

## Minutes - 4 Paws Board Retreat - 2-18-17

Attendees - Eddie, Jessica, [me], Greg, Amy, Helena, Joseph, Jennifer, Karen

- Training overview
  - 4 weeks begin through 12 weeks socialization. Focus on positive experiences. positive memories. Live in puppy house.
  - 12 weeks go to prison program. 4-6 weeks there. 85%+ placed in prison.
  - 16-18 weeks out of prison. Most go to college program. 75% or so. Others go direct to foster. 14 college programs + a handful of ad BLC.
  - In college for about a semester. Then an eval to see maturity and readiness for advanced training. Assigned to a trainer.
  - About 8 weeks of training. 8 dogs at a time = about 40 hours. 3-4 don't make it. Changing nature of inmates downward in quality. Changes in the way of life for them.
  - Challenge is good people to foster. How to train or coach fosters? Traditional foster program needs a full time staff member to coordinate. [ACTION] - Could we do a fostering open house and document a fostering guide (videos, etc...)
  - Autism - lab or tough golden might be breed choice
  - Medical alert - papyon might be breed choice
  - ACTION - can we get sample client packet (this was for John but others may want a copy)
  - Can we develop data plan for med alert ptsd etc...?
  - Dog is placed around 12 months old.
- Reviewed financial statement
  - Great results - believe it to be from brand recognition and reputation
  - ACTION - break down income and better understand future revenue
  - Karen currently tracks financials in Excel
- Reviewed volunteer coordinator role; John and Jennifer took some follow-up actions
- ACTION - need board secretary, committee chairs, and finance experienced member
- Board member recruiting and onboarding -
  - Each committee would recruit volunteers (future board member candidates) for their committee
  - Are there staff members who want to be involved in certain projects or fundraisers, would something like process mapping or Salesforce roll-out be examples?
  - Karen's concern is muddling the organizational structure and roles / responsibilities
  - What type of board members would Karen want - board of 'doers' / a working board
  - Board Member Selection Activities (Decided):
    - 2 different Committee meetings they are interested in

- 4 Paws tour
  - Graduation (could lunch before graduation be the meet with board members?)
  - Meet with a couple of board members
  - Maximum of 3 months
  - After this period completed, attend one board meeting (meet regulations which we may have to change which would require a vote)
  - Next board meeting up or down vote by board
  - Develop sponsorship guidelines (expectations)
- ACTION - Karen to set up board folder in One Drive for board members to store documents (like onboarding)
- Board voted unanimously to add Joseph and John to the board
- Reviewed strategic plan
  - Reviewed Joseph's suggested edits and agreed we should be as succinct as possible
  - For strategy purposes we replaced goals with values and re-keyed our vision and mission
  - Are all board members + key staff bought into vision, mission, and values?
  - Mission and Vision should drive all other discussions
    - **Why (Vision): "We believe every child and veteran should be included in all aspects of their community, regardless of disability."**
    - **How (Mission): "Enrich the lives of children and veterans with disabilities and their families by placing quality, task trained service dogs."**
  - **Values:**
    - Individualized commitment to families
    - Wellbeing of 4 Paws dogs for life
    - Fiscal responsibility
    - Cutting edge training program
    - Education and advocacy
    - Community engagement
    - ACTION - define what these things mean, the facts, videos, etc...., i.e., elaborate - ACTION - to Programming Committee
- Reviewed other sections of the Strategic Plan
- Covered the IRS advisory memo regarding tax treatment of individual fundraising efforts
- Said in jest, but possible topic for further exploration - establishing credentialing organization
- Operations focus - Salesforce and other productivity tools
- ACTION - schedule a retreat follow-up for 4/1 - Done in meeting
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