

PVS is the only nationwide visitation program in the United States authorized by the Federal Bureau of Prisons and the Department of Defense to visit all federal and military prisons and prisoners. Our nationwide network of volunteer visitors provides face-to-face contact with prisoners to help them cope with prison life and prepare for successful reentry into society.

**Prisoner Visitation and Support
Board of Directors Meeting Minutes
June 22, 2021
5:00 pm EST
Session One of Four, Conducted via Zoom**

In attendance: Rachel Osborn (Chair); Michael Guerra; Elizabeth Leshner; Marc Levin; Brian Lewis; David Poundstone; Susannah Rose; Virginia Rinella; Tom Slick; Dan Struble.
Staff in attendance: Emily Cashell-DeSilva (*Administrative Coordinator*); Molly Clifford (*Executive Director*); Eileen Gilkenson (*Visitor Coordinator*).

1. Welcome Rachel Osborn

Rachel Osborn called the meeting to order at 5:04 pm and welcomed all. A quorum was present.

In reviewing the agenda, the following changes or additions were noted:

Item 3 – The 2019 audit will be ready and posted on the Board portal by Saturday’s session.

Item 5 – A new draft of the bylaws is not yet ready for review.

Item 9 – The two sessions on Saturday June 26 will focus on completing small group breakouts for strategic planning, drawing the process to a conclusion during Session Three. The updated draft of the strategic plan is currently on the Board portal. Once the session concludes Saturday, Susannah will compile notes from all recorders and have a new draft ready for Monday’s final session. The Board thanked the strategic planning task force, and specifically Susannah Rose, for its hard work.

Item 10 – The September Board meeting dates will be finalized by Monday’s session. For the November Board meeting, we anticipate having a hybrid (in person and virtual) meeting. The Martin Luther King Jr Room at the Friends Center has been requested to be reserved for the weekend of November 12 and 13, 2021.

Fully virtual or hybrid meetings will continue to be utilized going forward. Board members are encouraged to attend the annual meeting, now scheduled for November, in person.

2. Consent Agenda Rachel Osborn/All

Items 2a - PVS April 2021 Board Minutes draft; and 2b - Development Committee Report
The Development Committee report was accepted as presented.

The April 2021 Board meeting minutes were removed from the consent agenda for further discussion. Liz Leshner’s name was erroneously omitted from the draft of those minutes. She was present and her name will be added.

Mike Guerra added clarification to the wording regarding the bylaws. In addition to the importance of compliance, the goals of updating the bylaws are not only to protect the

organization against legal action but to ensure it is in compliance with state law and that the bylaws meet the needs of the organization.

Action taken: The minutes were approved with the noted corrections.

3. **Staff Report** **Molly Clifford**

Item 3 - PVS Staff Report June 2021

Administration

The final draft of the 2019 audit was received today and will be ready for review on the Board portal. We have engaged with a company, QuickBooks Made Easy, to help us reconcile our books in preparation for the next audit.

Development

The spring “Death Row” direct mail appeal has raised \$7,770 to date.

Working with Tom Slick and Brian Lewis, the team is working on a social media campaign to engage visitors and spread the word about PVS. More will be shared soon with the Board for ways members can aid in the campaign. An anonymous donor has already provided a generous \$10,000 match for this campaign. In addition, an online fundraising event with a featured speaker is being planned for the fall.

Virginia Rinella asked if PVS had materials to distribute to aid donors in giving via their required minimum IRA distribution (RMD). A document has previously been circulated but staff will investigate and update it further.

Communications

Printed materials are in the process of being updated, which will assist in recruiting new visitors as well as raising awareness of PVS.

Visitors

Some facilities are beginning to reopen for visiting and visitors are being contacted for BOP training. Liz Leshner has been calling visitors who in the past have proven difficult to reach. The goal is to have a reliable list of active visitors so PVS can assess where there is a critical need for visitors. Meanwhile, letters from prisoners and applications from volunteer visitors continue to be received.

Staff and the training committee continue to host visitor trainings via Zoom. Two upcoming ones are a July 10 training on the manual focusing on “emergency reporting” and a training from an LGBTQ+ organization on visiting transgender prisoners.

Action Items

A Board resolution is needed to update bank signatories. Currently, Eileen Gilkenson, Rachel Osborn, Marc Levin, and Dan Struble are signers. As the Executive Director, Molly Clifford needs to be added.

Mike noted that the current bylaws state that only officers (of the Board) are authorized to sign checks. In practice, the current executive director has always been listed first as the

bank signatory. This does not conform to the bylaws. Mike will further review appropriate language and this issue will be addressed during the next session on Saturday, June 26.

Actions taken: The Board resolved to retain Eileen Gilkenson and add Molly Clifford as a new signatory for our PNC bank accounts. Staff will contact bank representatives to ascertain who needs to be present and what paperwork is required.

On May 12, staff met via Zoom with a selection of reentry staff leadership from the Bureau of Prisons (BOP), who strongly encouraged us to meet with the BOP Director as soon as possible. Traditionally, this is an annual meeting in Washington DC with PVS and the BOP. Molly requested input from the Board on setting a meeting, and the consensus was to schedule the meeting soon.

Action taken: The Board authorized Molly to schedule a meeting with the Bureau of Prisons Director and administration.

4. Financial Report Molly Clifford

Item 4 - Financial Report

Molly reviewed the YTD financial report (excel) as of May 31, 2021. Line 4016 has been updated since the report was created. It now includes pledges made and cash received, not just cash received. For clarification, “internet” covers donations that come via the internet, which includes “direct mail” responses. This encompasses AmazonSmile and Facebook donations as well. The income accounting does not account for the \$10,000 anonymous stock donation as it was transferred after May 31. It also does not include the PPL loan.

Molly presented a current “cash on hand” statement showing balances for PNC checking, savings, and investments as of June 16, 2021, as well as our Friends Fiduciary (FFC) account as of March 31, 2021. The document will be added to the Board portal for further review. Staff will contact Friends Fiduciary to obtain an updated statement through May 31.

Molly reported that the QuickBooks files are still being updated. Staff continues to work to reconcile QuickBooks reports with Donor Perfect accounts to ensure correct financial reports. Once the Quickbooks update is complete, Molly plans to contact Dave Poundstone and Tom Slick to assist with developing an updated chart of accounts.

Rachel requested that all Board members who have not yet made their 2021 gift or pledge please do so as soon as possible.

5. Bylaws Tom Slick

The task force had planned to present a final draft of the proposed new bylaws to the Board during this meeting, but found further review was necessary. The task force will meet again and have the final draft for Board review as soon as possible so that all new policies and procedures can take effect upon adoption.

Tom noted that in our current fund documents with FFC any residual value PVS holds after dissolution of the organization is to be given to American Friends Service Committee (AFSC). This is not consistent with our current bylaws or proposed new bylaws.

Upon discussion, the Board agreed that AFSC is not the most appropriate residual beneficiary. Molly will investigate how to change the beneficiary designation and if naming one is even required by FFC.

6. The Board went into executive session at 6:39 pm to discuss financial issues.

The session concluded at 6:58 pm.

**Prisoner Visitation and Support
Board of Directors Meeting
June 26, 2021
12:00 pm EST
Session Two of Four, Conducted via Zoom**

In attendance: Rachel Osborn (Chair); Michael Guerra; Elizabeth Leshner; Marc Levin; Brian Lewis; David Poundstone; Susannah Rose; Virginia Rinella; Tom Slick; Dan Struble.
Staff in attendance: Emily Cashell-DeSilva; Molly Clifford; Eileen Gilkenson.

Welcome

Rachel Osborn called the meeting to order at 12:04 pm and welcomed all. A quorum was present. Reviewing the agenda, the audit (*item 9*) is not ready for Board review and will be removed from the agenda.

Updates from Session One

Since this session, three documents have been added to the Board portal: *4a - FF and Bank Account Report for June 2021 Board Meeting*, *4b - FF Prisoner Visitation & Support 4.1-6.23*, and *8 - PVS Strategic Plan draft updated 6-23-21*.

The staff obtained the updated Friends Fiduciary statement showing a current balance of \$73,211.81. This is an 11 percent increase from the last statement.

In reference to the requirements for check signers set forth by the bylaws, the Board must give oral approval for Molly Clifford and Eileen Gilkenson to be added as officers to the extent required under the current bylaws, solely for purposes for signing checks or other instruments. At this time, an upper limit for indebtedness will not be established.

Action taken: The Board approved Molly Clifford and Eileen Gilkenson as required officers per our bylaws for the sole purpose of signing checks and other instruments that relate to incurring indebtedness. The required documents will be completed and presented to PNC bank.

7. PVS/Advocacy All

Item 7 - PVS Advocacy Discussion Summary

Molly presented a summary of our discussion from the April Board meeting, with areas of general agreement highlighted in green and those that merit further discussion in red.

Regarding terminology we use when discussing prisoners, e.g., “manipulation,” all agree the issue of language merits further discussion. It was noted that PVS visitors are permitted to participate in advocacy discussions/activities during their own time, as long as they do not identify themselves as PVS visitors when doing so. The question was raised about whether we are discussing broader advocacy regarding BOP and DOD policies.

This discussion, along with reviewing our mission statement, will be continued as the organization proceeds with our strategic plan.

8. Strategic Planning Susannah Rose/All

Each small group was tasked with reviewing its own work, input from the other groups, and questions raised by the task force. Each was asked to work on finalizing their goals and rate each task with timing and priorities on a scale of 1 (immediate) to 3 (contingent on funds received); to note who should be responsible for achieving each goal; and to report how much longer it needs to finish.

Board and staff then went into breakout rooms. Upon returning to the meeting at 1:20 pm., groups reported back on their discussions including how much longer they needed to complete their work. The groups will reconvene during Session Three.

The session concluded at 1:30 pm.

**Prisoner Visitation and Support
Board of Directors Meeting
June 26, 2021
3:00 pm EST
Session Three of Four, Conducted via Zoom**

In attendance: Rachel Osborn (Chair); Michael Guerra; Elizabeth Leshner; Marc Levin; Brian Lewis; David Poundstone; Susannah Rose; Virginia Rinella; Tom Slick; Dan Struble.
Staff in attendance: Emily Cashell-DeSilva; Molly Clifford; Eileen Gilkenson.

Welcome Rachel Osborn

Rachel Osborn called the meeting to order at 3:04 pm. A quorum was present.

8. Strategic Planning, continued Susannah Rose/All

Board and staff went into breakout rooms and returned to the meeting at 4:10 pm to report:

Goal 1 group, Molly Clifford, recorder: reviewed the rest of the goals but was not able to assign priorities and actors for each goal. Goal 2 and 4 group, Susannah Rose, recorder: assigned priorities and actors, and discussed questions posited by other groups. Goal 3 group, Dan Struble, recorder: assigned priorities and actors to Goal 3 only, and requested that organizational values be added to the strategic planning document.

Recorders were asked to compile notes from today’s session and send them to Susannah by 12 pm on Sunday June 27, so she can prepare the next draft of the strategic plan for Session Four on June 28.

Another next step in the process is discussing the PVS mission statement. Board members were asked to take time to review their thoughts on the mission statement. Everyone will be given time to speak during Session Four on any changes they think should be made.

The Board went into executive session at 4:25 pm.

The session concluded at 4:29 pm.

**Prisoner Visitation and Support
Board of Directors Meeting
June 28, 2021
5:30 pm EST
Session Four of Four, Conducted via Zoom**

In attendance: Rachel Osborn (Chair); Michael Guerra; Elizabeth Leshner; Marc Levin; David Poundstone; Susannah Rose; Virginia Rinella; Tom Slick; Dan Struble. **Absent with regrets:** Brian Lewis. **Staff in attendance:** Emily Cashell-DeSilva; Molly Clifford; Eileen Gilkenson.

Welcome

Rachel Osborn called the meeting to order at 5:32 pm. A quorum was present.

8. Strategic Planning, continued

Mission and Vision Statement

Molly Clifford/All

Molly conducted a round robin for everyone's thoughts on the current mission statement. Board and staff responded with either "no changes, minor changes, or major changes" as follows:

Dan Struble, David Poundstone, Virginia Rinella, Tom Slick, Marc Levin, and Michael Guerra – No change.

Eileen Gilkenson – No change, except to be sure to incorporate values per previous conversation.

Molly Clifford, Emily Cashell-DeSilva – Minor wording changes.

Liz Leshner – Minor changes; add "promote personal growth" as a goal.

Rachel Osborn – What is our broader goal; what is our impact on society as a whole?

Susannah Rose – No change to mission; minor changes to vision.

The consensus was to make no change to our mission statement, but possibly edit our larger vision statement. The Board discussed the difference between the organization's guiding principles and its mission statement, also differentiating organizational principles from the principles of visitors and visiting.

Action items: Molly Clifford, Liz Leshner, Brian Lewis, Eileen Gilkenson and Tom Slick will meet to discuss the values and guiding principles further. Proposed changes will be presented at the September Board meeting and voted on at the November Board meeting.

8. Strategic Planning, continued Susannah Rose/All

The strategic plan draft dated 6.28.2021 was presented. Susannah asked the Board to review each goal and confirm there was agreement at the strategy level for each of the four goals:

Goal 1: In strategy 1, it was decided to change the wording from “goals” to “*and the targets necessary to meet future needs...*” In strategy 4 where it states “*a portion of which can supplement PVS budget,*” it was suggested to add language that every effort should be made to conserve principle in the endowment. Regarding strategy 5, wording was changed to “*.. meet organizational goals.*”

Goal 2: In strategy 1, the wording “*... of Board members reflective of national demographics*” was proposed to be added. The governance and nominating committee in the draft bylaws will be responsible for meeting this charge to bring to the Board.

A new strategy 2 was moved from Goal 3 and added: to work toward becoming an anti-racist organization. Additional wording such as “consider or explore establishing a policy” was suggested. Consideration of racial and ethnic demographics should be given. All agreed this topic and its implementation are important and need further discussion.

Goal 3: It was suggested we identify ways to quantify success, i.e., increasing the number of visitors who attend trainings (e.g., strategy 1, tactic c). Regarding strategy 3, tactic a, the proposed position does not have to be a full-time, and as a priority level 3, it would not happen until funds were available.

At 6:44 pm, Dan Struble left the meeting, as he had previously indicated.

Goal 4: A possible addition is that of a communications committee. Regarding strategy 3, it was noted that selling branded items on the PVS website might further fundraising as well as public awareness opportunities.

Action items:

1. The strategic planning task force will meet, work on finalizing the document, and prioritize the strategies and tactics.
2. Next, staff will map out the strategies and tactics by year to be accomplished.
3. The Board will review the resulting document(s) at the September Board meeting.

9. Next Board Meeting All

The Board was asked to hold September 13, 15, and 17, 2021 (Monday, Wednesday, and Friday) for our next Board meeting. September 18 no longer works. Molly will send another Doodle poll with more options.

The meeting was adjourned at 7:02 pm. EST with thanks to all.

Rachel Osborn, Secretary pro tem
With thanks to Emily Cashell-DeSilva