

## QUARTERLY BOARD MEETING MINUTES

**Date:** January 13, 2018

**Location:** 89 Putnam Park Road, Bethel, CT

- **ATTENDEES:**

Dale Picard, Lu Picard, Bill Morton, Anne Hoenig, Jim Hoenig, Sgt. Major Hector Torres, Raymond Turri, Kathleen Forte, Carrie Picard, Leslie Pihonak

- **WITH APOLOGIES:**

**CALL TO ORDER: 12:18 PM (D. PICARD; 2<sup>ND</sup> BY J. HOENIG)**

## APPROVAL OF PREVIOUS MINUTES

Unanimous approval of Previous Minutes.

## REPORTS

### Financial Review

- Financials reviewed:
  - Capital Campaign v. Annual Campaign reviewed
    - 8 new foundations to apply to for both AC and CC
    - USDA application delayed and NW Community bank loan pursued
  - NW Community bank looking for so-signer
    - Resubmitted paperwork for USDA as co-signer
    - Still awaiting response, may possibly pursue alternate financial institution
  - CC fundraising committee developed [B. Hayward / D. Post]
  - Naming opportunities finalized and being dispersed to relevant donors
  - CC progress reviewed
    - Water tanks installed, plumbing in progress, floors in progress, exterior complete
- Balance sheet and YTD financials reviewed:
  - Transition from BoA to NW Community Bank in progress
  - Investments and Endowment reviewed
  - Liability and assets reviewed
  - Grant line reviewed
    - New v. current grantmakers reviewed
  - Professional Services budget line reviewed
    - Duties and responsibilities of Accounting Firm reviewed to ensure efficiency
  - Revised budget reviewed– **Unanimous board approval**
  - \$1.646 million in projected expenses for 2018 [\$500k to CC]

### Programs Status Review

- Prison Program update:

- Will be transitioning over the next 6 - 8 months to a possible close
  - CO issues
  - Repeated lockdowns
  - Schedule changes
- Strategy needs to be developed for dogs housed there
  - Cultivating foster home commitments for a year
  - Developing plan for foster families to come for weekend training during year-long commitment
- Future of program is undecided
- Local organization collaborations reviewed:
  - NWCC Vet Program to provide free spay, neuter and vaccination services
  - Bureau of Rehab contract for job training
    - One employee for 2017
    - Looking to expand relationship in 2018
- Transit purchase reviewed:
  - Smaller size allows for non-CDL drivers
  - Bus still in use for now due to size constraints of new vehicle
- Certification of owner-trained dogs reviewed:
  - ECAD developing program for owner-trained certifications
    - Would be a set fee for evaluation
    - Cc would be kept of file for follow-up care
    - Tested by ECAD standards
    - No emotional support animals accepted

## Operations Review

- Revised Handbook reviewed:
  - Punching/Timesheets
  - Work week verbiage
  - CT overtime
  - Holiday pay
  - Vacation time
  - Health insurance benefits [to be sent out to bid annually/bi-annually by R. Turri]
  - Car insurance
  - Weapons policy **[to be added]**
  - Motion to approve with revisions – **unanimous approval**
- Abramowitz bequest reviewed:
  - Stock has increased 13% since receipt [401k account]
  - Account name transferred to ECAD and may need to be transferred back (tbd)

## UNFINISHED BUSINESS

Outstanding Actions				
Ref	Action Items	Status	Who	Due By
	Evaluation of subcontracting obligations to be added to the Succession Plan	On Hold	ECAD Administration	TBD
	Verify if Board should be soliciting for CC/Polo event GIKs/sponsorships	On Hold	C. Picard	ASAP
	<b>Quarterly review of budget with Board</b>	<b>Ongoing</b>	<b>E.D. + Board Member</b>	
	Review 'Other Types of Expenses' line with Accounting Services		D. Picard   T. Moffit	ASAP
	Staff   Contract Services roster		Development	ASAP

## NEW BUSINESS

New Actions				
Ref	Action Items	Status	Who	Due By
	Assemble Emergency Leadership Team for Succession Plan		Executive Committee	TBD—Next Board Meeting
	Request hard copy invitations for Board Members from McWilliams		C. Picard	ASAP
	Research, cultivation and execution of state/federal grant funding re: Prison Program	On-Going	L. Pihonak	TBD
	Submit questions/concerns and signatures re: 990/Audit to Dale	In Progress	All Board Members	ASAP
	Reasearch, cultivate, vet, introduce prospective Board Members	In Progress	D. Picard	TBD
	Update business cards	In Progress	Development	TBD
	Update Board Member name (B. Morton) on website, etc.	In Progress	L. Pihonak	ASAP
	Create more donor call lists	In Progress	Marketing	ASAP
	Review insurance policies	On Going	R. Turri	
	Review funding possibilities w/ PetSafe ownership	In Progress	L. Pihonak	

## MOTIONS [ACCEPTED]

Previous minutes accepted  
 Budget approval  
 Revisions to work week accepted

## ADJOURNMENT

**MOTION TO END: 4:20PM BY HECTOR TORRES; 2<sup>ND</sup> BY JIM HOENIG**

SECRETARY APPROVAL:

# ECAD

*Educated Canines Assisting with Disabilities*



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*(Signature & Date)*

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## QUARTERLY BOARD MEETING MINUTES

**Date:** April 7, 2018

**Location:** 149 Newfield Road, Torrington, CT

### ▪ **ATTENDEES:**

Dale Picard, Lu Picard, Bill Morton, Anne Hoenig, Jim Hoenig, Sgt. Major Hector Torres, Raymond Turri, Carrie Picard, Leslie Pihonak

### ▪ **WITH APOLOGIES:**

Kathleen Forte

**CALL TO ORDER : 1:00 PM [D. PICARD; 2<sup>ND</sup> BY R. TURRI]**

## APPROVAL OF PREVIOUS MINUTES

Unanimous approval of Previous Minutes.

## REPORTS

### Tour of new facility under construction

### Financial Review

- Financials reviewed:
  - Capital Campaign v. Annual Campaign reviewed
    - foundations reviewed to apply to for both AC and CC
    - USDA no longer involved in construction loan
  - NW Community bank approved construction loan of \$600k
    - No cosigner needed
    - Interest payments only until construction is completed then will be converted to a mortgage if needed
  - CC fundraising committee underway
  - Naming opportunities finalized and dispersed
  - CC progress reviewed
    - Inspections underway, sheet rock almost completed
    - Private open house tentatively scheduled for late June
    - Lu and Dale only drawing interest payments on \$150k loan [5 years for repayment]
    - Neighbors have settled down now that construction is underway
    - Construction insurances to be reviewed
- Balance sheet and YTD financials reviewed:
  - Transition from BoA to NW Community Bank almost complete
  - Investments and Endowment reviewed
  - Liability and assets reviewed
  - Grant line reviewed
    - New v. current grantmakers reviewed
    - \$600k of grants in progress
    - \$150k + of grants in the pipeline
    - Jordan's furniture foundation research [L. Pihonak]
  - Salary line reviewed
    - Increase due to increase in staff [B. Hayward, BRS employees]
    - Deficit showing because BRS reimbursement does not always come in the same month payroll

is dispersed

## Programs Status Review

- Prison Program update
  - Program to continue and expands
    - Lu to administer intensive 3-day trainings once every quarter if needed
    - On site trainer to attend sessions as well to receive refresher training and support
  - Strategy needs to be developed for dogs housed there
    - Cultivating foster home commitments for a year
    - Developing plan for foster families to come for weekend training during year-long commitment
  - Hoping to increase number of dogs being educated in the facility to 14 over time to work with youthful residents as well
- Local organization collaborations reviewed:
  - NWCC Vet Program to provide free spay, neuter and vaccination services
  - Bureau of Rehab contract for job training
- Certification of owner-trained dogs reviewed:
  - ECAD developing program for owner-trained certifications
    - Would be a set fee for evaluation
    - Cc would be kept of file for follow-up care
    - Tested by ECAD standards
    - No emotional support animals accepted
  - Erica and Linda became first certified Assistance Dog Trainers in the state

## Operations Review

- Revised Handbook reviewed:
  - Punching/Timesheets
  - Work week verbiage
  - CT overtime
  - Holiday pay
  - Vacation time
  - Health insurance benefits [to be sent out to bid annually/bi-annually by R. Turri]
  - Car insurance
  - Weapons policy **[to be added]** -inprogress
- Abramowitz bequest reviewed:
  - Stock has increased 13% since receipt [401k account]
  - Account name transferred to ECAD and may need to be transferred back (tbd)
  - \$25k in stock added to account by donor to sponsor education of a puppy
  - Additional \$25k to come in 2019 by same donor to sponsor the client the puppy will be placed with

## UNFINISHED BUSINESS

Outstanding Actions				
Ref	Action Items	Status	Who	Due By
	Evaluation of subcontracting obligations to be added to the Succession Plan	On Hold	ECAD Administration	TBD
	Verify if Board should be soliciting for CC/Polo event GIKs/sponsorships	On Hold	C. Picard	ASAP
	<b>Quarterly review of budget with Board</b>	<b>Ongoing</b>	<b>E.D. + Board Member</b>	
	Review 'Other Types of Expenses' line with Accounting Services		D. Picard   T. Moffit	ASAP
	Staff   Contract Services roster		Development	ASAP

## NEW BUSINESS

New Actions				
Ref	Action Items	Status	Who	Due By
	Assemble Emergency Leadership Team for Succession Plan		Executive Committee	TBD—Next Board Meeting
	Request hard copy invitations for Board Members from McWilliams		C. Picard	ASAP
	Research, cultivation and execution of state/federal grant funding re: Prison Program	On-Going	L. Pihonak	TBD
	Submit questions/concerns and signatures re: 990/Audit to Dale	In Progress	All Board Members	ASAP
	Reasearch, cultivate, vet, introduce prospective Board Members	In Progress	D. Picard	TBD
	Update business cards	In Progress	Development	TBD
	Update Board Member name (B. Morton) on website, etc.	In Progress	L. Pihonak	ASAP
	Create more donor call lists	In Progress	Marketing	ASAP
	Review insurance policies	On Going	R. Turri	
	Review funding possibilities w/ PetSafe ownership	In Progress	L. Pihonak	
	Research Jordan's Furniture charitable giving program	In Progress	L. Pihonak	

## MOTIONS [ACCEPTED]

Previous minutes accepted

## ADJOURNMENT

**MOTION TO END: 3:20PM BY H. TORRES; 2<sup>ND</sup> BY R. TURRI**

# ECAD

*Educated Canines Assisting with Disabilities*



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**SECRETARY APPROVAL:**

*(Signature & Date)*

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## QUARTERLY BOARD MEETING MINUTES

**Date:** July 25, 2018

**Location:** 149 Newfield Road, Torrington, CT [ECAD Canine Education & Wellness Center]

- **ATTENDEES:**

Dale Picard, Kathleen Forte, Bill Morton, Anne Hoenig, Jim Hoenig, Sgt. Major Hector Torres, Raymond Turri, Leslie Pihonak

- **WITH APOLOGIES:**

**CALL TO ORDER: 3:24 PM [H. TORRES; 2<sup>ND</sup> BY K. FORTE]**

### APPROVAL OF PREVIOUS MINUTES

[Motion to approve: R. Turri; 2<sup>nd</sup>: A. Hoenig]

Unanimous approval of Previous Minutes.

### REPORTS

#### Walk-through of completed facility [pre-punchlist]

#### Financial Review

- Balance sheet and YTD financials reviewed:
  - \$30k deficit compared to 2017 YTD
  - Investments reviewed
  - Liability and assets reviewed
  - Grant line reviewed
    - New v. current grantmakers reviewed
    - Grant pipeline reviewed
  - Newsletter revenue reviewed
    - Overhaul in progress
    - Becoming more donor-focused
    - Becoming a revenue generating tool
    - Creating ways to convert donors of clients to donors of the organization
  - Monthly Donor Acquisition reviewed
    - Sweatshirt incentive
    - 61 ECAD Champions
- Capital Campaign reviewed:
  - Bank has offered to leave note open on the new facility or convert to a mortgage
  - No financing available for Phase 2
  - 70%-80% of funding needed for Phase 2 before breaking ground
  - Michael Bowe (local engineer) to be invited to next Board Meeting [R. Turri]
  - IT infrastructure and installation in-kind donation reviewed (F. Johnson)
  - CT State Representative connection reviewed as new funding/support prospect
- Maintenance purchase reviewed:
  - Demo of commercial floor cleaner in progress
  - \$6k investment
  - Bids to be collected before purchasing for local cleaning services [R. Turri]

#### Operations Review

- Home Handler policies reviewed:
  - Emergency SOP for Handlers

- o Protocol to be re-evaluated w/ L. Picard [R.Turri]

## UNFINISHED BUSINESS

Outstanding Actions				
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	<b>Quarterly review of budget with Board</b>	<b>Ongoing</b>	<b>E.D. + Board Member</b>	
	Review 'Other Types of Expenses' line with Accounting Services		D. Picard   T. Moffit	ASAP
	Staff   Contract Services roster		Development	ASAP
	Collect local bids for cleaning services	In Progress	R. Turri	ASAP
	Invite Michael Bowe to next Board Meeting	In Progress	R. Turri	ASAP
	Follow-up w/ Lu re: HH emergency protocol	In Progress	R. Turri	ASAP

## NEW BUSINESS

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	Update business cards	In Progress	Development	TBD
	Update Board Member name (B. Morton) on website, etc.	In Progress	L. Pihonak	ASAP
	Create more donor call lists	In Progress	Marketing	ASAP
	Review insurance policies	On-Going	R. Turri	
	Review funding possibilities w/ PetSafe ownership	In Progress	L. Pihonak	
	Research Jordan's Furniture charitable giving program	In Progress	L. Pihonak	

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MOTIONS [ACCEPTED]

Previous minutes accepted

ADJOURNMENT

**MOTION TO END: 4:28PM BY B. MORTON; 2<sup>ND</sup> BY J. HOENIG**

SECRETARY APPROVAL:

*(Signature & Date)*

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## QUARTERLY BOARD MEETING MINUTES

**Date:** December 8, 2018

**Location:** 81 Newtown Road Danbury, CT 06810 [Hampton Inn & Suites]

### ▪ **ATTENDEES:**

Dale Picard, Lu Picard, Carrie Picard, Kathleen Forte, Frederick Johnson, Anne Hoenig, Jim Hoenig, Sgt. Major Hector Torres, Raymond Turri, Leslie Pihonak

### ▪ **WITH APOLOGIES:**

William Morton

**CALL TO ORDER: 12:06 PM [H. TORRES; 2<sup>ND</sup> BY K. FORTE]**

## APPROVAL OF PREVIOUS MINUTES

[Motion to approve: R. Turri; 2<sup>nd</sup>: A. Hoenig]

**Unanimous approval of Previous Minutes.**

## REPORTS

### Financial Review

- Insurance policies reviewed:
  - Premiums increasing
  - Unaffordable for employees
  - To be researched after the first of the year
- Capital Campaign reviewed:
  - Deficit due to construction loan, annual campaign debt and, outstanding amount for purchase of land from the Picards
  - No financing being incurred for Phase 2
  - Draper Fund request reviewed re: Phase 2
    - Hoping to be able to amend reward to be re-allocated to outstanding Phase 1 expenses not covered by construction loan
  - Phase 2 urgency due to:
    - lack of space to expand breeding program
    - inability to quarantine
    - limited canine residency
  - Blueprints to be developed over next several months [see bequest breakdown]
  - Footprint set to be constructed Summer 2019 by Winchester Excavation
  - Outside inspection will be needed upon completion
  - General contractor bids to be sourced once budget and plans are complete
  - Eisler house party reviewed
    - Last pledge installment en route
  - CC leads in progress reviewed
  - Need CC budget broken out for 2019 once all planning is completed
  - Final inspection report of completed building reviewed
    - Town planner vacated position before final inspection
    - Tree height [insufficient]
    - Additional fencing type needed
    - Buffer needs to be added
    - Fruit trees absent [to be verified in original plans]
- Bequest breakdown reviewed:
  - Motion to approve below states use of bequest [proposed: A. Hoenig; seconded: R. Turri] **unanimous approval of bequest use**

Allocation	Amount	Purpose
+1 marketing employee	\$70k	Salary and benefits
Additional kennel staff	\$86k	Salaries and benefits
Capital Campaign	\$30k	Blueprint development
Picards	\$100k	Purchase of land for new buildings

- 2018 Budget v. Actuals reviewed
  - \$150k restricted contribution to PH reviewed
  - Veteran fundraising reviewed
  - Stock contributions reviewed:
    - Motion to keep \$25k stock in UBS for endowment [proposed: R.Turri; seconded: A. Hoenig] **unanimous approval of stock use for endowment**
- 2019 Proposed budget reviewed
  - Marketing line item reviewed:
    - +1 quarterly newsletter
    - +1 direct mailing
    - Funds to be added for gala event in adjusted budget
  - Professional fees line reviewed:
    - Accounting firm processes, fee schedule, and access reviewed
  - Electronic subscriptions line reviewed
  - Membership fees line reviewed
  - Salaries and bonuses reviewed
    - Executive compensation/bonuses tbd via email by Board

## Operations Review

- Gala development reviewed:
  - Tbd if will be held at the new facility [max capacity of 100-125 guest]
  - \$100 ticket price max for the area
  - Scaled down version of past NY galas
  - Honoree?
  - Need local business/corporate sponsorships to underwrite event
    - Sponsorship leads in progress
- Onboarding of new Marketing and Kennel employees reviewed:
  - Recruiter to be used to source leads for mktg. [R. Turri]
  - Job description needed for marketing position
  - Need experienced kennel staff and increased qualifications in order to train additional employees to instruct owner-trained courses and Team Trainings
  - Management position needed for kennel

- Current staff compensation, job descriptions, benefits and management reviewed
- Kennel volunteer descriptions reviewed
- Internship program development reviewed
  - Vet tech students
  - Dog training students
- Dogs reviewed
  - Possible live streaming of future graduations
  - 4 Team Trainings completed in new facility
  - Current instructors to direct next Facility Dog Team Training
- New Board Member reviewed
  - Motion to accept Fred Johnson onto the Board [proposed: H. Torres; seconded: Anne] **unanimous approval of onboarding of Fred Johnson**

## UNFINISHED BUSINESS

Outstanding Actions				
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	Staff   Contract Services roster		Development	ASAP
	Collect local bids for cleaning services	In Progress	R. Turri	ASAP
	Invite Michael Bowe to next Board Meeting	In Progress	R. Turri	ASAP
	Follow-up w/ Lu re: HH emergency protocol	In Progress	R. Turri	ASAP
	New marketing job description and sourcing/recruiting	In Progress	R. Turri   C. Picard	ASAP
	Send budget concerns adjustments to Dale	In Progress	Board	ASAP
	Follow up with Draper request	In Progress	L. Pihonak	ASAP

## COMPLETED BUSINESS

New Actions				
Ref	Action Items	Status	Who	Due By
	Assemble Emergency Leadership Team for Succession Plan		Executive Committee	TBD—Next Board Meeting
	Request hard copy invitations for Board Members from McWilliams		C. Picard	ASAP
	Research, cultivation and execution of state/federal grant funding re: Prison Program	On-Going	L. Pihonak	TBD

# ECAD

Educated Canines Assisting with Disabilities



	Submit questions/concerns and signatures re: 990/Audit to Date	In Progress	All Board Members	ASAP
	Research, cultivate, vet, introduce prospective Board Members	In Progress	D. Picard	TBD
	Update business cards	In Progress	Development	TBD
	Update Board Member name (B. Morton) on website, etc.	In Progress	L. Pihonak	ASAP
	Create more donor call lists	In Progress	Marketing	ASAP
	Review insurance policies	On-Going	R. Turri	ASAP
	Review funding possibilities w/ PetSafe ownership	In Progress	L. Pihonak	ASAP
	Research Jordan's Furniture charitable giving program	In Progress	L. Pihonak	ASAP

## MOTIONS [ACCEPTED]

Previous minutes accepted

## ADJOURNMENT

**MOTION TO END: 3:26PM BY F. JOHNSON; 2<sup>ND</sup> BY J. HOENIG**

## SECRETARY APPROVAL:

(Signature & Date) \_\_\_\_\_