

# Minutes

Quarterly Board Meeting		
11.3.2013	1:10 PM	89 Putnam Park Road Bethel, CT
Meeting called by	Dale Picard; James Hoenig 2 <sup>nd</sup> motion	
Type of meeting	Board Meeting	
Facilitator	Dale Picard	
Note taker	Leslie Johnson	
Timekeeper	Dale Picard	
Attendees	Dale Picard, Lu Picard, Carrie Picard, Rick Lund, Jeff Joseph, Geri Corrigan, Sgt. Maj. Hector Torres, Kathy Forte, Anne Hoenig, James Hoenig, Tina Burnham, Jeanie Waters (remotely), Tara Riordan	
Review of Previous Meeting Minutes		
	Dale Picard	
Discussion	<p><b>Jeff J:</b> Update inquiry into Probate bequeath presented at previous Board Meeting</p> <p><b>Dale P:</b> He and Rick are following up and have received another contract for an estate bequeath along with ten other prominent nonprofits.</p>	
<b>Kathy Forte:</b> Motion to accept Minutes.		
Conclusions	Unanimous approval of Minutes.	
Action Items	Person Responsible	Deadline
Accounting & Financials		
	Tara Riordan	
Discussion	<p><b>Tara R:</b> Reviewed 3<sup>rd</sup> Q financials:</p> <ul style="list-style-type: none"> <li>• Short Budget</li> <li>• Long Budget</li> <li>• Balance Sheet</li> <li>• September YTD</li> </ul>	
<b>Dale P:</b> Notes 1.75m in revenue		
<b>Tara R:</b> No 2014 budget to present currently, will send closer to year's end		
<b>Dale P:</b> Difficult to lock in budget with tentative funds		

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<p><b>Tara R:</b> Notes⇒</p> <ul style="list-style-type: none"> <li>• loss of Green Chimney ECADemy contract and how it affects the “bottom line”</li> <li>• will feel the added expense of losing dog food sponsor</li> </ul> <p><b>Kathy F:</b> How much of a loss is Green Chimney?  <b>Sgt.Maj. H.T.:</b> Losing all schools?  <b>Dale P:</b> Only Green Chimney has discontinued their contract, no other schools; notes need for increased donations to accommodate the lost contract  <b>Tara R:</b> Bringing it to the attention of the Board to clarify any discrepancies that may be present regarding projected budget and YTD figures  <b>Anne H:</b> Effect on number of employees?  <b>Lu P:</b> Aurelie is needed in other capacities on the Torrington Campus (e.g. whelping, training, Summer Camp, volunteer ECADemy Program)  <b>Dale P:</b> Alerted Rick and David to the fact that ECAD is using savings to pay bills; notes ⇒</p> <ul style="list-style-type: none"> <li>• September is slow for giving</li> <li>• Washington rhetoric has made October giving slow down as well</li> <li>• Using Year-End Appeal to supplement budget where giving has slowed</li> </ul> <p><b>Jeff J:</b> Effect on Aurelie’s position in Torrington?  <b>Dale P:</b> All of the Torrington labor is gone except Rebecca and is holding off on new hiring in both CT &amp; NY locations until financials have stabilized; notes ⇒</p> <ul style="list-style-type: none"> <li>• Pat Lanza has covered Client Care Manager salary of \$60,000.00 (plus \$150,000.00 pledge)</li> <li>• Pat Lanza has covered \$300,000 down payment for purchase of property re: Capital Campaign</li> <li>• Dale to accompany Pat Lanza at 2 events in November</li> </ul>		
Conclusions	<b>Tara R:</b> Using increased strategy and planning in making budgets	
<b>Rick:</b> Contact Tara regarding any specific line items/questions/concerns		
<b>Tara R:</b> Hands out copies of Final Auditor’s Report to Board		
Action Items	Person Responsible	Deadline
Present 2014 Budget	Tara Riordan	ASAP
<b>Overview of Dogs</b>		
	Lu Picard	
Discussion	<b>Lu P:</b> Hands out and reviews overview of dog/client statistics	
<p><b>Lu P:</b> Explains successor dogs; notes ⇒</p> <ul style="list-style-type: none"> <li>• 100% of ECAD clients return to ECAD for 2<sup>nd</sup> Service Dog when current dog ages out or expires, never opting to use a different organization</li> <li>• 2 successor clients waiting: <ul style="list-style-type: none"> <li>◦ Elizabeth &amp; Coco – College student who postponed current semester to receive successor SD after Coco’s death</li> <li>◦ Amy Jenner – Current SD is 10 and aging out; forward planning</li> </ul> </li> </ul> <p><b>Kathy F/Sgt.Maj.H.T.:</b> Note the achievement regarding successor dogs because of the quantity of other Service Dog “training” programs</p>		
<p><b>Lu P:</b> Monica LaPeter is continuing to fundraise even though she is paid in full for Team Training through Leah Levine’s <i>Animals at Work</i> organization sponsorship and ECAD will apply all funds raised through her efforts to her account and roll over the Levine sponsorship to other client who needs help  <b>Rick L:</b> Notes Donna Burke’s fundraising efforts w/ Butterfly Energy and encourages Board Members to attend her November event  <b>Lu P:</b> Notes Donna Burke will be designating surplus funds raised to help other Long Island residents who need Service Dogs</p>		
<p><b>Lu P:</b> 17 dogs in 2014 - 3 breeders = 14 dogs  <b>Jeff J:</b> Is that a comfortable # for ECAD?  <b>Lu P:</b> Would like to have more dogs; looking into obtaining yellow stud puppy from Guiding Eyes and/or purchasing litters; notes that less than 50% of dogs from outside ECAD Breeding Program make it into Service Work  <b>Dale P:</b> Asked Lu to stop interviewing potential clients because of ECAD’s bottom line  <b>Jeanie W:</b> Notes both of her Service Dogs were from outside ECAD Breeding Program  <b>Kathy F:</b> In the normal range of dogs going out yearly?  <b>Lu P:</b> On the low side because of smaller litters/drop-outs</p>		

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<p><b>Lu P:</b> notes⇒</p> <ul style="list-style-type: none"> <li>• Next Team Training will be January 8-22</li> <li>• Hoping for 10 Service Dogs + 2-3 Facility/Therapy Dogs in 2015</li> <li>• 2015 ⇒ 15 dogs + Shiloh's X-mas litter</li> </ul>											
<p><b>Lu P:</b> notes⇒</p> <ul style="list-style-type: none"> <li>• Reviewed Breeding colony           <ul style="list-style-type: none"> <li>◦ Shiloh's last litter</li> <li>◦ 4 proven females</li> <li>◦ Rebuilding colony with 2 Golden studs (1 of which is Blip's son), 1 Yellow Lab stud, 1 yellow Guiding Eyes (Elton) stud, possibly Major</li> <li>◦ Captiva's puppies look to be tracking to SDs</li> <li>◦ Gucci's puppies are very large</li> <li>◦ Dropped one of Gucci's puppies due to Lyme Disease</li> <li>◦ Keep females inside the line, go outside for studs</li> </ul> </li> </ul> <p><b>Jeff J:</b> Breeding 25% Dane w/ Lab?  <b>Lu P:</b> Or short Dane to maintain height</p>											
<p><b>Sgt.Maj.H.T.:</b> Ahead two years in Breeding?  <b>Lu P:</b> Always forward planning because of length of education and to be careful of not overbreeding, which ECAD is not  <b>Dale P:</b> Purpose of the Capital Campaign to increase Breeding Program</p>											
<p><b>Lu P:</b> Video of Torrington Campus/Captiva's puppies with baby chicks, goats and cat; notes⇒</p> <ul style="list-style-type: none"> <li>• Great exposure for puppies</li> <li>• Proves Breeding Program</li> <li>• Now only operating with volunteer ECADemy Program</li> </ul>											
Conclusions	<p><b>Anne H:</b> Torrington-style ECADemy could be a viable option in the event that school contracts are reneged.</p>										
<p><b>Kathy F/Rick L:</b> Overview thorough and helpful</p>											
<table border="1"> <thead> <tr> <th>Action Items</th> <th>Person Responsible</th> <th>Deadline</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>			Action Items	Person Responsible	Deadline						
Action Items	Person Responsible	Deadline									
<b>MARKETING</b>											
<p>Carrie Picard</p>											
Discussion	<p><b>Carrie P:</b> Gives Progress Report; notes⇒</p> <ul style="list-style-type: none"> <li>• ECAD has changed SOP for fund allocation and tracking and subsequently 4 projects have been put on hold until 2014</li> <li>• Website design and layout is finished; pursuing content development (most difficult part)</li> <li>• Last newsletter pushed to January; still 4 additional newsletters for 2014</li> <li>• 2 Special Mailings (Independence Day/Year-End)           <ul style="list-style-type: none"> <li>◦ No remittance envelope in ID mailing as test and netted \$100 with QR scan to donate</li> </ul> </li> </ul> <p><b>Kathy F:</b> Goals v. YTD/cost of newsletter?  <b>Carrie P:</b> \$5,000.00/quarter for 5,000 newsletters not including postage (v.\$17,000.00 quoted by other vendors)  <b>Jeff J:</b> Indirect revenue?  <b>Dale P:</b> Mark remittance envelopes to better track where revenue is coming from</p>										
<p><b>Carrie P:</b> Reviewed Charity Navigator score(64.91/70) and 4-star accomplishment; notes⇒</p> <ul style="list-style-type: none"> <li>• Promotes/builds donor confidence</li> <li>• Educates donors on fundraising percentages</li> <li>• Top charity on Great Nonprofits for 3 consecutive years</li> </ul> <p><b>Sgt.Maj.H.T.:</b> Receive information on the metrics used to calculate scores?  <b>Carrie P:</b> Thorough explanations provided on website, surveys with extensive commentary of the scoring process sent to all participating charities being reviewed  <b>Lu P:</b> Educates public on difference between giving to a Foundation and a service-providing charity  <b>Dale P:</b> Notes 12% fundraising statistic in past year  <b>Rick L:</b> Notes every quarter Board Members should be leaving positive reviews for ECAD on Charity rating sites  <b>Kathy F:</b> Advises putting link on Facebook page to reviews on charity rating platforms</p>											



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<p><b>Rick L:</b> Review of Polo Event; notes⇒</p> <ul style="list-style-type: none"> <li>• Broke even</li> <li>• Gained solid leads and contacts</li> <li>• Confirmed date for 2014 Polo Event: September 7, 2014</li> <li>• 80% of attendees were new faces to ECAD</li> <li>• Looking into sponsorship of entire event</li> <li>• Need more money generating ideas for during the event           <ul style="list-style-type: none"> <li>○ <b>Jeff J:</b> notes need to monetize event</li> <li>○ <b>Rick L/Dale P:</b> Note that price of ticket cannot increase much more for a lunch event</li> </ul> </li> <li>• Need to discuss moving DHBT out of Greenwich</li> </ul>		
<p><b>Rick L:</b> Review of CC meeting on Nov.1 with Dale, Rick, David, Carrie and Lu; notes⇒</p> <ul style="list-style-type: none"> <li>• There is an acute NEED for a new facility that can house classrooms, staff and dogs in one central location if possible</li> <li>• Confirmed children will still educate the dogs in alignment with ECAD's "three lives" philosophy</li> <li>• Have begun finalizing where the money for the down payment will come from (Pat Lanza)</li> <li>• Discussed increased costs of operation for a newer and larger facility</li> <li>• Confirmed that ideally the new location would be close to CV as to not upset the flow of familiarized Home Handlers and foster homes that have been cultivated           <ul style="list-style-type: none"> <li>○ <b>Kathy F:</b> Would location change effect Lanza support?</li> <li>○ <b>Dale P/Rick L:</b> No conflict with Lanza support</li> </ul> </li> <li>• Allocated \$3m to buying/building/renovation of new facility from \$7m goal</li> <li>• 20,000 ft<sup>2</sup></li> <li>• Discussed possibly starting endowment with surplus funds from CC after giving has had time [approx. 2 years]to catch up with the new facility</li> <li>• Possibly large enough facility to house the Breeding Program in the future and close Torrington location           <ul style="list-style-type: none"> <li>○ Possibility of moving in phases</li> </ul> </li> </ul> <p><b>Sgt.Maj.H.T.:</b> Purchase v. build?  <b>Jeff J:</b> Do figures include United Rentals contributions to CC?  <b>Dale P/Rick L:</b> United Rentals can only make in-kind contributions to CC [ e.g. equipment, labor, etc.]  <b>James H:</b> Zoning considerations?  <b>Dale/Lu P:</b> Surplus acreage in Torrington could be an alternative option  <b>Jeff J:</b> Financing purchase/build?  <b>Rick L:</b> Researching commercial loans/bonds; will include JJ in research; creating strategic plan that incorporates building out the facility in the future  <b>Lu P:</b> Zoning/Selectman connections?  <b>Rick L:</b> Has Fairfield County First Selectman contact</p>		
<p><b>Rick L:</b> Introduction to prospective new Board Member [Vera Paisner]  <b>Motion to accept Vera Paisner: James Hoenig; 2<sup>nd</sup> motion: Kathy Forte</b>          Unanimous approval of Vera Paisner.</p>		
Conclusions	CC under way with solid prospects.	
Polo confirmed for 2014.		
Unanimous approval of Vera Paisner joining the Board.		
Action Items	Person Responsible	Deadline
Capital Campaign Brochure	Rick Lund	1/1/14
Monthly Capital Campaign Spreadsheet	Rick Lund	1/1/14
Re-Org		
	Dale Picard	
Discussion	<p><b>Dale P:</b> Org chart/company positions reviewed; notes⇒</p> <ul style="list-style-type: none"> <li>• Clear reporting structure and hierarchy</li> </ul> <p><b>Kathy F:</b> Difference in number of Torrington Kennel Staff? Board visit?</p> <p><b>Dale/Carrie P:</b> Board to visit; notes⇒</p> <ul style="list-style-type: none"> <li>• No. of dogs cared for at location</li> <li>• Lack of WAY staff for kennel management</li> <li>• Different workload</li> </ul>	
<b>Dale P:</b> Job Descriptions in progress and available by Thanksgiving		

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Conclusions		
Action Items	Person Responsible	Deadline
Job Descriptions	Exec. Team	11/2013
<b>TORRINGTON CAMPUS</b>		
Dale Picard		
Discussion	<b>Dale P:</b> Notes⇒ <ul style="list-style-type: none"> <li>Campus will be gaining a college intern for 300 hours of labor</li> <li>High School volunteer received full state scholarship for volunteerism @ ECAD</li> </ul>	
Conclusions		
Action Items	Person Responsible	Deadline
<b>Press/Exposure</b>		
Dale Picard		
Discussion	<b>Dale P:</b> Review of National Geographic Book, "Devoted" featuring Rosie, The Courthouse Dog <b>Dale P:</b> Notes Reader's Digest will also be publishing an article <b>Jeff J:</b> In discussion for piece to be included in People Magazine article [confirmed]	
Conclusions		
Action Items	Person Responsible	Deadline

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Direct Mailing Campaign/Other Revenue		
	Dale Picard	
Discussion	<p><b>Dale P:</b> Review of 40,000 piece direct mail campaign; notes⇒</p> <ul style="list-style-type: none"> <li>• ECAD never cuts a check to any company, only collects</li> <li>• ECAD receives mailing lists used for campaign</li> <li>• Company wants to use Veteran-centered design</li> <li>• Going out by end of year to supplement losses</li> </ul> <p><b>Kathy F:</b> Will they get ECAD mailing list? List integration?</p> <p><b>Dale P:</b> Company buys lists and uses their own and then turns over to ECAD, does not receive ECAD's mailing list</p> <p><b>Jeff J:</b> Check with accountant</p>	
	<p><b>Dale P:</b> Harvard Alumni Donations page reviewed</p> <p><b>Jeff J:</b> How to navigate to donation page?</p> <p><b>Dale P:</b> Charitytube.net; notes other Alumni Groups are including ECAD on group donation pages as well as Harvard</p>	
Conclusions		
Action Items	Person Responsible	Deadline
Meeting called to end by	Jeff Joseph; Sgt. Maj. Hector Torres 2 <sup>nd</sup> motion	
Type of meeting	Board Meeting	
Facilitator	Dale Picard	
Note taker	Leslie Johnson	
Timekeeper	Dale Picard	
	11.3.2013	3:38 PM
	89 Putnam Park Road Bethel, CT	
Quarterly Board Meeting		