rescheduled and may be done on a Sat and looking at 9/16 at this point weather permitting
 - 1. Approved to do the parking lot at the top and the catch basin at the top that is sinking is the focus
 - b. Audit/Finance – Change of accounts
 - i. Will need to do a motion to correct the people on the account
 - ii. Waiting to hear back from Don on what he is missing for the audit



VI. Reports of Ad Hoc Committees:

a. Fundraising/Marketing/Grants–Marketing
Presentation

i. Update on current grants

1. Adirondack trust grant and Casino foundations were applied for but no updates yet from that

ii. Borgos Marketing presentation:

1. Some confusion on how the outreach was done, Sharon answered that Colleen provided the names and the cross section. Not all people could be contacted so we (Meghan, Jess, Sarah, Colleen) chose family members and people that knew BACC long enough to give real opinions
2. Agree on the take on foundational marketing need
 - a. Donor base not set up yet
 - b. Better annual report
 - c. Colleen may not have known how to do that but think she was thinking 10 years down the road but may be didn't know better

3. We started the recruitment campaign but we need to have a scheduled monthly meeting to review the clicks and the reporting from Borgis

- a. Kate can talk to them about that – we need tangible reports and need to see more than just 6 pages of summary and 4 videos
- b. First investment was videos, and surveys were discovery?
- c. Meghan: not received analytics report but can ask for that



- d. Want to see regular numbers so need to tell them
- e. Strategic plan is what they need approval next to move forward
- f. Nora: wants to see what we are getting first before we spend more
- g. Meghan: let's get a meeting where they will explain better what they have done and what they need from us
- h. KPIs for the recruitment campaign done? Not sure Colleen knew that was needed
- i. Kate and Meghan to work on setting up a call with Sharon

b. Membership—met Robert Bonsall

- i. Nora met with Robert today, his interest in getting sport programs to use the gym (girls wrestling needs a space) leads Saratoga volleyball club, bought nets BACC can use and keep afterwards (\$20K)
- ii. He is very good with fundraising and some renovation background
- iii. Will come in October to meet and vote in November to join board

c. Program & Personnel – Executive Director Succession Program

- i. Want to make sure policies and procedures are documented for transitions and is a living document that board can all access
- ii. Standard in all non-profits that have a plan in place
- iii. When Kathy left, Molly and Kate were new board members and were not included in the discussion but only knew there were some paper took from her office, not a lot of content in the document Colleen provided
- iv. ED position would be first and most urgent need but make sure role profiles are updated and salary benchmarks across all staff
- v. How to best position staff for future and promote within for retention



- vi. Evaluations were put on hold with COVID, but agree need to get those things sorted, Meghan happy to help with that

VII. New Business

- a. Motion to accept Molly Pezzulo as Treasurer and Christin Iacolucci as Secretary

- i. Kate made motion and Courtney second – passed

VIII. Unfinished Business

- a. Motion for bank account changes

Updated minutes regarding the bank accounts:

Motion to update the following bank accounts to remove and add new signees to the corresponding bank accounts:

- Broadview Federal Credit Union (General account and 6600 account)
 - Remove current signees: Matt Hosek, Meg Stevens, Colleen Russo
 - Update signees to: Nora Osuchowski, Courtney Ellis, Molly Pezzulo
- Adirondack Trust CD
 - Remove current signees: Matt Hosek, Meg Stevens, Colleen Russo
 - Update signees to: Nora Osuchowski, Courtney Ellis, Molly Pezzulo
- Saratoga National Bank (CD and CD 1/24/24 4.25%).
 - Remove current signees: Matt Hosek, Meg Stevens, Colleen Russo
 - Update signees to: Nora Osuchowski, Courtney Ellis, Molly Pezzulo
- Sunmark Credit Union (SCU) (both CDs)
 - Remove current signees: Colleen Russo
 - Signees: Nora Osuchowski, Courtney Ellis, Molly Pezzulo
- Ballston Spa National Bank MMA and operational account
 - Remove current signees: Colleen Russo
 - 1st: Courtney
 - 2nd: Chris
 - discussion: none
 - yes: all
 - no: none



Discussion: Previous motion only had to add board members, no removal. Colleen could have gone into bank to remove previous board members at any time as account holder. Needed an updated motion now to meet certain banks requirements. Miscommunication from a lot of parties on which accounts needed what and what banks had which accounts.

IX. Announcements – Next meetings, Monday, October 7th, 2024. Monday, November 4th and Monday, December 9th.

- a. 6:30PM start is typical but can amended to 6PM as needed.

X. Executive Session

- a. Courtney motion; Christine B seconded
b. Molly motion, Courtney second – End executive session 9:17PM

XI. Adjournment

Motion to adjourn the meeting.

- 1st: Kate
- 2nd: Christin
- Discussion: None
- Yes: All
- Nay: None
- Abstentions: None

Meeting adjourned at 9:15pm