

*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, encourage personal growth, and prepare for successful reentry into society.*

**Prisoner Visitation and Support**  
**Board of Directors Meeting Minutes**      **DRAFT 2.22.2022**  
**February 4, 2022**  
**4:30 pm EST**  
**Session One of Two, Conducted via Zoom**

**In attendance:** Tom Slick (Chair); Erika Janifer, Elizabeth Leshner, Brian Lewis, Rachel Osborn, David Poundstone, Virginia Rinella, Susannah Rose, Dan Struble. **Absent with regrets:** Suave Gonzalez, Michael Guerra. **Staff in attendance:** Emily Cashell-DeSilva (*Administrative Coordinator*); Molly Clifford (*Executive Director*); Jessyca Saavedra (*Visitor Coordinator*).

**1. Welcome, Introductions and Agenda Review**      **Tom Slick**

*1 - PVS Board Meeting Agenda February 2022*

Tom Slick called the meeting to order at 4:33 pm and welcomed all. A quorum was present. Tom reported he had appointed Susannah Rose as a member of the Governance and Nominating Committee.

**2. Consent Agenda**      **All**

*2 - PVS Board Minutes 11.12-13.2021 Draft*

The November 2021 Board minutes as presented on the Board portal were approved.

In answer to a question regarding completion of action items in the minutes, Molly reported a) the updated core values and mission/vision statement will be placed on our website and in all printed and electronic materials with the updates underway to the website, training manual, and brochures; b) regarding the return of signed Board member expectations documents, only one Director has not yet returned his signed documents.

**3. Report of Executive Committee**      **Tom Slick**

*3 - PVS Letter to Attorney General Garland 1.27.2022*

Tom Slick reported on the January 7, 2022 Executive Committee meeting. [The members are the officers of the Board.] The committee discussed three things: a) Letter to Attorney General Merrick Garland, on the Board portal. We agreed Molly should post the letter on the visitor section of the website and also provide a link for visitors. This excellent letter covers topics of concern to visitors and the Board. b) Acknowledging Eric Corson, with his recent book about PVS visiting. We agreed that the PVS history timeline would be expanded to include Eric's service and the date he published the book. Molly noted assuring visitors that we are retaining the history of this connection is important. Also, to encourage visitors to look at the book, along with other PVS reading resources. Dave reported he had read the book and it is innocuous, with themes relating simply to the visiting experience.

c) Incorporating Board education into our quarterly meetings. Tom noted that with committees sharing their reports ahead of time we can shorten Board meeting time devoted to reports and utilize some of this for ongoing training, such as diversity and inclusion (DEI) as in our strategic plan. Options could be devoting one meeting a year to training, using a second session of a scheduled Board meeting, or having a separate session.

In discussion the following points were made:

- DEI training would take more than one session and could take priority; there is \$5,000 in the 2022 budget for this. DEI training is ongoing; it requires planning, assessment and evaluation.
- Other training topics current or new Board members might appreciate include: review of financial reports; Board versus executive director responsibilities; the BOP and DOD; the PVS visiting experience; PVS history. The time needed could depend on the subject matter; some topics could be covered in 90 minutes or less.
- More meetings are not necessarily desirable. Working people have limited time.
- The Governance and Nominating Committee could cover some of these topics when orienting new Board members, in an onboarding document.
- A central question is “what do we need to know to be an effective Board member?”

**Action item:** This is assigned to the Governance and Nominating Committee to review and share their ideas with the Executive Committee (which meets next on April 14, 2022) and then with the Board.

#### **4. Executive Director Report                      Molly Clifford**

*4 - Executive Director's Report to the Board February 2022*

Molly referenced her written report on the Board portal.

##### **Administration**

Molly introduced Jessyca Saavedra, new Visitor Coordinator who started January 3, 2022. She has become integrated with the staff and set work plans for her next 60 to 90 days. Molly noted Jessyca has DEI training and wants to include her in these discussions. Molly reported the legal claim filed against PVS in relation to check fraud in 2018 was resolved.

##### **Development**

The 2021 winter appeal was a success. We raised \$46,964 to date from current visitors and donors, a total of \$60,584 including Board gifts, up slightly from 2020. The 20,000 piece donor acquisition mailing resulted in 119 new donors to date and an additional \$5,579.

##### **Communications**

Videographer David Sollenberger hopes to have a draft of the new PVS video completed in the next few months. In addition to monthly zoom calls with coordinators/visitors, there are monthly Constant Contact emails to visitors and every other month newsletters for our full list. Jessyca is working with Suave Gonzales on an upcoming podcast with interviews with visitors.

## **Visitors**

Molly reported 61 applications from volunteer visitors received in 2021 and 18 new visitors appointed. Most of these came from either Volunteer Match or via word of mouth from current visitors. Molly noted the plan to use new metrics in reporting visiting statistics and asked for Board response. Virginia asked if we could include the number of prisoners we visit. We can use visitor reports for this although the record is not complete.

Molly noted the death of longtime PVS visitor coordinator Teresa Batto on January 31, 2022. She was local coordinator at Terre Haute and with her husband Bernie a generous PVS supporter. Plans for a February 19 memorial church service are underway. In terms of Board-authorized recognition, Rachel suggested we create a memorial minute and send it to Bernie and to someone who might be able to read it at the service, if that is appropriate. Molly will draft this document in the next week and send it to the Board. Susannah Rose further noted we could have a feature in the newsletter as we have done with other notable visitors. Molly will get more information for the Board, including whether the service will incorporate Zoom, and send Bernie's address for those who would like to write him.

## **BOP**

Molly referred to the letter to Attorney General Garland and noted the links for more information in her report. She and staff met on Friday, February 4 with the national BOP reentry affairs coordinator team including Scott Sussman's replacement Alicia Carr. All were women. Molly noted Alicia and her new assistant are psychologists/behavioral therapists. The Administrator was very supportive. She could not say when the current lockdown (as a result of deaths in Texas) will be lifted. She noted that negotiations are starting again with the corrections union. The BOP thought continued letter writing and future virtual visiting may be possible.

## **5. Financial Report**

**Molly Clifford**

*5a - 2021 PVS Profit and Loss Report*

*5b - 2021 Financial Report Narrative*

*5c - Bank Account Balances as of 1/31/22*

*5d - 2020 PVS Draft Report (J Miller & Associates)*

Molly referenced the above documents on the Board portal and noted that the Finance Committee has reviewed them. In terms of 2021 results, due to several very major donors and the PPP loan, we did well. The 20,000 piece donor acquisition was successful. She noted one large check was "misplaced" in the USPS mail and is being reissued. Molly stated we are using more finesse in our financial reports. Quickbooks is our accounting program and DonorPerfect is our donor tracking program.

Molly referred to the draft of the 2020 Review of Financial Records. Once again our accountants J Miller have given us a tight timeline. The Finance Committee is completing its review of the document. As was done in 2021, Molly will set up the meeting with Robin Holland of J Miller with Tom and the Finance Committee. Tom requested that the Board approve the document pending finalization by the Finance Committee and the Board approved.

Our current lease agreement with Friends Center expires June 30, 2022. Molly has been in touch with Chris Mohr, Friends Center Executive Director, regarding our lease agreement. This subject needs to be reviewed at our May 2022 Board meeting.

Regarding the 2021 staff pension payment, Dan Struble noted we had agreed to 4.5% for the 2021 obligations. The cash to fulfill this obligation comes out of 2022. We affirmed again this previously approved allocation.

**Action taken:** The Board of Directors unanimously authorized the Finance Committee to finalize the 2020 Review of Financial Records.

**Action item:** The Friends Center lease will be reviewed at the May 2022 Board meeting.

**6. Swarthmore College Peace Collection/Records Retention Rachel Osborn**

Rachel Osborn reported on her contact with the curators at the Swarthmore College Peace Collection, which is the repository of PVS records. She noted this is part of a records retention plan that Molly is developing. This needs to relate to what we as an organization are legally required to keep, especially financial documents, and what we want to give to Swarthmore. Rachel will continue to work with Molly on a draft records retention plan for Board review. We also need an updated Deed of Gift with Swarthmore. Board members who have extensive PVS files are encouraged to consider adding to the PVS collection. We are gathering information about the best ways to do this, including access to the records. Those for whom this is relevant were asked to contact either Rachel or Molly.

**7. Executive Session Board**

The Board went into executive session at 5:54 pm ET.

The Board meeting concluded at 6:10 pm to reconvene at 1:30 pm ET on February 5, 2022.

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**Prisoner Visitation and Support**  
**Board of Directors Meeting Minutes**      **DRAFT 2.22.2022**  
**February 4, 2022**  
**1:30 pm EST**  
**Session Two of Two, Conducted via Zoom**

**In attendance:** Tom Slick (Chair); Michael Guerra [part of the meeting], Erika Janifer, Elizabeth Leshner, Rachel Osborn, David Poundstone, Virginia Rinella, Susannah Rose, Dan Struble. **Absent with regrets:** Suave Gonzalez, Brian Lewis. **Staff in attendance:** Emily Cashell-DeSilva, Molly Clifford.

**8. Welcome/Agenda Review**                      **Tom Slick**

Tom Slick called the meeting to order at 1:34 pm. A quorum was present.

**9. Standing Committee Reports**                      **Committee Chairs**

Tom noted his goal is to have committees showcase their plans for 2022 and to inspire us all! He suggested we adopt an idea about which he learned from the seven Sanctuary commitments - asking “Who else can help you in your goals? How can we help you with your goals? What does the committee need to be successful?”

**Development Committee**                      **Rachel Osborn**

Rachel Osborn reported the committee had selected her as its 2022 chair, will continue to seek new members, and again approved its committee charter. At our February 1, 2022 meeting, they reviewed the development-specific implementation goals for the 2021-2026 strategic plan. Rachel reported on seven key goals, noting all are measurable and a number of them are either ongoing or underway. She noted one of these seven items requires Board approval, the 2022 fund raising plan and goals. The Development Committee recommends PVS have a Board-approved Annual Fund campaign, that the base goal be \$207,000 (our 2022 operating budget) and we set an internal stretch goal of an additional \$25,000.

A compelling case for the additional \$25,000 needs to be established. Discussing it, the following points were made: Its getting us more visitors would be inspiring. Supporting our volunteer coordinators with more resources; our staff is small. Offering more robust training. Wiping out our waiting list. The Development Committee will review this at its next meeting. Rachel clarified that having a Board-approved annual fund campaign, as other organizations do, could help PVS market our fund raising efforts in a more inspiring way to donors. Dave Poundstone made a motion to support an official Annual Fund campaign at the \$207,000 level, Dan Struble seconded, and all were in favor.

In answer to the question “how can we help?” Rachel had two answers: 1) a joint meeting with the Finance and Development committees as we look at the cost-out for the strategic plan, and 2) having each Board member make their commitment to the \$20,000 Board goal by returning their signed pledge in the first quarter of 2022.

**Finance Committee****Dan Struble**

Dan Struble reported the committee met on January 28, 2022, reviewed and accepted its charter, and Dan is the committee chair. They looked at the goals in the strategic plan and decided their 2022 priorities are a) reviewing items from the plan that have fiscal implications and developing cost estimates with real-time information, and b) working with staff to develop financial policies and procedures using a template Molly provided. They will delve further into the strategic plan at their next meeting on March 18, 2022.

**Governance and Nominating****David Poundstone**

Dave Poundstone reported the committee met on January 26, 2022, supported its charter as written, and that he agreed to be facilitator, not chair, as he wants to engage all committees and the full Board in this work. For 2022 the committee settled on three goals from the strategic plan: a) determining ways to recruit committee and Board members to meet organizational/strategic goals and make it an ongoing priority. Dave noted the first priority is recruiting new Directors. We need to add six new members in 2022 to achieve our complement of 15 members. Utilizing the Board skills matrix, buttress the Board with additional fund raising and finance skills. b) creating an inventory of potential members and ensuring that they represent our identified needs/skill sets. The committee will work with Jessyca to capture data at the PVS volunteer interview stage with appropriate skills for Board and committee membership. [Mike Guerra then joined the meeting.] c) developing a Board self-assessment tool. Susannah and Erika Janifer will research and draft this tool for review at the next committee meeting. The committee would also like to create list of governing documents and a schedule for how often they should be reviewed/updated. [Dave noted the 2022 budget on the Board portal is not the correct, dated one. Molly will connect with Dave to ensure the correct document is placed there.]

Susannah noted the self-assessment tool would be one in which each Board member assesses the Board as a whole, based on answers to questions which would then be numerically tabulated to provide a snapshot of how Board members think the Board is doing. Discussing the timeframe, it was recommended that the tool be presented at the May 2022 meeting, Directors fill it out, and the results presented at the September meeting for continuous quality improvement and to inform the work of the committee in identifying new Board members and presenting them for nomination at the November annual meeting. This was approved. The next meeting of the committee is March 7, 2022.

Tom noted for further discussion how best to interpret the Board of Directors chart of classes for people who are identified and whom we might wish to begin serving prior to the November annual meeting at which Directors are appointed.

**Personnel Report****Virginia Rinella**

Virginia Rinella reported. The committee met on January 28, 2022 and the next meeting is March 21, 2022. She is chair. They reviewed their charter and discussed the strategic plan as regards personnel, and also their working relationships with other committees. They will invite Carl Pope to their next meeting for clarification of PVS benefits, such as FSAs, HSAs, and pension. At that meeting they will also review their strategic plan goals.

Erika inquired if we have documentation regarding payroll and pension; Molly stated this is on the list to be developed. Molly's 2022 performance management plan is virtually complete and will soon be signed off on by Tom Slick as Board Chair.

#### **10. PVS Strategic Plan                      Tom Slick/All**

Tom Slick inquired if there is more we need to do regarding the strategic plan today.

Susannah inquired about training team and staff goals since they had not been included in the standing committees report. Molly reported that staff has been focused on the strategic plan in setting their 2022 goals (PMPS) and working toward them. Regarding the training committee, Molly noted it has not focused on the strategic plan but has been working more on current training, which will be under Jessyca's purview going forward. There will be a session with visitors on the strategic plan on a forthcoming date.

Answering a question about a review date for the strategic plan, Susannah noted an annual review is in the document. It does not state a time, but the Board concurred it should be at the November annual meeting and that should be added. Susannah also suggested having Emily track the list of proposed revisions throughout this year, including those from each committee. These would be brought to the September Board meeting and the final update of the plan approved at the November Board meeting. Erika moved that this timetable be followed, Susannah seconded, and all were in favor.

Molly noted that fundraising is goal number one and it takes up a lot of time in the strategic plan and at the staff level. Everybody on the Board needs to be cognizant of this effort. What might this look like? The Developmental Committee could specify goals, for example, having each Board member "befriend" (cultivate) one or two donors by being in touch with them. Susannah suggested doing this with the new 2021 donors.

In answer to the question about the fiscal implications of the strategic plan, Rachel reminded the Board that an initial cost-out document had been presented and shared at the November 2021 Board meeting. [The document is no longer on the Board portal.] Rachel said she would send the document to the Finance and Development committees again for their joint meeting on March 18, 2021.

Tom said it was inspiring to hear from the committees. Rachel added kudos to our excellent staff from the Board.

#### **11. Executive Session                      Board**

The Board went into executive session at 2:42 pm ET.

The Board meeting concluded at 3:09 pm. ET with thanks to all, to reconvene at the next regularly scheduled Board meeting on May 13 – 14, 2022.

Rachel Osborn, Board Secretary  
With thanks to Emily Cashell-DeSilva