

APDT 2016 Nominations Questionnaire

To be returned to david.feldner@apdt.com by May 24, 2017

1. Describe why you want to be a candidate for the APDT Board of Directors and strengths and assets you can provide the Board and organization.

Prior to joining the training community in corporate America, I was involved in several organizations with event/conference planning and execution. Including the City of Los Angeles Marathon, California AIDS Ride and AIDS LifeCycle. As a Board Member, I would bring to the board years of experience in Process Analysis, Event Planning and Retention. Maintaining a strong membership is always a priority through retention and outreach in our communities.

2. The ADPT core purpose is to advance excellence in the profession of dog training and behavior consulting. Please write in your own words what this statement means to you.

Our community is a diverse training community with several training techniques and skill levels. Through education, webinars, community seminars and continuing education we can continue to broaden the awareness of the profession and the acceptance of all techniques. My experience in our local community is the opinions are very divisive and at times causes the dog to be placed in jeopardy instead of working as a community to assist the dog. As a Board Member I would encourage community education and leadership from the training community to create awareness to the general public. Excellence in the profession of training and behavior goes far beyond the trainers. The excellence in the profession begins with the first bag of dog food from the local retailer. By reaching out to the retailers they can be the first voice of training community.

Experience, Professionalism, Governance & Leadership (Understand the basics of board governance, strategic planning and finance, understand the importance of confidentiality)

3. If you have experience with previous governing Boards, please provide the following information:
 - a. Approximate annual budget of organizations
 - b. Number of members if a 501(c)6 in organization
 - c. Number of members on Board
 - d. Number of paid professional staff
 - e. Dates served

- f. Weekly time commitment for Board service and a short summary of your duties and responsibilities as a Board member (including any leadership roles).
4. If you have previous board experience please describe in detail that Board's process for developing, implementing and reviewing a Strategic Plan for the organization, indicating the roles played by the Board, staff and other stakeholders.
5. As you may know, there are many different types of Boards, the two most common being "working" Boards and "strategic/policy" Boards. The APDT Board is a strategic/policy board whose primary focus is on setting the strategic plan for an association while the operations are handled by a professional staff. Does this fit with your understanding of Board service, and do you have any questions about your role, should you be elected to the Board?

Yes, I understand the differences between the two boards and that APDT is a strategic.policy board.

6. Please explain your understanding of the Board's role in relation to the Executive Director and staff of APDT.

The board's role is to provide guidance, direction and planning for the Executive Director and Staff. The board also ensures that the organization is adhering to the governing documents, bylaws and maintains a financially sound organization. The board is also responsible for ensuring the Strategic Plan in followed and updates are done with the changing times.

7. Please describe your efforts to recruit new members (or donors/supporters) to any of the above organizations as well as to APDT.

During our community events outreach to local trainers and professionals to be a part of APDT. As an organizer of a local group of trainers and groomers in the community, my goal is to offer more continuing education seminars. During the Silent Auction last year I bid and won a day with Sue Sternberg. She is coming in September as a community service to our training and dog community. The primary purpose was to promote APDT and to gain new members for APDT.

8. Please describe a situation where as a Board member or business professional, you had to communicate with a stakeholder who was unhappy with a decision made either by the organization or the business. How did you resolve the matter?

Our business policy is that we do not accept flex leads on our property for training, daycare or boarding clients. We had a woman come in with a flex lead and we politely informed her that we have a policy and we would need to place her dog on a six foot

leash. She became upset with our policy. I explained the reason and the safety for herself and the other clients and dogs. Once I explained the reasoning she obliged and handed us her flex lead and bought a six foot leash. One more situation of educating our community on the importance of safety.

9. A Board is comprised of different personalities that must all learn how to work together in order to serve the overall goals and best interests of the Association. There will be times when decisions are unanimous, and times when they are not. Please give one specific example of how you disagreed with a majority decision while serving on a Board, volunteering or as a business professional and how you handled the situation after the decision was made and implemented.

As a process analysis with AT&T I would run into this frequently when implementing a new process for the call center or sales teams. One situation that stands out in my mind is when we automated payment process. This process was going to cause several hundred employees to be relocated, transfer or layoffs. However it was a board decision that had to be implemented to meet the financials and revenue objectives for the company. I went before department heads to introduce the process and the attacks and threats became intense and I lost several friends due to the analysis. Once I sat and listened to their concerns of employment and assured them that their employment status was not going to change and that their were positions available for them the tempers calmed down and the process implementation was a huge success. Change is difficult for people and some individuals need to have more questions answered or explained to them. This has always been my management style - however you will not always come to an agreement when someone has a strong opinion on an issue. As a board member I will always take the stance on what is best for the members and the canine community.

10. There may be times when a Board decision or you yourself are under attack by angry members, others involved in the profession or even the public. At times, this may feel very personal. Please give one specific example of a time you felt under personal attack and how you handled it and what you would do in the future if the situation arose again.

In August of 2016 I placed an advertising billboard in an area where there are two training facilities. Once the billboard was in place I started getting threatening text messages, phone calls, emails and posts on social media stating that I was shutting down other facilities by stealing their customers. I then started a social media campaign explaining marketing and public relations advertising. I attempted to meet with the other business owners and all of them refused to meet with me. The billboard was part of our marketing/business plan for 2016. I would too it again even despite the attacks. My personal opinion is the attacks brought attention to the billboard and increased the traffic to our business.

11. Describe what value board confidentiality brings to ADPT and why it is key to the success of the organization.

The Board of Directors maintaining a level of confidentiality is critical to ensure that proprietary, goals, objectives and financial dealings are not disclosed and to ensure that

the mission of the organization and the strategic plan is not jeopardize. In a Non Profit organization that I belonged to was in the process of purchasing a piece of property to relocate. They did not have a confidentiality clause in the by-laws and a member disclosed it to a member who shared the information and the deal was lost to another non profit organization. It also ensures that people can speak up and not be concerned about repercussions of it's membership.

12. How do you view your strengths in a group setting? i.e. idea generation, analysis, mediation, facilitation, etc. How do you utilized those strengths best?

As a process analyst I have a tendency to look at things from the beginning to end of the process. I enjoy generating new ideas and creating the process from beginning to implementation. However, I do not allow my professional training get into the way of being creative and facilitating new ideas. For example, implementing human traffic flow to ensure minimal wait time and efficiency at conferences and seminars has been my forte.

13. How do you view your weaknesses in a group setting? i.e. finance, event planning, organization, etc. How do you accommodate for those weaknesses?

My biggest weakness is understanding financial spreadsheets. I have always attended seminars or meetings when I have joined previous organizations to understand their financials and I would do the same for APDT.

14. Please review the list below and indicate the areas where you believe you have strong skills and experience. Provide a descriptive example of how you have successfully used your skills.

- a. Financial Statements
- b. Education
- c. Event Planning - I was the Director of Operations for the City of Los Angeles Marathon for 12 years. I coordinated the awards ceremony, the expo prior to the race and the start line VIP Hospitality and Transportation. For the AIDS LifeCycle in California I was the Advanced Logistic Manager. Working with local communities when the riders rode into their town. This required coordination with local Fire, Police and EMS Crews as well as Parks and Recreation.
- d. Fundraising - I have assisted AIDS LifeCycle with fundraising house parties. In our local community I have held fundraising events for local rescues or pets in need of medical attention. One of the events I recently assisted with was a Music Fest where local bands came performed with silent auction items.
- e. Governance

- f. Investments
- g. Law
- h. Marketing and Public Relations
- j. Strategic Planning

APDT Participation, Leadership, and Mission (*Committed to and fully understand our mission, strategic plan and value within the market place*)

15. Please tell us what your participation has been with ADPT webinars, the CLASS program and the ADPT community. If you are not participating, please describe why.

I have attended the last two conferences and have recently started to become more involved with the webinars. At the conference I inquired on volunteer opportunities and ways in which I could become more involved. It was not until I submitted the interest in becoming a board member that I heard back from APDT. I would like to be a part of the membership growth and communication to it's membership. In reaching out to trainers in our community very few of the trainers as I knew anything about the Webinars and other learning opportunities.

16. Please list any committees, task forces or volunteer work within the APDT and outside of APDT you are involved with or have been involved in within the last 3 years.

N/A

17. Please read the APDT Strategic Plan. In four sentences or less, please summarize the APDT strategic plan.

The Strategic Plan for APDT is the road map of the organization. It is the planning tool for the current and the future of the industry. It assists the organization in ensuring that it keeps with the development, growth and changes of the pet training business.

18. Choose one element of the APDT strategic plan and describe how your skills, knowledge and experience could help the organization achieve that element of the plan.

Public Awareness - In our local area there are several pet events throughout the year that I attend and also sponsor. My objective is to create an awareness of the organization not only in the training community but the dog community as well. Creating a resource for dog owners to visit to find information of behavior, nutrition, training tools etc. Create items that trainers can have access to for a small fee to give to clients, veterinarians etc. similar to a POP. Continue to promote APDT in my social media posts and offer local community forums for trainers and the community to attend.

19. Education is a major focus of the APDT. Describe what role education has played in your role as a dog training professional and how you have encouraged employees, co-workers, and colleagues to continue their education.

Our employees are given three days per year of paid continuing education days where they are encouraged to attend a seminar or continuing education class. The company also gives them \$50.00 per online class that they complete.

20. Describe your current dog training business and mission statement.

We are a dog daycare, training and boarding facility located in the Greater Rochester NY area. Our facility is about 6500 sq feet with 15 boarding suites and four play areas for the dogs. We are also the only facility in the area that has a Camp Counselor onsite 24/7 to ensure the dogs are never left alone when away from home. Our mission statement is: "Through training, education and socialization your family pet is better member of the community."

21. Describe three of your financial metrics of success for your business (you need not disclose financial information here on your business, simply what financial indicators you monitor for success).

Real Revenue Growth - We currently look at the monthly performance performance and monitor for seasonal increase/decrease. Year after year for staffing and promotions. Will the company be able to maintain itself through economic changes in the future.

Pricing Policy - We monitor the local market to ensure that we have a competitive pricing policy while maintaining a minimal fluctuation in pricing.

Occupancy Rate - Our occupancy report determines time off requests and the peaks for staffing needs and trends.

22. Describe how you have worked with other allied pet care professionals (Boarding Kennel, Daycare Operator, Dog Walker, Groomer, Pet Sitter, and Veterinarian) in your business.

Currently I write a pet column for a local magazine. Each month I forward the article to the local veterinarians and groomers in the area to distribute to their clients. I also have a great referral program where the veterinarians refer clients to me for our Gone Safe Seminar and other classes we offer.

I make personal visits to several of the local clinics on a monthly basis to inquire on any new programs, vaccinations or research they have read about or are doing. This gives me the opportunity to keep in contact and the conversations going.

23. Do you hold any certifications in our profession? If so, describe those certifications and what valued caused you to pursue them. If you are not certified, indicate why you have chosen not to pursue certification.

Certified Dog Trainer with Animal Behavior College

Certified Veterinarian Assistant with Animal Behavior College

Certified Canine Massage with Animal Behavior College

Currently studying for the CPDT and the C.L.A.S.S exams

24. Describe a scenario within the last 3 years where your role was crucial to the success of a group and how you contributed to that success. How would another team member describe your contribution and style of communication.

Last summer in our community we lost three dogs due to being left in the car during the heat. I did some research in cooperation with our local humane society on what tools they use to determine the temperature in the cars. They provided me with the heat sensor instruments that they use and I ordered three of them for our local animal control and police department.

The local rescue groups and area police departments contacted our police department and gave them kudos that they had a business in the community that cared enough for their clients to donate the devices. For us, we did not want to lose another dog to being left in the car in the heat. This became a huge public service announcement all last summer on local media outlets.

25. Describe a scenario where you have dealt with a challenging role as a leader and your strategies for success within that role.

Last year at our local community animal shelter fundraising event we did a community service that if we saw a dog with a Choke Chain, Pinch Collar or E-Collar we swapped out the device for a Freedom No Pull Harness at No Charge. This create a bit of a conflict between our business and another training business in the community that was selling the harnesses at the event.

When I was approached I informed them that it was not an advertised or promoted exchange and that we were doing it solely as a community service. The business went to social media and was creating conversations that ended up in our favor and people gave us kudos for reaching out to the community and educating dog owners on the different tools and how to use them properly. With the exchange the new harness owners were invited to a free training seminar "Creating a Tool Box". The seminar was on being prepared for a walk, socialization and learning. Almost every recipient attended the seminar. It was a huge success for a \$250.00 investment.