

Potter League for Animals  
Board of Directors Meeting  
February 20<sup>th</sup>, 2018 5:30pm

Agenda

Call to Order

Consent Agenda (approval of minutes, financials, reports)

Executive Director Presentation/Report – Where does our money come from?

Sustainability project (Van Beuren Foundation)

Relationship with the Humane Society of the United States

Relationship with OSAC

Love Bash updates/board responsibilities

Committee Reports:

APP Committee Report

Strategic Initiatives

Finance

Staff bonus structure

New Business



**POTTER LEAGUE FOR ANIMALS  
MINUTES  
BOARD OF DIRECTORS MEETING  
December 18, 2017**

**Roll Call**

**Attending Members:** Lani Brenner, Dick Cromwell, Carol Epstein, Pat Heller, Marie Hertenstein, Joan Johnson-Freese, Charlene Karns, Elena Kissel, Pat Leonard, Betsy Leslie, Jay Madden, Kara Malkovich and Executive Director, Brad Shear

**Via Teleconference:** Ellen Ford and Ann Mencoff

**Excused:** Dick Brickley, David Enstone, Mike Grandchamp, Jeannie Ingraham, and Noelle Shiland

**Absent:** Robin Skuncik Jones and David Thalmann

**Attending Staff:** Amy Chamard Erin O’Gara Dollard and Nancy Wrathall

**Meeting called to order at 5:01 pm**

**PUBLIC SESSION**

**Welcome New Members: Joan Johnson-Freese, President**

Joan welcomed all new members to the board. Meetings will be held every other month. The dates of the next three are scheduled for Feb. 20, April 17, and June 19.

**Consent Agenda: Joan Johnson-Freese, President**

A motion to accept the Consent Agenda was made by Elena Kissel, seconded by Kara Malkovich and passed.

**Auditor’s Report: Shauna Duffy of KLR**

Shauna made a positive audit presentation. Members were handed a final report in which she briefly highlighted and answered questions.

**Director’s Report: Brad Shear, Executive Director**

Animal length-of-stay has decreased; largely due to our new in-house veterinarian.

New wallet-size annual reports are now available to hand out.

Brief discussion regarding CoyoteSmarts and the recently announced multi-year grant the Narragansett Bay Coyote Study and RI Natural History Survey received. While these two agencies are CoyoteSmart members, this is not a CoyoteSmart project.

**Committee Expectations: Joan Johnson-Freese, President**

The full committee list is on the Board Portal along with the goals for each.

The goal was to get the right mix of folks on each committee.

**Motion to add signers to accounts: Brad Shear, Executive Director**

A motion to add Joan Johnson-Freese, Mike Grandchamp, and Brad Shear to the bank accounts was made by Carole Epstein, seconded by Ellen Ford and passed.

A second motion to add Joan Johnson-Freese, Mike Grandchamp, and Brad Shear to the Vanguard account was made by Lani Brenner, seconded by Carol Epstein and passed.

**Facility discussion: Brad Shear, Executive Director**

Met with Behan Brothers for quotes on a few small projects including:

- |   |         |
|---|---------|
| 1. Sound absorbing materials in the dog play spaces       | \$4,255 |
| 2. Replacing the cracking bamboo in the lobby             | \$3,000 |
| 3. Creating a new space for rabbit and rodent adoption    | \$6,000 |
| 4. Removing the retractable glass wall in the retail area | \$7,500 |
| 5. Repairing the well cover in the training center        | \$3,000 |

Brad said #4 is not worth the expense and feels we can find a less costly way to repair #5. We also can look for grants and/or foundation support to cover expenses. Members also suggested getting another quote.

After discussion, a motion was made to move forward with obtaining grant/foundation support to cover expenses for projects 1, 2, and 3 by Lani Brenner, seconded by Carol Epstein and passed.

**Development Committee: Elena Kissel**

Fundraising Training Event to be held on March 28, 2018. More info to follow. Elena spoke about the board's role in the upcoming Love Bash fundraiser.

**Strategic Initiatives Committee Report: Dick Cromwell**

The committee discussed sustainable income and are mulling around a couple of ideas to be presented at the next board meeting. Some ideas include:

- A Cat Café
- Offering Boarding/Grooming
- Animal Rehabilitation Services
- Offering more Veterinarian Services
- Thrift Store
- Extensive Retail Area

**Strategic Planning Discussion: Brad Shear, Executive Director**

The Strategic Plan will need to be reviewed in the Spring.

Public Session adjourned 6:20pm

**EXECUTIVE SESSION**

Held

Minutes of the **PUBLIC SESSION** respectfully submitted by: Jill Homen, Administrative Assistant

## **Development Committee Meeting Minutes**

**Date of Meeting: December 18<sup>th</sup> at the shelter**

**3:30 p.m. – 4:30 p.m.**

**In attendance:** Elena Kissel, Pat Leonard, Ann Mencoff (call in), Carol Epstein, Marie Hertenstein, Joan Johnson-Freese, Erin O’Gara Dollard, Susan Ryan, Brad Shear.

### **Welcome**

Committee introductions.

### **Board Lead Gift**

Elena discussed the financial expectation of the board and development committee members. The suggested participation is to purchase 5 tickets to the event and/or underwrite a portion ex; video, food and beverage, etc. The board will also be asked to make a donation towards the lead gift at the Love Bash. This was very well received last year at the event and got the crowd excited.

### **Love Bash Update**

The committee has offered the following items to the live auction; Ann and Marie have offered to host a dinner for 10 at the Boathouse at Aloha Landing with a Newport harbor ride. Carol will gather a Titleist golfing package which will include irons and a 4-some at Carnegie Abbey. We also have a safari in South Africa and a weekend stay in DC.

### **Thank You Calling**

A date will be set for committee members and board members to make thank you calls from the Potter League. If preferred these calls can be made from home. A short list of names will be sent to all members with a script. This is not a solicitation. Research shows that a personal call in addition to a thank you letter increases the likelihood of a second gift from that donor. These calls are a great way to hear from our donors, get to know them better and improve relationships between our supporters and Potter.

### **Community Humane Heroes Update**

At the time of the meeting People’s Credit Union, Moriarity’s Invisible Fence, Portsmouth Veterinary Clinic, Bank RI and Independent Financial Partners have all committee to sponsorships at various levels. Brad has discussed the sponsorship opportunities with both Bayer and Hill Science Diet. Neither have committed but both will more than likely do something but not at the \$10k level.

### **Miscellaneous**

The Potter League, The Aquidneck Land Trust and Clean Ocean Access will be participating in a board development training on March 28<sup>th</sup>. The consultant is Andy Robinson. Visit [AndyRobinson.com](http://AndyRobinson.com) to find out more about him.

Erin will share year-end totals later in January and a report will be given at the February board meeting.

The idea of designing a Potter League calendar was discussed. It was suggested this be a year-end gift to donors. Staff will research the viability and costs associated with this type of project.

*The committee will meet at 3:30 p.m. on the same day as the Board meetings in 2018. February 20, April 17 & June 19. Other meetings or conference calls may be conducted if needed.*

## Potter League Board meeting – February 2018

### Development Activities Report Submitted by Erin O’Gara Dollard

#### **Sustainability Practices Project**

The van Beuren Charitable Foundation has invited us to participate in a Sustainability Practices Project. Consultant Gail Gifford of Cause and Effect will oversee this with 3 other local non-profits. This project will examine our sustainability as an organization and will allow us to determine the ROI in all areas. The Potter League is considered at “Legacy” grantee as we have a longstanding relationship with the foundation having our founders are members of the van Beuren family. We do not fall into their funding categories but are dear to the family and the next generation.

#### **Cultivation Activities**

Just a reminder; the development office is always interested in having more people visit the shelter and meet Brad. Please contact Erin to schedule a tour, a cup of coffee or lunch with Brad or for help in the planning of a small gathering. This type of get-together can take place at your home or at the shelter or at a restaurant. Whatever you are comfortable doing, it is always welcomed and the staff will make the planning process seamless. Additionally, we ask board members to help make more introductions for Brad in the month of February.

#### **Planned Giving**

Many board members are familiar with our planned giving group the Forever Friends Society. This is a group of our most sincere donors who have named the Potter League in their will or estate plans. In February a mailing will be sent to a large group of “friends of the Potter League” to invite them to join the Forever Friends Society. This mailing will go to former board members, current board members, volunteers, monthly donors and Collar Club members who have neither made a commitment to leaving their legacy nor notified us of their intentions of naming the Potter League in their estate plans. If you have questions, both Brad and Erin can assist you in the appropriate steps to take regarding planned giving opportunities.

#### **Events**

##### *LoveBash for the Animals*

Invitations set to be mailed in early February. Our *P.S. I Love You Photo Contest* is underway. Underwriting and sponsorship for the event are still available. We have commitments of \$10k to the Paws Up auction. This year is a sit down buffet dinner. Tickets are \$100 per person and tables are \$1,000 for a table of 10. See supporting needs document.

#### **Save These Dates:**

Love Bash for Animals – March 23<sup>rd</sup> – Atlantic Resort Newport, 6 to 9 p.m.

Yappy Hour – July 15<sup>th</sup> – Rock Cliff, Newport, 5 to 7 p.m.

Heart & Sole Walk for the Animals – October 14<sup>th</sup> – Glen Park, Portsmouth, 12 noon

**Executive Director's Report**  
**February 2018**

Submitted by Brad Shear

**Software Change**

We have moved our animal management database from a product called Chameleon to Shelterluv. The new database is web-based which gives us more flexibility. We can now use much less paper, work on tablets and laptops rather than having to go to the desktop and have much better integration with our website and third party aggregators so information on the site is more up to date. Clients will also be able to fill out adoption and surrender profiles on our website that will feed directly into our software.

**Website change**

Our website update has been completed. There were some issues with the transfer, but those have mostly been resolved. The site is running slower than we would like so we are looking at changing hosting companies. The primary reason for the change was to provide better access to the back-end of the site so changes could easily be made in-house. The site is now on the Wordpress platform which is more easily managed.

**Speaking engagements**

I will be speaking this month at the Midwest Veterinary Conference in Columbus Ohio on best practices for animal transport. In May I will be presenting at Animal Care Expo in Kansas City, also on animal transport. In June at the SAWA Management Conference in Chicago I will be introducing Best Practices for Veterinary Care in Animal Shelters. I have just spoken at two of a four part ASPCA webinar series on best practices for animal enrichment in shelters. If our committee completes our next industry best practice in time, we will be presenting best practices for adoption programs at the November SAWA conference as well.

**Legislative efforts**

We had a very successful Potter Pet U. to help people understand the legislative process and how to get involved. We are working on several bills with other organizations including clarifying that Trap/Neuter/Return for cats is not abandonment, revising the requirements around confining and tethering dogs, creating a vicious dog commission to advise the state on revising the vicious dog law, prohibiting the sale of puppies and kittens younger than 8 weeks old, and banning the sale of puppy mill dogs in pet stores.

**OSAC Update**

As I mentioned at our last meeting, the Ocean State Animal Coalition is having great difficulty. We hold a board seat and are represented by Kara. Several board members have resigned over what appears to be a combination of poor management, poor leadership and personal conflict. OSAC's most important asset is the Rhode Island Community Spay Neuter Clinic, the largest provider of spay/neuter services in the state. The future of OSAC is uncertain, we plan to use our influence on the board to either fix the issues with the clinic, or find another organization willing to take over the operations of the clinic.

**Potter League for Animals**  
**Profit & Loss Budget vs. Actual and Prior Year Comparison**

	YTD January 31, 2018 vs Budget				Prior Year Comparison			
	YTD Jan. 2018 Actual	YTD Jan. 2018 Budget	\$ Variance	Favorable (Unfavorable) %	FY18 ANNUAL BUDGET	YTD Jan. 2017 Actual	2018 vs 2017 Variance	Favorable (Unfavorable) %
<b>Operating Performance</b>								
Income	\$940,940	\$884,585	\$56,355	6.4%	\$1,912,200	\$876,674	\$64,266	7.3%
Expenses-before depreciation*	\$995,184	\$967,772	\$27,412	-2.8%	\$1,936,442	\$867,840	\$127,344	-14.7%
Net Income	<u>-\$54,243</u>	<u>-\$83,187</u>	<u>\$28,944</u>	<u>34.8%</u>	<u>-\$24,242</u>	<u>\$8,834</u>	<u>-\$63,078</u>	<u>714.0%</u>
<b>Non-Operating: Investments and Bequests</b>								
Investment Income	\$376,898	\$60,350	\$316,548	524.5%	\$110,000	\$121,931	\$254,967	-209.1%
Bequests (see below)	\$8,854	\$0	\$8,854		\$0	\$55,000	-\$46,146	-83.9%
Expenses	\$8,733	\$8,250	\$483	-5.9%	\$16,500	\$7,870	\$863	-11.0%
Budgeted Transfer to Operating	\$0	\$0	\$0		\$170,000	\$0	\$0	0.0%
Net Income	<u>\$377,019</u>	<u>\$52,100</u>	<u>\$324,919</u>	<u>623.6%</u>	<u>-\$76,500</u>	<u>\$169,061</u>	<u>\$207,958</u>	<u>123.0%</u>
<b>Organization Total</b>								
Income	\$1,326,693	\$944,935	\$381,758	40.4%	\$2,022,200	\$1,053,605	\$273,088	25.9%
Expenditures	\$1,003,917	\$976,022	\$27,895	-2.9%	\$2,122,942	\$875,710	\$128,208	-14.6%
Net Income	<u>\$322,776</u>	<u>-\$31,087</u>	<u>\$353,863</u>	<u>1138.3%</u>	<u>-\$100,742</u>	<u>\$177,895</u>	<u>\$144,880</u>	<u>-81.4%</u>

\* Depreciation expense not included as there is no cash requirement. This \$305,000 expense will be recorded at year end.

\* Scheduled System Replacement Plan transfer of \$33,500 not included in above expenses. Transfer will occur in July 2018

Bequests:

Unrestricted:	
Dean Jerazol Estate	\$ 8,854
	<u>\$ 8,854</u>

Donor	Relation	Address		Fund	Gift Amount
William D. Laurie, Jr. Charitable Foundation	David H. Laurie	15 Dumplings Drive	Jamestown, RI	(4530) Major / Personal	\$1,500.00
Paypal Charitable Giving Fund		1250 I Street NW Suite 1202	Washington, DC	(4600) General Gifts	\$211.13
Menheim New England	Jane Wojdag			(4590) Honor / Memorial	\$200.00
Peregrine Group LLC		20 Newman Ave, Ste 1005	Rumford, RI	(4590) Honor / Memorial	\$100.00
Raytheon Company		Charitable Giving	Princeton, NJ	(4570) Workplace - Other	\$340.34
Newport Tent Company	Bill Corcoran	27 Highpoint Ave	Portsmouth, RI	(4676) Third Party Fundrais	\$112.00
Narragansett Improvement Company		223 Allens Ave	Providence, RI	(4590) Honor / Memorial	\$200.00
Alfred E. Mann Nevada Foundation		Nevada Community Foundation	Las Vegas, NV	(4580) Grants/Unrest	\$50,000.00
Benevity Community Impact Fund; The		1521 Georgetown Rd	Hudson, OH	(4570) Workplace - Other	\$792.43
Petco Foundation	Susanne Kogut	10850 Via Fontera	San Diego, CA	(4676) Third Party Fundrais	\$200.00
Petco Foundation	Alicia DeCarvalho	10850 Via Fontera	San Diego, CA	(4676) Third Party Fundrais	\$200.00
Moriarty's Fence Co.	Mike Moriarty	PO Box 647	Portsmouth, RI	(4600) General Gifts	\$2,000.00
Network for Good	Ken Weber	1140 Connecticut Ave NW	Washington, DC	(4600) General Gifts	\$162.02
Amica Mutual Insurance Company	Trisha Rossi	50 Amica Wy	Lincoln, RI	(4590) Honor / Memorial	\$150.00
Flynn Financial Group	William J. Flynn	1120 Aquidneck Avenue	Middletown, RI	(4600) General Gifts	\$100.00
Bank of America Employee Giving Campaign	Roy Kaplan	c/o Cybergrants, Inc.	Andover, MA	(4570) Workplace - Other	\$256.50
Freddy Gamble Fund		BNY Mellon Charitable Gift Fund	Boston, MA	(4600) General Gifts	\$250.00
Fat Face	Emily Backus	49 Hillside Road	Cranston, RI	(4676) Third Party Fundrais	\$632.00
Mrs. Joyce L. Anthony		PO Box 1193	Wells, ME	(4590) Honor / Memorial	\$100.00
Mrs. Pembroke and Mr. Fritz Attaway		13 Decatur Ave	Jamestown, RI	(4590) Honor / Memorial	\$100.00
Ms. Debra C. Bair		33 Baker Rd	Portsmouth, RI	(4600) General Gifts	\$100.00
Mr. and Mrs. Daniel A. Bell		1000 Gilbert Stuart Rd	Saunderstown, RI	(4590) Honor / Memorial	\$100.00
Mr. and Mrs. William H. Brown USN, Ret.		39 Continental Dr #1	Middletown, RI	(4600) General Gifts	\$200.00
Dr. and Mrs. Martin L. Cohen		49 Kay St	Newport, RI	(4600) General Gifts	\$100.00
Mr. and Mrs. Daniel G. Corrigan		34 Benedict Ave	Portsmouth, RI	(4590) Honor / Memorial	\$100.00
Kamalakshi Dishmon		49 Clinton Ave	Montclair, NJ	(4590) Honor / Memorial	\$100.00
Ms. Teresa Fitzsimmons		8980 N 83rd Place	Scottsdale, AZ	(4600) General Gifts	\$100.00
Ms. Nicole Franks		5962 Van Horn Ln	Frisco, TX	(4590) Honor / Memorial	\$100.00
Mrs. Carolyn I. Frye		23 Indian Hill Cir	Middletown, RI	(4560-01) Sustainer - Monthly	\$220.00
Mr. James Galib		731 Wilbur Avenue	Swansea, MA	(4600) General Gifts	\$225.00
Ms. Helen C. Gannon		13 Hall Pl	Cranston, RI	(4600) General Gifts	\$100.00
Ms. Ann Gray		1262 Rock Rimmon Rd	Stamford, CT	(4590) Honor / Memorial	\$100.00
Mr. John Harris		184 N Fenner Ave	Middletown, RI	(4590) Honor / Memorial	\$100.00



Mr. and Mrs. Edward T. Harvey, Jr.	527 College Ave	Haverford, PA	(4560-01) Sustainer - Monthly	\$325.00
Ms. Christina B. Heckart	1021 Rock Rimmon Rd	Stamford, CT	(4590) Honor / Memorial	\$100.00
Ms. Pamela M. Howell	14 Deborah Street	Narrangansett, RI	(4590) Honor / Memorial	\$100.00
Mr. Braden B. Kane Jr.	1243 N Main Rd	Jamestown, RI	(4590) Honor / Memorial	\$300.00
Mrs. Marjorie F. Larson	1970 Main Rd	Tiverton, RI	(4590) Honor / Memorial	\$200.00
Dr. Natalie E. Leland	3218 Descanso Dr	Los Angeles, CA	(4530) Major / Personal	\$100.00
Ms. Karen Leonard	51 Jo Anne Ave	Portsmouth, RI	(4590) Honor / Memorial	\$150.00
Mr. and Mrs. Mark A. MacKinnon	32 Mitchell Rd	Portsmouth, RI	(4590) Honor / Memorial	\$175.00
Mr. and Mrs. John R. Mayer	6 Aspinet Rd	Middletown, RI	(4560-01) Sustainer - Monthly	\$100.00
Ms. Saundra McMillan	10 Beaver Rd	Riverside, RI	(4600) General Gifts	\$250.00
Ms. Barbara Miller	30 Harbor Village Dr #2	Middletown, RI	(4560-01) Sustainer - Monthly	\$325.00
Ms. Mercedes H. Quevedo	229 Medway St #206	Providence, RI	(4600) General Gifts	\$250.00
Ms. Nancy L. Rieser & Ms. Paola L. Mangiacapra	583 Glen Rock Rd	West Kingston, RI	(4590) Honor / Memorial	\$100.00
Mr. and Mrs. Steven T. Ross	1 Gordon St	Newport, RI	(4600) General Gifts	\$100.00
Ms. Susan K. Ruf and Mr. Michael F. Walsh	300 Gibbs Ave	Newport, RI	(4530) Major / Personal	\$1,000.00
Ms. Linda Russo	58 Willow Ave	Little Compton, RI	(4590) Honor / Memorial	\$100.00
Katharine R. Salmeri-Nesci DVM	35 Hillandale Dr	Red Bank, NJ	(4590) Honor / Memorial	\$100.00
Mr. and Mrs. Donald M. Souza	10 Wrights Wy	Fall River, MA	(4590) Honor / Memorial	\$100.00
Mr. David L. Strate	1540 Ten Rod Rd	N Kingstown, RI	(4590) Honor / Memorial	\$100.00
Ms. Diana M. Sylvaria	30 Chastellux Carriage House #1	Newport, RI	(4600) General Gifts	\$150.00
Mr. and Mrs. Clark M. Tanner	447 Stafford Rd #A3	Tiverton, RI	(4590) Honor / Memorial	\$500.00
Ms. Caroline S. Wilkel	20 Mawney Brook Rd	East Greenwich, RI	(4590) Honor / Memorial	\$100.00
Ms. Nancy A. Wrathall	224 Corey Lane	Middletown, RI	(4590) Honor / Memorial	\$100.00
			Total	\$64,076.42

LOVE BASH – March 23, 2018  
 Communications Plan  
 2/1/2018

<b>What</b>	<b>Who/Target</b>	<b>Purpose</b>	<b>When/Frequency</b>	<b>Type/Method(s)</b>
<b>Initial Meeting</b>	<b>SR/EOD/KM</b>	<b>Streamline communications for event outside of 120 days 11/1</b>	<b>Meet monthly</b>	<b>In person</b>
<b>Logo / Theme</b>	<b>KM</b>	<b>Fine tune and place on Website</b>		
<b>Save The Dates</b>	<b>Email distribution Constituency PL website page</b>	<b>Raise awareness about event Encourage solicitation of gifts for the auction Generate a buzz, get on ppl's calendars</b>	<b>Save the Date should be on all general e'blasts, on the home page</b>	<b>Email, Website, Facebook</b>
<b>E-Blast Distribution</b>	<b>Constituency</b>	<b>Encourage ticket sales Promote live auction items</b>		<b>E-blast</b>
<b>Invitation &amp; Posters</b>	<b>8,000 invites 100 posters 9x12 Constituency</b>	<b>Sell tickets Generate a buzz</b>	<b>2/15/17</b>	<b>Invites go bulk mail</b>
<b>Online promotion and ticket sales</b>	<b>Constituency – off line and online</b>			
<b>Press Releases</b>	<b>RI Monthly Newport Life Others, mid-January Jamestown Press NTW, NDN Patch: Npt, Bristol, Ports, Midd, South C. Pro-Jo</b>			<b>Print &amp; Online Media</b>

What	Who/Target	Purpose	When/Frequency	Type/Method(s)
Social Media Facebook.Twitter	Friends	Engage constituents, inspire to attend event and pass the word	Weekly post featuring an auction item and event highlights starting 2/16/18. Twitter campaign tbd with Kara	Online
PSA WPRI	WPRI 12/FOX Providence Constituency	Outreach RI & SE Mass	Request approvedContact <a href="mailto:SDurant@wpri.com">SDurant@wpri.com</a> . Have sent photos and logos to be incorporated. PSA in the works at WPRI 12 –	30 second psa's 3 Stations
Advice Column	NDN Constituency	Awareness	Dates TBD	Newspaper/Bootsie Column
Advertising	NC Residents	Ticket Sales	NTW – week of 3/22,3/1,3/10 NDN –. Discuss further	NDN & NTW –depending on price- please advise
Paper-Calendar of Events	NC Residents	Ticket Sales	Through press release	Newspapers/Online sites
Signage	Event Audience	Highlight sponsors, auction items and live auction signs We discussed a new auction signs and stands – need to research	Due	Auction Signs Live Auction Signs Sponsor Signs
Program Booklet	Event Audience	Ads Live Auction Items Letter Sponsors Paws Up	Due 2/26	
Video			Due 3/7	
LoveLoop			Contest ends 3/7	

2/8/18/SR

**LOVE BASH for Animals**  
*A benefit for the Potter League*  
**Friday, March 23, 2018**

Revenue Goal \$100,000

Revenue streams include: Ticket sales, underwriting, sponsorship, online photo contest (February), general donations, auction, paws-up auction

Date: Friday, March 23, 2018

Time: 6:00pm – 9:00pm

Location: Atlantic Resort Newport

Ticket price: \$100 per person. Tables of ten can be purchased for \$1K or sponsorship opportunities that provide additional benefits.

**Atlantic Resort Newport**

Event format – New this year - cocktail reception and seated dinner.

6:00pm-7:30pm Cocktail Reception with Cash Bar, hors d'oeuvres and Silent Auction

7:30pm-9:00pm Buffet Dinner & Desserts

Presentations by Brad Shear and Joan Johnson Freese, Impact Video, Live Auction, Paws Up Auction

**What we need going forward:**

**Donation of a bottle of your favorite wine, spirit or bubbly for the Board of Directors**

**Reserve silent auction display. Please bring to the February board meeting or drop off to the development office by March 1.**

Underwriters to help offset the expenses of our event. (video, production, décor/centerpieces)

Sponsorships from some new businesses (packets distributed previously)

Ticket/table purchases - invitations have been mailed. Online ticket/table purchase available.

**Sponsorship and Paws Up Update**

Sponsorships sold: Lucky Dog Resort and Aspects, Inc. have sponsored at the \$1K Level.

Underwriting confirmed:

\$5K Lead gift from Dede Wilsey for Paws Up Auction

\$5K Match from David Enstone for Paws Up Auction

Tables committed to date: We have 6 Corporate Community Humane Hero Sponsor table commitments.

2 Additional Table commitments so far.

**Auction update –**

**Live Auction**

- Folk Festival package
- Exclusive Sailing Charter for six on HOPE SAN and dinner at the White Horse Tavern.
- Golf Lovers Dream package
- Exquisite Dinner for 10 at the spectacular "Boathouse at Aloha Landing"
- Feature your Pet on the Cover of the 2018 Walk Brochure

2/8/18/SR

- Experience of a lifetime – South Africa Photo Safari Package at Zulu Nyala  
Additional packages will be mission related. (2)

### **Silent Auction**

We have a nice array of 100 silent auction items (many bundled). Sections will include Pick of the Litter, Home & Garden, Healthy Living, Something Fun, Fashion & Accessories, Pampered Pet, and a Wine Wall.

### **P.S. I Love You Pet Photo Contest has kicked off and runs through March 7.**

Enter our Pet Photo Contest and pass along to your friends at  
<https://www.gogophotocontest.com/potterleague>.

Getting started is easy. Your pet(s) does not have to be adopted from the Potter League. Photos can include dog(s), cat(s), and combinations of both, small mammals or birds. No human photos please. The entry fee is \$10 per photo. All photos submitted to the contest will appear online, where the public can vote for their favorite photo for \$1 per vote. We hope you will join in the fun and post your favorite photos of your pets! This can be shared on social media so the sky is the limit! Make sure to read the wonderful stories posted as well!

Last Name	Donor	Address	
Agnello	Ms. Allison Agnello	51 Homer St B	Newport, RI
Corvi	Ms. Nadine Corvi	700 Metacom Ave #117	Warren, RI
Emerson	Ms. Nancy Emerson	28 Norwood Ave	Manchester, MA
Fiorentino	Mr. and Mrs. Jim Fiorentino	217 Homestead Ave	Rehoboth, MA
Horrocks	Phyllis Horrocks	62 Clearview Ave.	Portsmouth, RI
Jackson	Mr. and Mrs. Christopher Jackson	12 Casey Dr	Bristol, RI
Kruzan	Mr. and Mrs. Bradley Kruzan	7 Jeanne Ct	North Smithfield, RI
Leslie	Mr. and Mrs. Eric Leslie	22 Bartlett Rd	Middletown, RI
Loiselle	Mr. Dana Loiselle	200 W Reach Dr	Jamestown, RI
Manville	Mr. William Manville	1346 President Ave	Fall River, MA
McCurdy	Ms. Lisa McCurdy	39 E Bowery St	Newport, RI
Mitchell	Ms. Brigid Mitchell	224 Valentine St	Fall River, MA
Novis	Ms. Mary Novis	215 Blue Spring St	Kissimmee, FL
Nunes	Mr. Matt Nunes	60 Almy St	Newport, RI
Peckham	Ms. Daune Peckham	382 W. Main Rd.	Little Compton, RI
Recupero	Mr. Paul Recupero	265 Union St	Portsmouth, RI
Silvia	Ms. Lisa Silvia	110 Montgomery St	Tiverton, RI
Stewart	Ms. Kathryn Stewart	39 Edgerton St	Darien, CT
Sullivan	Mr. Paul Sullivan		Providence, RI
Sullivan	Mr. and Mrs. Paul Sullivan	30 Providence Ave	Jamestown, RI
Surber	Ms. Ashley Surber	1023 E Main Rd	Portsmouth, RI
Wojdag	Mrs. Jane Wojdag	123 Williams St	No Dighton, MA
Zitz	Ms. Julie Zitz	2 Southpoint Ln	Ipswich, MA

	Dogs								Cats							
	Jan-18	Jan-17	# change	% change	YTD FY 18	YTD FY 17	# change	% change	Jan-18	Jan-17	# change	% change	YTD FY 18	YTD FY 17	# change	% change
<b>Beginning Animal Count</b>	6	23	-17	-74%	35	17	18	106%	44	49	-5	-10%	128	102	26	25%
<b>Animal Intake</b>																
Strays	8	15	6	40%	80	85	-5	-6%	9	6	3	50%	90	58	32	55%
Owner Surrender	16	13	3	23%	100	94	6	6%	18	23	-5	-22%	164	138	26	19%
Owner Intended Euthanasia	0	0	0		0	2	-2	-100%	0	0	0		0	1	-1	-100%
Transferred In	51	0	51		237	118	119	101%	38	20	18	90%	164	103	61	59%
Other Intakes	3	1	2	200%	19	5	14	280%	6	0	6		28	10	18	180%
<b>Total Live Intakes</b>	78	29	49	169%	436	304	132	43%	71	49	22	45%	446	310	136	44%
<b>Live Animal Outcomes</b>																
Adoption	44	17	27	159%	326	196	130	66%	82	46	36	78%	450	316	134	42%
Returned to Owner	12	15	-3	-20%	84	91	-7	-8%	3	3	0	0%	36	18	18	100%
Transferred Out	1	1	0	0%	5	6	-1	-17%	1	0	1		16	1	15	1500%
Returned to Field	0	0	0		0	0	0		0	0	0		0	0	0	
Other Live Outcomes	0	0	0		0	0	0		0	0	0		0	0	0	
<b>Sub Total Live Outcomes</b>	57	33	24	73%	415	293	122	42%	86	49	37	76%	502	339	163	48%
<b>Other Outcomes</b>																
Died in Care	0	0	0		1	0	1		0	0	0		8	3	5	167%
Lost in Care	0	0	0		0	0	0		0	0	0		3	0	3	
Shelter Euthanasia	3	3	0	0%	13	11	2	18%	4	6	-2	-33%	20	26	-6	-23%
Owner Intended Euthanasia	0	1	-1	-100%	0	2	-2	-100%	0	0	0		0	1	-1	-100%
<b>Sub Total Other Outcomes</b>	3	4	-1	-25%	15	13	2	15%	4	6	-2	-33%	31	30	1	3%
<b>Total Outcomes</b>	60	37	23	62%	429	306	123	40%	90	55	35	64%	533	369	164	44%
<b>Ending Animal Counts</b>	24	15	9	60%	24	15	9	60%	25	43	-18	-42%	25	43	-18	-42%

### Other Animals

	Jan-18	Jan-17	# change	% change	YTD FY 18	YTD FY 17	# change
<b>Animal Intake</b>							
Strays	0	0	0		5	8	-3
Owner Surrender	9	1	8	800%	48	30	18
Owner Intended Euthanasia	0	0	0		0	0	0
Transferred In	0	0	0		6	5	1
Other Intakes	0	0	0		7	8	-1
<b>Total Live Intakes</b>	9	1	8	800%	66	51	15
<b>Live Animal Outcomes</b>							
Adoption	5	0	5		51	60	-9
Returned to Owner	0	0	0		6	8	-2
Transferred Out	0	0	0		0	0	0
Returned to Field	0	0	0		0	0	0
Other Live Outcomes	0	0	0		1	5	-4
<b>Sub Total Live Outcomes</b>	5	0	5		58	73	-15
<b>Other Outcomes</b>							
Died in Care	0	0	0		0	0	0
Lost in Care	0	0	0		0	0	0
Shelter Euthanasia	0	1	-1	-100%	0	3	-3
Owner Intended Euthanasia	0	0	0		0	0	0
<b>Sub Total Other Outcomes</b>	0	1	-1	-100%	0	3	-3
<b>Total Outcomes</b>	5	1	4	400%	58	76	-18



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% change

-38%  
60%

20%  
-13%  
29%

-15%  
-25%

-80%  
-21%

-100%

-100%  
-24%

**February 2018**

## **Strategic Planning Committee Report**

### **1. Review of Future Revenue Generating Options:**

The Committee has reviewed a wide range of revenue generation strategies currently used by animal shelters across the US. Using a scoring system against key metrics the committee has narrowed the review list down to three specific areas for further in-depth review, namely retail operations, boarding and ancillary services, and thrift stores. An update on each area is provided below:

- **Retail operations.**
  - A local independently owned pet store based in Newport has indicated to us confidentially, that they are seeking to sell their business in the near term.
  - We have had a preliminary meeting with the owner and collected both non-financial information about their operations as well as a preliminary summary of their overall financial performance and their estimated asking price.
  - We are awaiting their 2016 and 2017 finalized financial statements so that we can undertake more due diligence on their operations in the coming month.
  
- **Boarding Services.**
  - During our review of this area we discovered through Paul O'Reilly, the CEO of Newport Harbor Corporation ("NHC"), (a member of our committee) that NHC owns undeveloped land just along Oliphant Lane that is currently sub-leased to an oil delivery company for storage of their trucks. The land is zoned light commercial which would suit our needs.
  - NHC has graciously offered to make that land available to the Potter League on a long-term land lease at very favorable rates should we seek to establish a new boarding services facility there.
  - The land abuts our current operations footprint and is just across from the dog walking area and as such is conveniently connected to our main facility by foot.
  - An independent assessment of the current market land lease rate has been sought and once confirmed NHC will be able to firm up their annual land lease proposal.
  - Having the potential to lease land that is contiguous with our main site we then started to collect more information on building options to provide both boarding facilities, and potentially day care, grooming and other services.

- Brad has obtained details from suppliers of pre-manufactured facilities for specifically such operations as well as getting detailed feedback from other shelters that operate such facilities and this information is currently under review.
- At our next committee meeting in March these details will be reviewed in further depth to develop a plan for further analysis.
- Thrift Stores.
  - So far other than looking for available real estate in the local area we have not been able to proceed much further with this option.
  - David Enstone is currently on vacation in Santa Fe, NM and he has reached out to the Santa Fe Animal Shelter and Humane Society who currently operate two thrift stores, for further information. They have agreed to meet and provide further data on how these operations were established, how they are run and their current financial performance. This information will be made available to the Committee for further review in March.

## 2. Legal & Accounting Issues.

- We are currently reviewing the outstanding issues regarding how a charitable entity such as the Potter League would operate “for profit” ventures as part of their overall fund-raising strategy.
- The reviews so far have concentrated on the legal structure of any such ventures and how they are both funded, managed and controlled by the “not for profit” parent company.
- Reviews are ongoing and we are seeking out a qualified attorney to join our committee to further strengthen our capabilities in this area.
- Our committee member Robin Skuncik Jones (CPA) is providing financial input as well as searching for an attorney to join our group.

## 3. Next Committee Meeting.

- Due to vacations etc., the next Committee meeting is scheduled for March 29<sup>th</sup>.

David Enstone – Strategic Planning Board Chair.

# vbcf Sustainability Practices Project

**To: Sustainability Project Participants**

**Date: 01/17/18**

**From: Cause & Effect Inc.**

**Re: Project Objectives and Process Overview**

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We are very much looking forward to working with you on this project.

***Here are the questions we will work with you to answer.***

1. ***How does your organization matter? What is your relevance?*** We'll look at changing demographics, community need, field shifts or national programming trends, issue strength, community support, niche, and peer relations that may affect your organization.
2. ***What is your impact?*** We'll review your mission and programming and any methodology for measuring your social impact. If you have one, we'll review your theory of change/logic model.
3. ***What is the status of your current funding model?*** We'll dive deep into your sources and growth of revenues, return on investment/mission matrix map, strategic funding plan, basic indicators (e.g. size of base, retention rates, replacement, stratification, market size), etc.
4. ***How strong is your leadership for success? How pervasive is a culture of philanthropy?*** What is the depth of internal enthusiasm for mission and organization, breadth and depth of leaders and others participation (staff, board, volunteers, other constituents), donor centrality?
5. ***How resilient or adaptive are you?*** What do you have in the way of financial forecasting, succession plans, financial reserve, organizational learning, community monitoring, risk management, planning?
6. ***How strong is your operational capacity to support revenue development?*** We'll assess whether you have basic technology and the skills to use it, along with other infrastructure for revenue development such as data management, staffing, a budget.
7. ***How strong is your case for support?*** We'll assess funding needs linked to outcomes, needs clarification, story-telling ability, messaging, worthiness, trustworthiness (e.g. regulatory compliance, stewardship), see also *Does our organization matter?* and *Are you having an impact?*
8. ***How clear and consistent is your brand?*** We'll review your brand promise, communications strategy and execution, name, identity, and any potential for market confusion.

(over)

# vbcf Sustainability Practices Project

*This is the effort we'll need from you:*

- **Select internal Sustainability Team to work with C&E on project.**
  - Staff: CEO, CFO, Director of Development
  - Board: leaders (preferably 2, including future Chair – strategic financial thinker)
- **Participate in individual interviews (one hour each)**
  - Staff: CEO, CFO, Director of Development, Director of Programs
  - Board Chair
- **Submit key documents (see attached list)**
- **Participate in Board Focus Group (one hour)**
  - Officers: Vice Chair, Treasurer
  - Two committee chairs (e.g. Governance, Fund Development if you have)
- **Organize member/volunteer/loyal donor focus groups (2) – 1-1.5 hours**
  - Select and invite participants
  - Arrange logistics
  - C&E conducts and compiles report
- **Collaborative Analysis**
  - Review fundraising results & develop recommendations
  - Review Mission Matrix Map (see detail below)
  - Sustainability assessment
- **Complete Mission Matrix Map** (*Some of you participated in the Steve Zimmerman training on this in September 2016.*)
  - Identify programs and activities
  - Collaboratively choose 4 Mission Impact criteria
  - Survey/rate Mission Impact (senior management/board team; determine level of staff input)
  - Calculate direct and full costs for each program and activity
  - Assign revenues by program/activity
  - Calculate profitability
  - Develop Matrix Map
  - Review Matrix Map with consultant

*Here is additional research and analysis that C&E will perform*

- Review and analyze all relevant materials
- Site visit (secret shopper as appropriate)
- Donor data analysis (first round)
- Colleague and/or critical funder interviews
- Focus group facilitation
- Peer benchmarking
- Preparation of initial fund development analysis and recommendations
- Draft sustainability assessment

MARKETING & OUTREACH KPI'S - 2017														
SUB-DEPT.	METRIC	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTALS
Marketing	Average # Facebook Impressions Monthly	n/a	n/a	n/a	n/a	n/a	901,093	943,181	917,722	927,905	745,646	838,451	1,010,108	n/a
	# Facebook Fans Total	n/a	n/a	n/a	n/a	n/a	30,065	31,926	32,614	32,720	32,888	33,186	33,821	n/a
	Average # Facebook Engagement Monthly	n/a	n/a	n/a	n/a	n/a	32,366	37,122	42,669	41,676	28,250	30,795	48,013	n/a
	# Website Sessions Per Month	n/a	n/a	n/a	n/a	n/a	21,391	20,200	22,756	32,908	25,372	21,536	30,569	n/a
	# Website Users Per Month	n/a	n/a	n/a	n/a	n/a	10,972	9,504	10,486	15,712	12,056	10,368	15,088	n/a
	Email Open Rate %	n/a	n/a	n/a	n/a	n/a	32.8%	33.75%	16.15%	16.1%	14.4%	11.38%	19.95%	n/a
	# of Email Click-Througs	n/a	n/a	n/a	n/a	n/a	220	170	532	458	432	879	813	n/a
	Average # of Instagram Likes Per Month	n/a	n/a	n/a	n/a	n/a	2,473	4,635	5,321	4,761	3,522	3,480	4,491	n/a
Humane Education	# of Programs	52	47	74	46	57	46	6	4	5	36	36	16	425
	# of Students	1,180	1,014	1,615	1,015	1,267	1,059	89	61	50	478	518	260	9,105

MARKETING & OUTREACH KPI'S - 2017

SUB-DEPT.	METRIC	JAN	FEB	MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	TOTALS
Volunteer	# of Attendees at Monthly Gen Info Sessions	n/a	n/a	73	33	56	27	43	71	28	40	51	44	n/a
	% of attendees who submit an application & complete an orientation class	n/a	n/a	n/a	76%	39%	70%	60%	65%	89%	70%	84%	64%	n/a
	# of <b>NEW</b> Volunteers Donating 4+ Hours Monthly (Since March w/ new requirements)	n/a	n/a	n/a	n/a	n/a	6.5	2	45	39	46	60	44	n/a
	# of <b>TOTAL</b> Volunteers Donating 4+ Hours Monthly	n/a	n/a	n/a	n/a	n/a	77	83	101	95	127	106	137	n/a



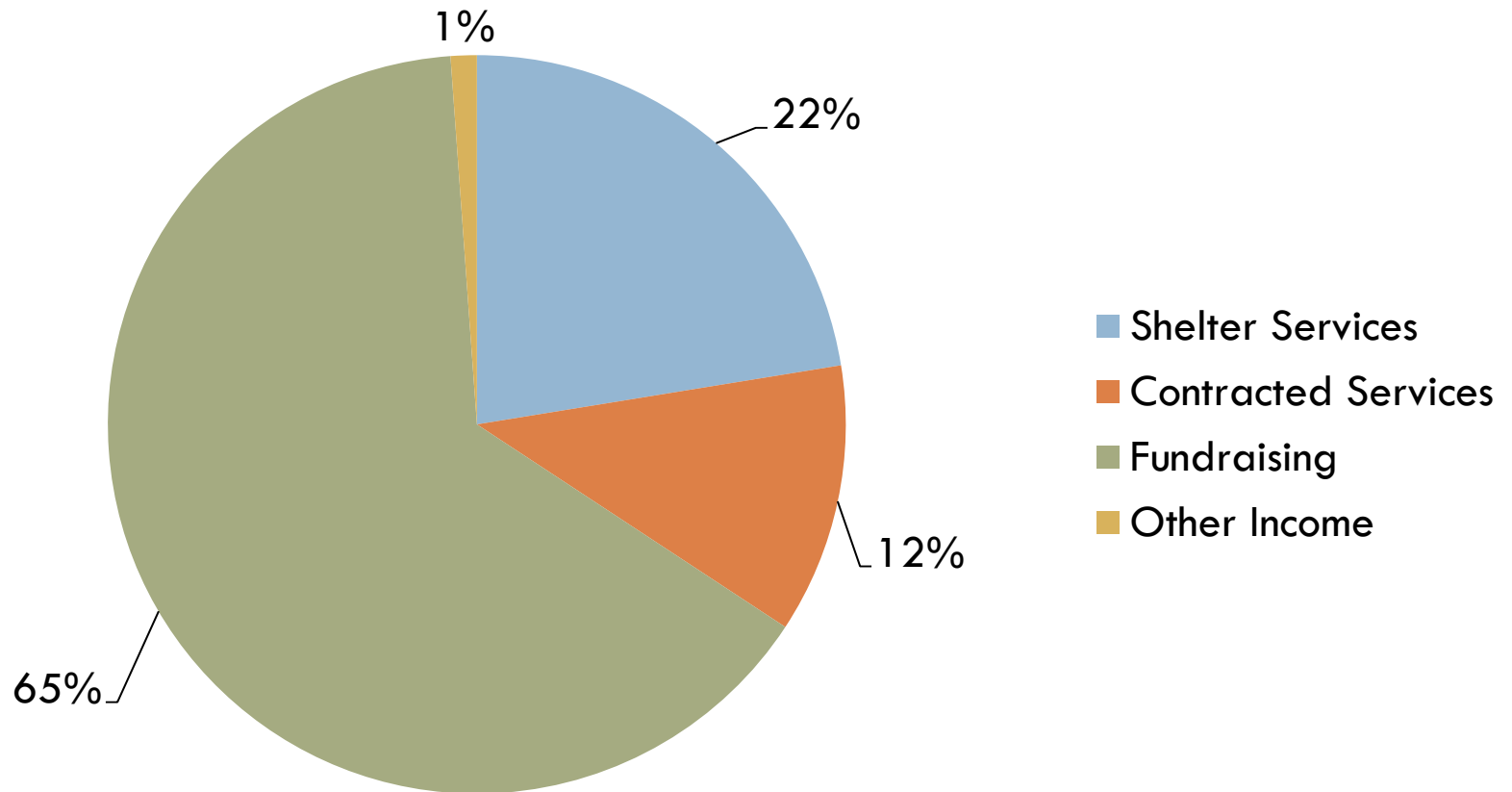




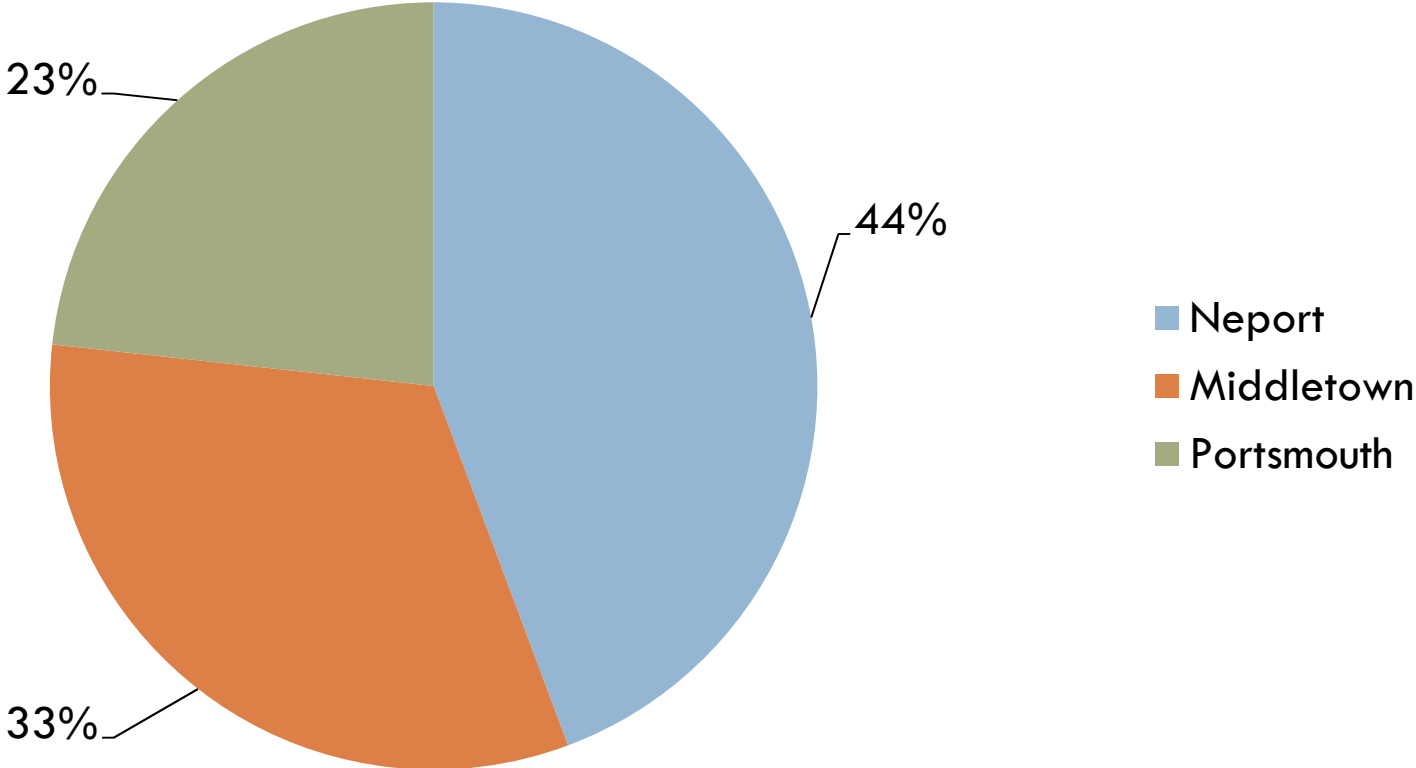
WHERE DOES REVENUE COME FROM?



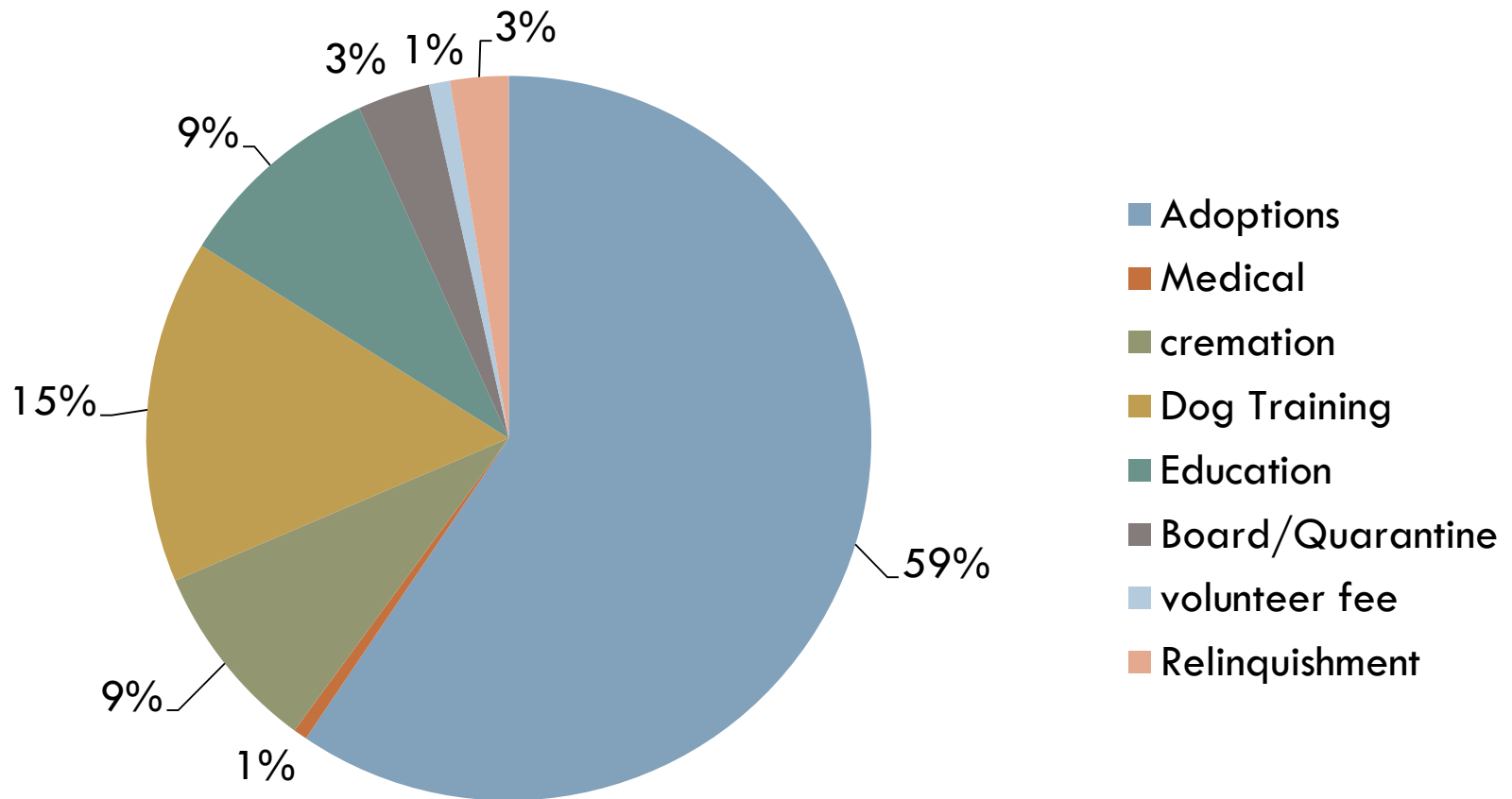
# 2017 Income \$1,767,865



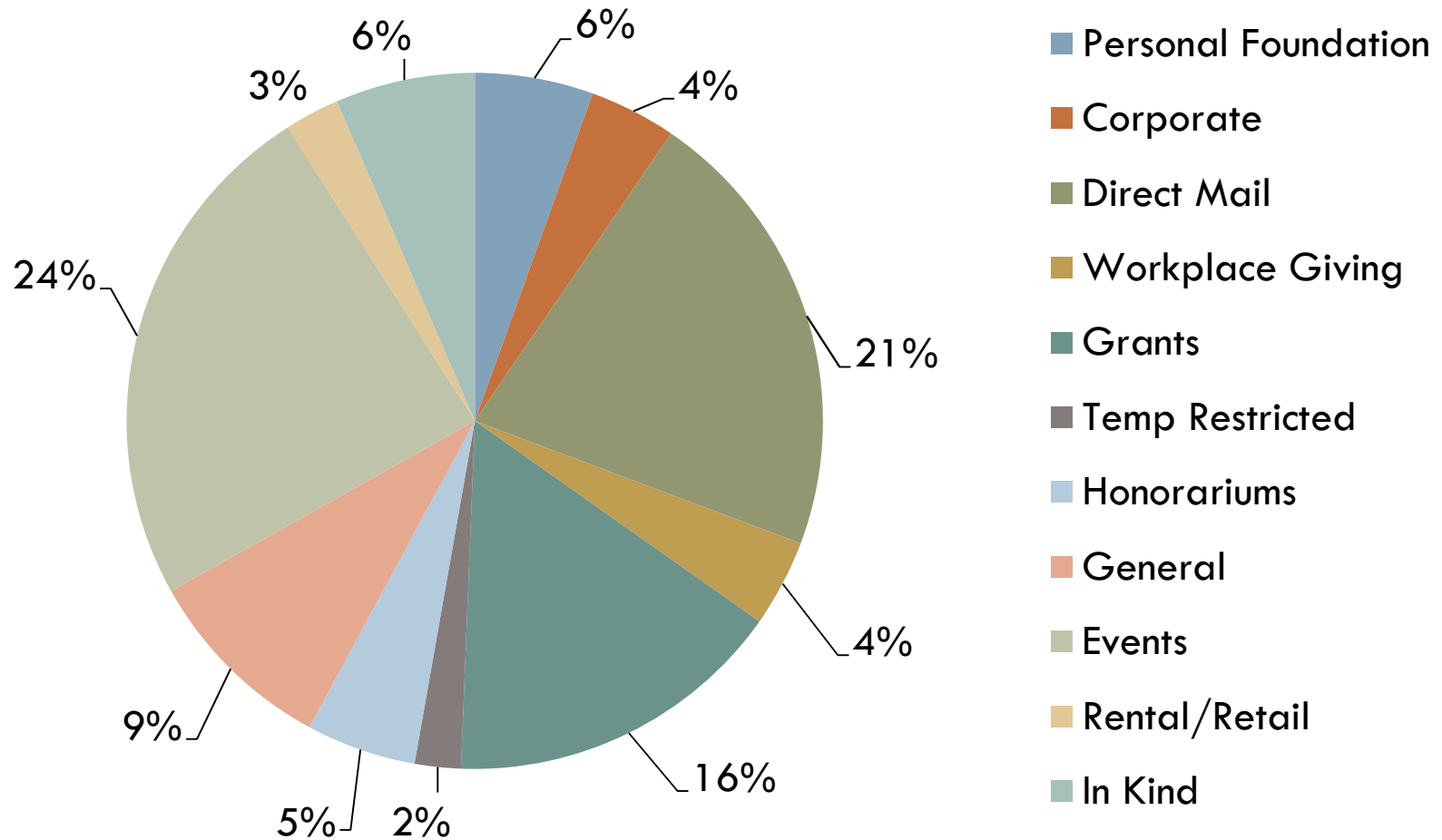
# Municipal Contracts \$208,607 (12%)



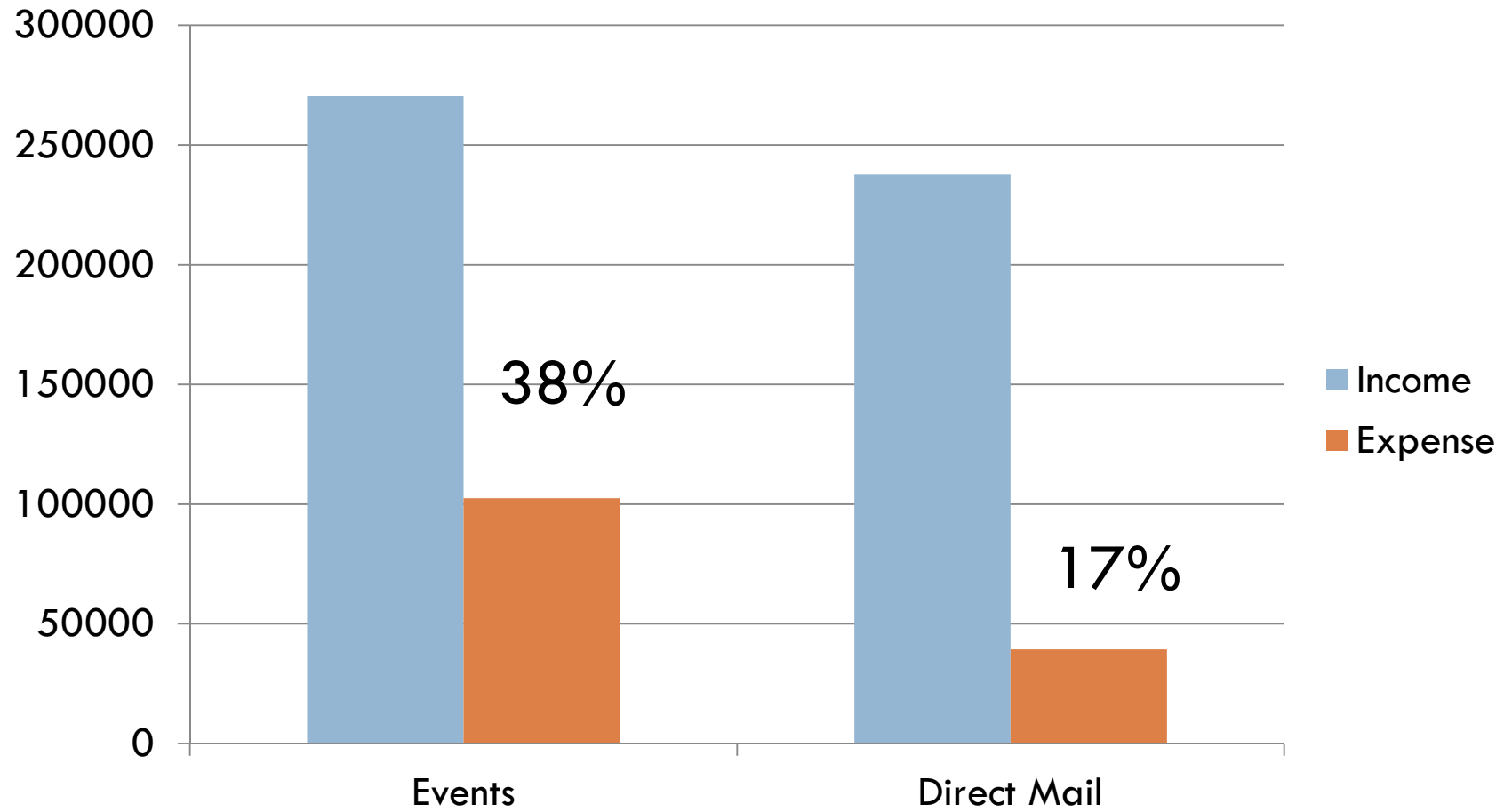
# Shelter Services \$396,704 (22%)



# Development \$1,142,506 (65%)



# ROI



# How Often Should We Communicate?



## Timothy Burgess mail Frequency Study

- National Organization
  - 4 segments with donors at various levels
  - Control group received 18 appeals and 7 newsletters over 12 months
  - 2 groups received fewer appeals
  - 1 group received the same number with an additional thank you letter with no ask



# Communication Study



25 Asks per year

- Most net revenue,
- Highest gift frequency
- Highest donor-loyalty rate (retention)

# Lessons



- Mail frequently - IF mailings have relevance.
- Mail to present a need –they feel empowered to take part in the solution.
- Donors need variety. Vary tone, send content other than appeals.
- Don't let individual complaints change strategy.

# Lessons



- Focus on performance, net revenue, donor loyalty.
- The most likely givers are the ones who just gave. Don't exclude recent givers. They give because they care.
- Giving is emotional. People give with their hearts. We should speak to the heart.

# Opportunities



- Online \$32,660
  - 2.8% of donations
  - 8% increase over 2016
  - \$2.51 /email address
- Blackbaud AW Benchmark Report:
  - Online revenue grew 12.4%
  - Revenue per email address \$10.81
  - Sustainer revenue grew 16.3%
  - Email file grew 10.5%
  - Number of emails sent grew 16.8%

# Questions

