

QUARTERLY BOARD MEETING MINUTES

Date: December 11, 2020

Location: Webex Virtual Board Meeting

▪ **ATTENDEES:**

Dale Picard, Carrie Picard, Frederick Johnson, Gayle Moraski, William Morton, Kathy Forte, Hector Torres, Anne Hoenig, Jim Hoenig

▪ **WITH APOLOGIES:**

CALL TO ORDER: 1:40 PM [G. Moraski; 2ND BY F. Johnson]

APPROVAL OF PREVIOUS MINUTES

[Motion to approve: G. Moraski; 2ND: A. Hoenig]

Unanimous approval of Previous Minutes.

REPORTS

Financial Review

- YTD/Budget v. Actual/Balance Sheet reviewed:
 - Increase from 2019 in ending balances of accounts
 - PPP loan forgiven
- 2021 Budget reviewed:
 - Contract Services/Other Types of Expenses lines reviewed
 - F2F item to be changed to Acquisition
 - Separate budget to be created for Phase 2 of CC once permits are in place

[Motion to approve: G. Moraski; 2ND: H. Torres]

Unanimous approval of 2021 Budget.

- Investment Accounts reviewed:
 - Increase in both accounts from 2019 ending balances
 - To be left to accumulate interest as foundation for organizational future
 - Could potentially be used to help fund commencement of Phase 2 (as collateral) if needed
- Capital Campaign reviewed:
 - Salary/wages reviewed [E.D.]
 - Contract services reviewed [architect, engineer]
 - Continuity of pursuing legal action against town for site plan rejection and special permitting process
 - Neighbor concerns reviewed
 - Application for Highland Lake variance in progress

Development Review

- Acquisition Strategy reviewed:
 - Press Ads
 - Paws and Breathe webinars
 - Digital two-step reviewed:
 - Web lead + phone [call center onboarding needed] in place of F2F strategy
 - Increased 2021 donor communications
 - F2F acquisition reviewed:

[1]

- Retention was very low—may be revisited in 2023
 - Employee Review process reviewed
- Five Year Business Plan draft reviewed
 - KPIs are essential outcome
 - Action item spreadsheets still in progress
 - Collaborative planning with Assistance Dogs Australia + Moceanic

Programs Review

- Current Team Training reviewed
- 2020 placements reviewed:
 - Open Doors [9]
 - Project HEAL [4]
 - Canine Magic [2]
 - Facility Dogs [2]
 - Successor Dogs [5]

Board Development review

- Board Member Connect reviewed:
 - Additional members needed in order to form sub-committees and oversight to improve governance
 - Informational call to be scheduled during the month of February
 - Board responsibilities/growth

Executive bonuses approved with raises to be re-evaluated in 2021.

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
	Quarterly review of budget with Board	Ongoing	E.D. + Board Member	
	Review 'Other Types of Expenses' line with Accounting Services		D. Picard T. Moffit	ASAP
	Staff Contract Services roster		Development	ASAP
	Approach pro bono lobbyist	In Progress	D. Picard R. Turri	
	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
	Follow up for 2020 matching campaign		Development	2020
	Board Member commemorative coin development	In Progress	H. Torres	
	Follow up on R. Turri kennel pledge		B. Hayward	
	Schedule Board Member Connect call		D. Picard	Feb 2021



COMPLETED BUSINESS

Completed Actions				
Ref	Action Items	Status	Who	Due By
	Review insurance policies	On-Going	R. Turri	ASAP
	Send out link to Moceanic Board material/trainings	In-Progress	C. Picard	
	Schedule Moceanic Board workshop	In-Progress	D. Picard	TBD
	Research Jordan's Furniture charitable giving program	In-Progress	L. Pihonak	ASAP
	Follow up with Draper request	In-Progress	L. Pihonak	ASAP
	Collect local bids for cleaning services	In-Progress	R. Turri	ASAP
	Send budget concerns adjustments to Dale	In-Progress	Board	ASAP

MOTIONS [ACCEPTED]

Previous minutes accepted

2021 Budget accepted

ADJOURNMENT

MOTION TO END: 2:55 PM BY G. Moraski; 2ND BY W. Morton

SECRETARY APPROVAL:

(Signature&Date) _____

STRATEGIC PLANNING MEETING MINUTES

Date: September 29, 2020 2:00pm-2:22pm

Location: Webex Virtual Meeting

- **ATTENDEES:**

Dale Picard, Carrie Picard, Frederick Johnson, Gail Moraski, William Morton, Kathy Forte, Anne Hoenig, Jim Hoenig

- **WITH APOLOGIES:** Hector Torres

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Vision/Strategic Plan Development Session

Board Goals Reviewed:

1. Kennel completed
 2. Increased staff
 3. Increased breeding
 4. Office space
 5. Whelping space
 6. Maintenance of growth in the future
- Need to create details of achieving goals
 - In-house planning v. outsourced strategic planner
 - **Gail to research bids/estimates for NPO Strategic Planner**
 - Board access to Moceanic courses to aid in execution of strategic plan once created
 - **Carrie to create Board email address for access**
 - **Board to review past strategic plans to make notes for next meeting [10/12 @ 1:30^{PM}]**

QUARTERLY BOARD MEETING MINUTES

Date: September 24, 2020

Location: Webex Virtual Board Meeting/C+ Board Coaching

▪ **ATTENDEES:**

Sean Triner, Dale Picard, Carrie Picard, Frederick Johnson, Leslie Pihonak, Gail Moraski, William Morton, Kathy Forte, Anne Hoenig, Jim Hoenig

▪ **WITH APOLOGIES:** Hector Torres

CALL TO ORDER: 4:03 PM [D. Picard; 2ND BY G. Moraski]

Board Development Session

- Sean Triner Introduction
- Board Member Introductions
- STRATEGY + DIRECTION = BOARD

Board Visions Reviewed:

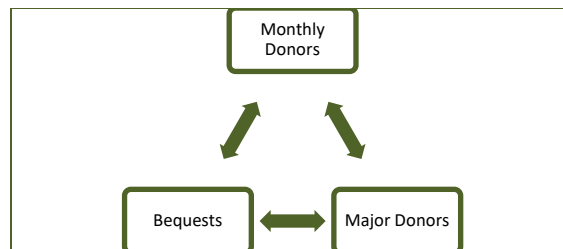
- Capital Campaign completed
- Succession planning
- Expanded organization and programs
- Decreased waitlist
- Increased dog placements

Strategic Needs Reviewed:

- #'s and specific amounts for vision [five year plan]
- general ten year plan [without 3's]
- regularly scheduled strategic planning subcommittee meetings
- Visions needs to be quantified
 - How many additional staff?
 - How much money?
 - How many more placements?
 - How many more clients?

Strategic Growth Reviewed:

- Tactical [incremental] v. Strategic [transformational] growth plan reviewed:
 - Does ECAD want to be scalable?
 - Tactical is less risky but also slower growth
 - Fundraising Trinity {needed for strategic growth}:



- Need risk attitude re: growth to achieve transformational goals
- Research outsourced Strategic Planner as possibility

UNFINISHED BUSINESS

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	New marketing job description and sourcing/recruiting	In Progress	R. Turri C. Picard	ASAP
	Follow up for 2020 matching campaign		Development	2020
	Board Member commemorative coin development	In Progress	H. Torres	
	Follow up on R. Turri kennel pledge		B. Hayward	
	Send out link to Moceanic Board material/trainings	In Progress	C. Picard	
	Schedule Strategic Planning Meeting	In Progress	C. Picard	ASAP

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	Review insurance policies	On-Going	R. Turri	ASAP
	Schedule Moceanic Board workshop	In-Progress	D. Picard	TBD
	Send Hector generator specs	In-Progress	L. Pihonak	ASAP
	Review funding possibilities w/ PetSafe ownership	In-Progress	L. Pihonak	ASAP
	Research Jordan's Furniture charitable giving program	In-Progress	L. Pihonak	ASAP
	Follow up with Draper request	In-Progress	L. Pihonak	ASAP
	Collect local bids for cleaning services	In-Progress	R. Turri	ASAP
	Send budget concerns adjustments to Dale	In-Progress	Board	ASAP

MOTIONS [ACCEPTED]

ADJOURNMENT

MOTION TO END: 5:34 PM BY G. Moraski; 2ND BY A. Hoenig

SECRETARY APPROVAL:

(Signature&Date) _____

QUARTERLY BOARD MEETING MINUTES

Date: April 17, 2020

Location: Webex Virtual Board Meeting

▪ **ATTENDEES:**

Dale Picard, Carrie Picard, Frederick Johnson, Leslie Pihonak, Gayle Moraski, William Morton, Kathy Forte, Hector Torres, Anne Hoenig, Jim Hoenig

▪ **WITH APOLOGIES:**

CALL TO ORDER: 12:59 PM [H. Torres; 2ND BY A. Hoenig]

APPROVAL OF PREVIOUS MINUTES

[Motion to approve: W. Morton; 2nd: K. Forte]

Unanimous approval of Previous Minutes.

REPORTS

Financial Review

- EOY to-date reviewed:
 - F2F and Capital Campaign expense line reviewed
- Budget v. Actual reviewed:
 - On target for expenses
 - Income deficit due to F2F costs and contract services
 - F2F ended in March due to corona
 - Legal fees re: permitting for CC
- Furlough reviewed:
 - March 31/April 7
 - Furloughed employees receiving unemployment benefits
 - Restructuring being considered before re-opening the campus
 - Payroll Protection Program reviewed:
 - Applied prior to furlough and reapplied after furlough was complete with existing staff—waiting for federal approval
- Audit reviewed:
 - Process is wrapping up—less inquiries coming in
- Capital Campaign reviewed:
 - Salary/wages reviewed [E.D.]
 - Contract services reviewed [architect, engineer, attorney]
 - Pursuing legal action against town for site plan rejection [phase 2] which had previously been approved—more expenses to be associated with the process (\$40k estimate) when courts are re-opened
 - Outstanding pledges being followed up on to offset expenses

Development Review

- COVID Crisis Campaign reviewed:
 - Press Ads
 - Paws and Breathe webinars
 - Direct Mail campaigns (monthly, emergency)

[1]

- Increased donor care/love
- Comms plan being reevaluated and adjusted weekly as things change and develop—DM houses rumored to be shutting down or limiting production in the future
- F2F acquisition reviewed:
 - In depth retention analysis to come after March numbers are closed out
 - COVID ended campaign two weeks early but was in progress of being wrapped up for analysis of retention and viability
- Grants reviewed:
 - Laura J. Niles {pending}
 - Annenberg {second award of two-year grant}
 - Perdue {in progress}
 - NW CT Community Foundation Rapid Response {in progress}
 - Draper {postponed}
 - Newman's Own {in progress by L. Stutz}

Programs Review

- Majority of SDiTs are in foster homes
- Campus quarantine reviewed:
 - Only employees allowed on campus
 - No contact pick-up/drop off with volunteers
 - Dogs being returned in waves to provide sufficient time and resources to sanitize them and their quarters
- Lu has seven SDiTs on campus to be finished for upcoming TT (tbd)
- Public training taking place in empty PT office owned by volunteer C. Sires
- Dogs receive canine COVID vaccinations as ECAD standard

Board Development review

- Moceanic Board development workshop reviewed:
 - Formation of committees
 - Board building
 - Board responsibilities
 - To be scheduled

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MOTIONS [ACCEPTED]

Previous minutes accepted

ADJOURNMENT

MOTION TO END: 2:07 PM BY G. Moraski; 2ND BY H. Torres

SECRETARY APPROVAL:

(Signature&Date) _____