

QUARTERLY BOARD MEETING MINUTES

Date: February 18, 2021

Location: Webex Virtual Board Meeting

▪ **ATTENDEES:**

Dale Picard, Carrie Picard, Frederick Johnson, Gayle Moraski, William Morton, Kathy Forte, Leslie Pihonak

▪ **WITH APOLOGIES:**

Hector Torres, Anne Hoenig, Jim Hoenig

CALL TO ORDER: 1:03 PM [G. Moraski; 2ND BY W. Morton]

APPROVAL OF PREVIOUS MINUTES

[Motion to approve: G. Moraski; 2ND: W.Morton]

Unanimous approval of Previous Minutes.

REPORTS

Financial Review

- EOY Financials reviewed:
 - Increase of approx. \$20k in YEA
 - Waiting on January #'s
- Client fundraising reviewed:
 - Significant drop during Covid
 - New position created in for dedicated Client Fundraising Coach (L. Howard)
- Investment account reviewed
 - Sale of stock approved contingent upon permitting to begin Phase 2 construction [if needed]
 - Carrie to send out vote sheet w/contingencies
- PPP reviewed:
 - Application in review for \$124k
- Capital Campaign reviewed:
 - Driveway modifications reviewed
 - Continuity of pursuing legal action against town for site plan rejection and special permitting process
 - Neighbor concerns reviewed
 - Application for variance in progress

Development Review

- Acquisition Strategy reviewed:
 - Digital two-step reviewed:
 - Web lead + phone in place of F2F strategy
 - Call center onboarding in progress
 - Increased 2021DM donor communications
 - Performance Appraisal process review in progress with Insperity to integrate SMART goals and KPIs
- Five Year Business Plan draft reviewed
 - Board to meet separately to discuss:
 - Strategic Plan
 - Executive salaries

- Board Development

Programs Review

- Upcoming Team Training reviewed
- Dogs/Clients lined up for 2021 placement [16-18]

Board Development review

- Board Member Elections reviewed:
 - Additional members needed in order to form sub-committees and oversight to improve governance
 - Board responsibilities/growth
 - Board processed to be reviewed and updated by current Board

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
	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	TBD
	Schedule Strategic Planning, Salary and Board Development meetings	In Progress	F. Johnson	ASAP
	Send vote sheet for contingent sale of stock		C. Picard	ASAP

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

ADJOURNMENT

MOTION TO END: 1:51 PM BY G. Moraski; 2ND BY F. Johnson

SECRETARY APPROVAL:

(Signature&Date) _____

QUARTERLY BOARD MEETING MINUTES

Date: May 20, 2021

Location: Webex Virtual Board Meeting

▪ ATTENDEES:

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

▪ WITH APOLOGIES:

CALL TO ORDER: 2:11 PM [G. Moraski; 2ND BY W. Morton]

APPROVAL OF PREVIOUS MINUTES

[Motion to approve: G. Moraski; 2nd: W.Morton]

Unanimous approval of Previous Minutes.

REPORTS

Capital Campaign Construction Review

- Review of neighbor complaints
- Review of town requirements
- Application reviewed

Financial Review

- Audit reviewed:
 - 990 filed
 - Significant findings reviewed:
 - Accounting firm changes in staff
 - Employee benefit allocations adjusted
 - Fee allocation adjusted
 - Bonus/raise approval process reviewed—Board to approve and vote on executive bonuses/raises independently; Dale to provide all other employee bonuses/raises for Board approval
- Client fundraising reviewed:
 - New position created in for dedicated Client Fundraising Coach (L. Howard) reviewed:
 - Tracking increased revenue already
 - High client engagement
- YTD revenue reviewed
 - Budget v. Actuals reviewed:
 - PPP line reviewed [debt forgiveness in progress]
 - No forward movement on CC until permits approved
- Danosky & Associates reviewed:
 - To be voted on by Board independently

Development Review

- Growth Giver Campaign reviewed:
 - Increase matching fund for YEA
- Call Center onboarding reviewed
 - 3000 contacts over 6 months
 - Pay per decision

- Two-Step Lead conversion reviewed:
 - Put on hold for now
 - Researching P2P campaigns as alternative
 - Researching Direct-to-donate campaigns as alternative
 - DM reviewed:
 - High upfront expense
 - Low return

Programs Review

- Upcoming accreditation reviewed:
 - Board need for mock accreditation [tbd]
- Upcoming Team Training reviewed [est. Oct]
- Kennel Staff reviewed:
 - Turnover reviewed
- Approximately 60+ dogs in various stages of training
- Nursery Home needs reviewed
 - 5 dogs still in need of Nursery Homes

Board Development review

- Board Member Elections reviewed:
 - In-person meeting to be scheduled Aug-Sept.
 - Additional members needed in order to form sub-committees and oversight to improve governance
 - Board responsibilities/growth
 - Board processed to be reviewed and updated by current Board

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	Send budget concerns adjustments to Dale	In-Progress	Board	ASAP

MOTIONS [ACCEPTED]

Previous minutes accepted

ADJOURNMENT

MOTION TO END: 3:26 PM BY D. Picard; 2ND BY W. Morton

SECRETARY APPROVAL:

(Signature&Date) _____

QUARTERLY BOARD MEETING MINUTES

Date: August 19, 2021

Location: Canine Education + Wellness Center

▪ **ATTENDEES:**

Dale Picard, Carrie Picard, Frederick Johnson, Gayle Moraski, William Morton, Kathy Forte, Anne Hoenig, Jim Hoenig, Hector Torres [via Zoom] Sharon Danosky

▪ **WITH APOLOGIES:**

CALL TO ORDER: 10:11 AM [G. Moraski; 2nd BY F. Johnson]

APPROVAL OF PREVIOUS MINUTES

[Motion to approve: G. Moraski; 2nd: W.Morton]

Unanimous approval of Previous Minutes.

REPORTS

Financial Review

- YTD, Balance Sheet, P+L reviewed:
 - **[motion to approve: G. Moraski; 2nd: A. Hoenig] unanimous approval of financials**

CC Permitting Update

Implementation + Funding of Strategic Plan presented [S. Danosky, presenter]:

- Financial Assessment reviewed:
 - Largest expenditures identified: Labor, Fundraising, Outsourcing [HR, Accounting, IT, Acquisition]
 - Recommendations to rebalance finances in progress
- Objectives reviewed:
 - Expand + Upgrade existing campus
 - Increase + Invest in human and canine capital
 - Build financial strength
- Implementation Priorities reviewed:
 - Structure CC
 - Board Member development
 - Annual Fund assessment
 - Feasibility study
 - Staffing assessment
- Capital Campaign Process reviewed:
 - Expectations reviewed:
 - Board commitment
 - Time commitment
 - Staff commitment
 - Case for support reviewed
 - Donor list development reviewed:
 - Prospect identification [scale of 1-4; 1 being the best]
 - Proceed w/ interview of 25-30/50 prospects

- Feasibility study reviewed:
 - Personal survey
 - Interviews
 - Donor readiness assessment
- Results of Planning reviewed:
 - Projection of goals
 - Leadership identification
 - Develop plan of action
 - Identify areas of need
- Feasibility Study Timeline reviewed:
 - 1-3 mos ⇒ prepare case, identify prospects, confirm objectives
 - 4-5 mos ⇒ conduct study
 - 5-6 mos ⇒ final reports + recommendations
- Post-study
 - Board vote
 - Campaign structuring and training
 - Participant reception
 - Quiet phase launched
- Capital Campaign Infrastructure reviewed:
 - Quiet Phase for \$5k+ gifts
 - Training
 - Policy development
 - Cabinet recruitment
 - Case for support revisions
- Quiet Phase reviewed:
 - Raise 80%-90% of funds
 - Approximately 12-24-30 mos
 - No sharing goals or amount raised to-date
 - Larger donors w/ small receptions/personal solicitations
- Campaign phase overview
- **[motion to approve implementation of Strategic as presented: G. Moraski; 2nd: W. Morton] unanimous approval of strategic plan implementation**

Development Review

- October 3rd Open House reviewed
- C. Picard Maternity Leave reviewed
- GG Campaign progress reviewed:
 - Webinar announced
 - Board gifts encouraged for specific campaign
- Year End campaign reviewed:
 - Researching list brokers to purchase small local lists for acquisition

Programs Review

- 14 Service/Facility Dogs placed to-date this year
- Upcoming October Team Training reviewed
- Upcoming re-accreditation reviewed:
 - Mock accreditation w/ Board in progress
- ADI recertification requirements reviewed:
 - Follow up for the life of the placement [Veterans]
 - Follow up for life of placement [Facility Dogs]

UNFINISHED BUSINESS

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	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**
- Financials accepted**
- Strategic Plan accepted**

ADJOURNMENT

MOTION TO END: 12:56 PM BY G. Moraski; 2ND BY A. Hoenig

SECRETARY APPROVAL:

(Signature&Date) _____

CALL TO ORDER

A Board meeting of ECAD was held on **October 27, 2021** at **149 Newfield Road, Torrington, CT**. It was called to order at **3:41 pm** and was presided over by Dale Picard, with Anne Hoenig as secretary.

ATTENDANCE

Voting members

Fred Johnson, William Morton, Kathleen Forte, Anne Hoenig, Jim Hoenig

Guests

Dale Picard, Carrie Picard, Leslie Pihonak

Members not in attendance

Hector Torres, Gayle Moraski

APPROVAL OF MINUTES

A motion to approve the minutes of the previous [August 19, 2021] meeting was made by W. Morton and seconded by F. Johnson. **Unanimous approval of minutes w/ the following notes:**

- Action item list reviewed and updated.
- Completed action items to be documented for 5 quarters, effective 10/27/21.

OFFICER'S REPORTS

- **Executive Director's Report**

FINANCIAL REVIEW

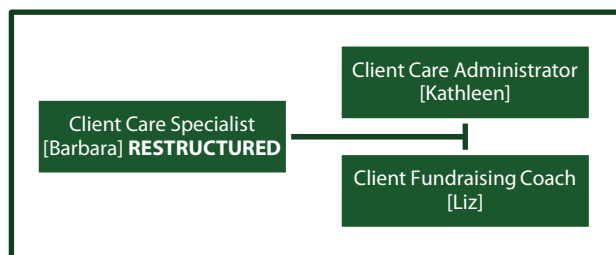
Budget v. Actuals

A motion to accept the P+L was made by W. Morton and seconded by K. Forte. **Unanimous acceptance of P+L statement w/ the following discussion:**

- Contract services line reviewed re: acquisition costs
- CC revenue to be verified with Accountants

P + L

- Payroll reviewed re: Client Care new hires and employee departures



[1]

- Telecommunications services and equipment expenses reviewed
 - verification of line items needed

2022 Proposed Budget

Unanimous approval of proposed budget (see vote sheet) with the following discussion:

- Possible acquisition campaign via two-step lead generation
- Onboarding of additional staff
- Projected income reviewed:
 - \$400k deficit projected
 - Loss mitigation reviewed:
 - acquisition scaled/reduced/eliminated
 - new fundraising positions added

Executive Performance Appraisals + Organizational Raises/Bonuses

- Executive Team reviews completed with Board documentation needed by 10/29 with decisions on Executive raises/bonuses and organizational allotments for raises/bonuses
- 401 k implementation reviewed:
 - needs additional research into cost of administration and maintenance
 - not feasible for bulk of employees who are part time; bonuses still needed
 - incentive for career longevity within organization
- Goals/criteria for bonuses discussed re: employee performance appraisals with further discussion needed about goals for various dog-related positions

Capital Campaign

- Feasibility Study in progress by S. Danosky with case for support forthcoming
- DonorSearch tool purchased and being implemented for wealth screening and development of CC prospect list
- F. Johnson appointed Board Contact for S. Danosky
- L. Pihonak appointed liaison for F. Johnson re: Feasibility Study + CC

- **Program Director's Report**

DOGS + CLIENT REVIEW

Candidates/Applicants/Waitlist

- Applicant pipeline is thinning because less people are completing all parts of application process
- 95 individuals currently accepted into programs
- 17 Clients fully funded for 2022 placements
- One more Team Training before EOY slated for December graduation of 4-5 dogs
- Cost per placement reviewed:
 - has now surpassed the current \$50k allotment per placement
- Veteran funding reviewed:

- announcement of unexpected \$500k funding for 10 Veteran placements vis private family foundation
- non-fundraising Veterans asked to engage for press opportunities, events, funder engagement, etc.
- only \$500 commitment fee required

OTHER REPORTS

- N/A

MAIN MOTIONS

- Motion by William Morton and seconded by Fred Johnson that the previous meeting minutes be accepted. The motion carried with all in favor.
- Motion made by William Morton and seconded by Kathy Forte to accept September financials [P+L]. The motion carried with all in favor.
- Unanimous approval of proposed 2022 budget.

ANNOUNCEMENTS

- \$500k granted from private family foundation
- F. Johnson appointed Board POC for Feasibility Study w/ S. Danosky

ADJOURNMENT

Motion for meeting to be adjourned made by Dale Picard at 5:59pm and seconded by William Morton.

OPEN ITEMS

ITEM	ITEM OWNER	OPEN DATE	DUE DATE	CLOSE DATE	COMMENTS
Evaluation of subcontracting obligation to be added to Succession Plan	Executive Team				ON HOLD
Quarterly Budget Review	D. Picard + All Board Members				*ongoing quarterly action item
Provide breakouts for lines 83510, 83520 and CC revenue	C. Picard	10/27/21			
Provide Contract Services roster	C. Picard	10/27/21			
Source Pro Bono lobbyist	W. Morton				
401k administration follow up w/ Insperty	C. Picard	10/27/21			
Board Development courses	All Board Members	10/27/21			



ITEM	ITEM OWNER	OPEN DATE	DUE DATE	CLOSE DATE	COMMENTS
Provide Salary/Bonus process documentation for Board Book	TBD	10/27/21			
Coordinate Salary/Bonus meeting for Board Members	F. Johnson	10/27/21	10/29/21		
Send 2020 Bonus information to Board	C. Picard	10/27/21			
Send vote sheets to Board	C. Picard	10/27/21			
Update action item tracker	L. Pihonak	10/27/21		10/28/21	
Follow up on telecommunications/equipment contracts	F. Johnson	10/27/21			

CLOSED ITEMS

ITEM	ITEM OWNER	OPEN DATE	DUE DATE	CLOSE DATE	COMMENTS
Schedule Board Connect call	D. Picard				
Schedule Strategic Planning + Salary meetings	F. Johnson				