



the topics staff and Board members were able to cover during the meeting with the BOP Director and asked if there were any updates on visiting. Molly Clifford reported we had not yet received a response to our follow up letter. We will continue to monitor the Bureau's red-yellow-green levels of operational restrictions. The Director noted that visiting "may never look like it did pre-pandemic."

The new federal employee vaccine mandate will apply to all prison staff, but no concrete steps have been taken. Marc suggested that PVS discuss an organizational vaccine policy. Rachel noted that we will address this during agenda item 6 of our second session.

Regarding the **Visitors** section, Virginia Rinella reported that new policies and procedures were presented at the BOP training she attended and suggested the training team collect and utilize these to inform our PVS training. Liz Leshner noted that it may help visitors to emphasize the importance of letter writing, perhaps holding a training on the subject.

Molly reported that with thanks to Liz, Eileen, Emily, and local coordinators, we have reached out directly to visitors to check in and ensure they wish to continue to visit. At this point, we have approximately 350 confirmed active visitors. Staff plans to do a hard copy mail outreach campaign to all confirmed active visitors on vaccine guidelines, trainings, encouragement to join Zoom calls, and similar updates.

**3. Development Committee** **Rachel Osborn**  
*Item 3 - PVS Development Committee Report 9.11.2021*

The committee and staff are currently working on a fundraising event featuring formerly incarcerated juvenile lifer Suave Gonzalez. It is scheduled for October 21, 2021.

Although the social media campaign did not reach the targeted financial goal, it was successful in terms of engagement. Staff will continue to post on social media at least once a week to maintain the momentum.

With thanks to Marc, a grant application was submitted to the California-based Doheny Foundation. Our CRM donor database, Donor Perfect, is offering free wealth screenings for 25 donors. Rachel has analyzed the donor lists and will identify up to 25 donors for the screening. Thanks to a very generous donation from Jim Rose, we decided to work with a mailing list broker for a large prospect/donor acquisition mailing. Molly and Marc will be taking the lead on this project.

Rachel is currently working on a gift acceptance policy and standard pledge form. The committee would like the strategic planning task force, or perhaps an ad hoc subcommittee, to review the strategic plan in terms of costs to be assigned. This will be discussed further during the session on Monday, September 17.

**Suave Gonzalez Special Event** **Molly Clifford**  
Much like our social media campaign, hosting a virtual fundraising event with a guest speaker is a new undertaking for PVS. Molly stated she intends to use the event to reach out to connect with sponsors, endorsers, and other stakeholders. She requested that Board members share information about the event with at least five people or organizations, and

to email her with the names and contact information afterwards. If Board members have difficulty finding five new people or organizations to contact, Molly can provide contact information for previous PVS sponsors and other prospects on our list. The event will be recorded and made available once the event has been held.

#### **4. Bylaws Tom Slick**

*Item 4 – Personnel, Finance, Development, Executive, and Governance and Nominating Committee Charter drafts 9.9.2021.*

Tom Slick reported that the bylaws task force had completed its work. The Board thanked the task force for all its hard work, especially Tom Slick and Michael Guerra.

Tom noted we need a conflict of interest policy, a Board handbook, and the establishment of a class and term system for Board members. These will be referred to the governance and nominating committee.

Reviewing the five proposed committee charters, it was noted the executive committee is the only committee that has full Board authority to act between Board meetings. It must have 75 percent of members present to form a quorum. All committees are expected to consult the strategic plan and report back to the Board on their progress. Michael noted the new charters encourage committee members to expand or modify committees' responsibilities, with Board approval. Committees will keep minutes of their meetings and report back to the Board.

Rachel noted how helpful the new bylaws and creation of charters will be to conducting the business of the Board.

**Action taken:** David Poundstone moved that the Board approve all five charters as a group; Brian Lewis seconded the motion. All were in favor; the charters were approved. (Due to technical issues, Virginia Rinella had to leave the meeting and was not able to participate in the vote.)

The session concluded at 1:43 pm to reconvene at 2:45 pm ET.

**Prisoner Visitation and Support  
Board of Directors Meeting Minutes  
September 11, 2021  
2:45 pm EST  
Session Two of Three, Conducted via Zoom**

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

Rachel Osborn called the meeting to order at 2:50 pm and welcomed all. A quorum was present.

**5. PVS Mission and Vision Statement                      Molly Clifford**

*Item 5 – Draft Mission Vision Values for Board Meeting Sept 2021.*

Molly presented the draft, with thanks to the subgroup of Brian Lewis, Virginia Rinella, Dan Struble, and staff that met to discuss updates to the mission and vision statement. The Board had agreed previously there were no major changes to be made, but some wished to make minor adjustments. The small group discussed the mission and vision statement as well as the core values of the organization. The minor adjustments discussed included: “supporting” personal growth; rewording “for military and federal prisoners” to “to military and federal prisons;” affirming the meaning of “those who want or need visits;” the addition of “providing qualified visitors;” and the creation of core values.

After discussing the pros and cons of various terminology in our mission and vision statements, the Board approved the following:

**Action taken:** To add the phrase “encourage personal growth” to our mission statement and to add the phrase “provide qualified visitors” to our vision statement. All present were in favor.

The revised mission and vision statement now reads:

Prisoner Visitation and Support (PVS) is a volunteer visitation program for federal and military prisoners throughout the United States. Our mission is to provide prisoners with regular, face to face contact from the world outside of prison to help them cope with prison life, encourage personal growth, and prepare for successful reentry into society. Our vision is to provide qualified visitors to fulfill all requests for visits by prisoners in every federal and military prison.

**PVS Core Values**

The terminology and anticipated usage of the proposed core values was discussed. It was noted these values are not only for visitors, but for how everyone within the organization interacts with each other. The core values will likely be posted on the website, printed within the visitor manual, and used during grant applications. The core values should be used not only externally, but internally by the Board for self-evaluation purposes.

**Action item:** The small group will meet again and bring a proposed core values draft statement back to the strategic planning task force.

The Board thanked the small group for its work on the core values and the mission and vision statements.

**6. New Business – PVS Organizational Covid-19 Vaccination Policy All**

The Board discussed organizational and legal considerations for requiring visitors to be vaccinated if they are going to go into the prison to visit. Logistically, visitors could be required to submit a copy of their vaccination card or an attestation that they are fully vaccinated. Some visitors have reported that their prison is requiring proof of vaccination to visit and have been told it will eventually be systemwide in the Bureau of Prisons. For the moment, each facility is handling the issue individually.

Molly presented a proposed policy statement: *To protect the health and safety of the people we visit, PVS requires that all staff and volunteer visitors be vaccinated against the Covid-19 virus. This is for the health and safety of prisoners, prison staff, and volunteers alike.*

**Actions taken:**

The Board approved the policy that PVS will require all staff and volunteer visitors to be vaccinated against the Covid-19 virus, using the above statement.

Staff will work to inform volunteers as well as craft the attestation and waiver of liability with the help of Michael Guerra.

**7. Executive Session Board**

The Board went into executive session at 4:12 pm.

The session concluded at 4:42 pm, to reconvene at 7:00 pm on September 13, 2021.

**Prisoner Visitation and Support  
Board of Directors Meeting Minutes  
September 13, 2021  
7:00 pm EST  
Session Three of Three, Conducted via Zoom**

**In attendance:** Rachel Osborn (Chair); Michael Guerra; Elizabeth Leshner; Marc Levin; David Poundstone; Virginia Rinella; Susannah Rose; 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 7:03 pm and welcomed all. A quorum was present.

**8. Financial Report Molly Clifford**

*Items 8 - PVS Final Amended 990 12.31.19; 8a - FFC and Bank Account Report for September 2021 Board Meeting; 8b - P&L 1.1.2021 thru 8.31.2021; 8c - PVS Income & Expenses 1 Expenses; 8d - PVS Income & Expenses 1 Income; and 8e - PVS Sept 2021 financial report as of 091321.*

**QuickBooks**

Molly reported after working with the finance committee and QuickBooks Made Easy, our former QuickBooks desktop file is fully integrated to QuickBooks Online. She thanked David Poundstone and Emily Cashell-DeSilva for their important assistance with the process of cleaning up our QuickBooks file. QuickBooks is used for accounting purposes and Donor Perfect to track donations; the data between these programs needs to reconcile. Staff will work with the finance committee to develop new policies and procedures for handling financial matters, including data reconciliation and clarity in reporting.

**2019 Audit**

*Item 8 - PVS Final Amended 990 12.31.19*

Reviewing the presented audit, Molly noted a discrepancy in how much we paid our auditors, JM Miller & Associates, for the 2019 audit.

**Action item:** Staff will review to ensure we did not overpay JM Miller for the 2019 audit.

**Action taken:** Susannah Rose moved to accept the finalized 2019 audit as presented; Tom Slick seconded the motion. All were in favor. The Board accepted the finalized 2019 audit.

**2020 Audit and Form 990**

We are ready to send the 2020 file and materials to JM Miller & Associates for review. PVS will continue to conduct a full audit in 2020 until the Board is comfortable with all safeguards that will be put in place. After that, we may be able to do a simpler review of our financial statements. Marc Levin noted that many state charitable organization compliance forms, along with GuideStar, require a full audit.

**Action item:** The process for Board review of future Form 990s will be added to the agenda for the November 2021 Board meeting.

## **Profit and Loss Statement**

*Items 8b - P&L 1.1.2021 thru 8.31.2021; and 8e - PVS Sept 2021 financial report as of 091321 Sheet1*

As at August 31, 2021, total revenue was \$122,922.28 and total expenses were \$128,494.35. Dan Struble asked for clarification of line 4400-9, gain/loss in investments. David Poundstone reported that the change in the value of the investment is recognized as income in our statements. This is to ensure we are not understating our assets. Item 8b, line 4016, Board giving, reflects only money received. For the total of Board gifts and pledges, Item 8e shows the total number.

The Board expressed thanks to all major donors who have invested in PVS this year.

## **9. Strategic Plan All**

*Item 9 - Draft PVS Strategic Plan 9-6-21*

### **Review of Changes Susannah Rose**

In the executive summary, a paragraph will be inserted with the four goals of strategic planning. Under "Process Overview," the newly updated mission and vision statement will be added. Most necessary changes made to this newest draft were not substantive. However, Goal 2, strategies C and D have been significantly rewritten.

### **Timeline and Action Steps Molly Clifford**

The focus of work in 2022 will be fundraising, visitors, and training. In 2023, staff focus will continue to be on fundraising, with the aim of having more resources to accomplish long term goals. The strategic plan should be treated as a living document to be referenced and updated as we proceed. This will be a shared effort among staff, Board, and committees. All will regularly report on their progress. Board and staff will stay cognizant of the workload and adjust work plans as needed; both Board and staff have many tasks to be undertaken. The strategic plan will be reviewed annually to guide staff, Board, and committee work.

**Action taken:** The Board accepted the strategic plan as presented as a working document.

### **Next Steps**

A small ad hoc subcommittee of David Poundstone, Rachel Osborn, and Marc Levin, plus Molly and other staff was formed to augment the strategic plan with concrete fiscal details. This data will also be used to inform the 2022 budget process.

## **10. Proposed 2021 – 2022 Board Meetings All**

The annual meeting will take place on Friday and Saturday November 12 and 13, 2021. The MLK Room at Friends Center is available and reserved for this purpose. The event will be hybrid if some are not able to travel.

For 2022, meetings will be held in February, May, September, and November.

The meeting was adjourned at 8:33 pm. EST with thanks to all.

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