

*PVS is the only nationwide visitation program in the United State 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  
November 11, 2020  
12:00 pm EST  
Session One of Four, Conducted via Zoom**

**In attendance:** Rachel Osborn (Chair); Marc Levin; David Poundstone; Susannah Rose; Virginia Rinella; Tom Slick; Dan Struble. **Staff in attendance:** Emily Cashell-DeSilva (*Assistant to the Director*); Molly Clifford (*Executive Director*); Eileen Gilkenson (*Visitor Recruiter*).

**1. Welcome Rachel Osborn**

Rachel Osborn called the meeting to order at 12:00 pm and welcomed all. A quorum was present. Attendees were invited to share moments of joy with the group.

**2. Minutes from Previous Meeting All**

Rachel asked for review of the minutes from the September 11, 2020 Board call (previously distributed). In clarification of the phrase “staff will talk to QuickBooks,” Molly Clifford explained that she and Emily Cashell-DeSilva spoke with a QuickBooks account representative about switching from the desktop to online version of the program. Virginia Rinella asked that the official title of Scott Sussman, Bureau of Prisons, be added to the minutes. It is Deputy Administrator, National Reentry Affairs Branch.

**Action taken:** The Board approved the minutes of the September 11, 2020 meeting with the above changes.

**Action to be taken:** Emily will make the requested changes and redistribute the minutes.

**3. Executive Director/Staff Report Molly Clifford**

Molly reviewed the previously distributed report. Since staff is taking a team approach to most PVS matters, one combined report rather than individual staff reports will be submitted to the Board going forward.

**Audit**

Staff has been working with Joyce Miller and Associates, the firm that completed our 2018 audit, to complete our 2019 audit. The firm has connected us with a company, Bookminders, which is offering pro bono accounting services to clean up our 2019/2020 data in preparation for our 2020 audit. Joyce Miller and Associates will submit the 2019 audit “as-is.”

Once Bookminders has completed its clean up, it will send the updated information.

## **Finances**

PVS is currently using a desktop version of QuickBooks. Molly and Emily spoke with a QuickBooks representative about migrating our data from the desktop version to the online version, which can interface with DonorPerfect, our donor database. Tom Slick asked if the platform will require double entry of donations. Emily reported that, to her understanding, the plugin interface between QuickBooks and DonorPerfect would circumvent this.

Virginia Rinella asked if Bookminders, the company offering pro bono support, also offers monthly support. Bookminders provided us with a quote for monthly services of \$580.75 for 12 months, totaling \$6,969 for one year. There is also a one-time account set up fee of \$1,174.50. The quote staff received from QuickBooks for its online platform is \$75 per month for the first year, and \$150 per month thereafter. David Poundstone noted these numbers seem high to him; he will check with his Meeting to see what they are paying for QuickBooks.

## **Development**

The winter 2020 appeal is on track to mail by November 16, 2020. Molly has been making calls to donors. The annual letter of request for support was submitted to the First Congressional Church of Greenwich. Molly would like to enhance focus on “group giving,” such as sponsors, endorsers, and congregations. The Board will be having a full session on development during Friday’s meeting, where plans will be discussed further.

## **Communications**

Staff has been hosting regular monthly meetings on Zoom, both for coordinators and visitors. Visitor updates are being sent via email approximately every three weeks. Susannah requested that key points from the Zoom calls with coordinators and visitors be shared with the Board, for ongoing needs assessment.

## **Visitors**

So far, we have received over 700 letters from prisoners in response to visitor letters, as well as 277 requests for visits from new prisoners.

A small group of visitors led by Liz Leshner, FCI EL Reno coordinator, has initiated writing letters to those on waiting lists in facilities where we do not currently have a PVS presence. Eileen Gilkenson explained the project to the Board, indicating her main concern is writing to prisoners at USP Thomson since it is a new prison where PVS has no visitors. This is a small “beta” program that will not be expanded. Eileen wants to address the concerns of visitors who have contacted us wanting to “do more” during the period when PVS cannot visit. The question is whether the Board wishes to pursue this project, and with the BOP. The Board requested additional clarification and further time to consider the project. It will be addressed during the Training Committee segment in Session 3 on Friday.

## **Office**

The lease for the current PVS office is up in December 2020. Friends Center has a vacancy in a smaller office space that could fit our needs. Currently, we pay \$1,305 per month in rent. Molly presented a floorplan of the proposed new space, located on the ground floor of the 1501 building of Friends Center, which would be \$862 per month. A move would be cost saving as well as put PVS near other organizations with whom it would be good to interact.

The accessible space consists of three cubicles with walls between them; each cubicle has a built-in file cabinet and ample storage. There is also shared space that can be utilized for volunteers, in addition to conference rooms and an opportunity for a shared kitchen. Tom Slick asked if there would be “room to grow” if we need it in the future. Staff toured the space and saw that there is room for us to expand if needed. We are waiting for the final paperwork from Chris Mohr of the Friends Center and will discuss with him the terms of the lease. The cost of the new office space is included in the 2021 proposed budget.

**Action taken:** The Board unanimously approved moving to the new office space in January 2021.

**Action to be taken:** Staff will move PVS offices in January 2021.

**4. Personnel Committee Report      Marc Levin**

Marc Levin referred to his previously distributed report. The Board expressed thanks to Molly for all her hard work; the staff is working well together as a team. Marc will conduct Molly’s annual performance review; Molly will conduct Eileen and Emily’s reviews. The Board thanked Marc for his help.

**5. Finance Report      David Poundstone and Molly Clifford**

David Poundstone and Molly Clifford reported, referencing Dave’s financial summary and the two profit and loss (P&L) statements previously distributed. Dave noted Emily has reconciled DonorPerfect income with QuickBooks income. The income in QuickBooks through 10/31/2020 is \$84,449. Dave noted that the Friends Fiduciary balance of \$59,746 is from the end of September 2020. The five-year P&L does not include any workshop expenses, as there was no training conference in 2020.

Due to our precarious financial situation, Molly requested that Board members make their end of the year contributions when possible. Marc requested a follow up on the outgoing fund appeal for Friday’s report.

Rachel directed the Board’s attention to the two FEP 2019-2020 reports.

**6. 2021 Budget Draft      Molly Clifford**

Molly Clifford presented the previously distributed 2021 draft budget of \$182,000. She noted Bookminders reported an issue with how we have been tracking payroll taxes, so there is a possible adjustment in the “payroll taxes withheld” category of the budget. The Board agreed that the draft budget seems reasonable and achievable.

**Action taken:** The Board approved the 2021 budget as presented.

**7. Executive Session      Board**

The Board went into executive session at 1:52 pm; staff left the meeting.

The meeting concluded at 1:57 pm, to resume for Session 2 on Friday, November 13, 2020 at noon EST.

**Prisoner Visitation and Support  
Board of Directors Meeting  
November 13, 2020  
12:00 pm EST  
Session Two of Four, Conducted via Zoom**

**In attendance:** Rachel Osborn (Chair); David Poundstone; Susannah Rose; Virginia Rinella; Tom Slick; Dan Struble. **Absent with regrets:** Marc Levin. **Staff in attendance:** Emily Cashell-DeSilva (*Assistant to the Director*); Molly Clifford (*Executive Director*); Eileen Gilkenson (*Visitor Recruiter*).

**1. Welcome Rachel Osborn**

Rachel Osborn called the meeting to order at 12:03 pm and welcomed all. A quorum was present. Seeing Rachel's PVS logo lapel pin, David Poundstone noted that Judith Holiday, longtime supporter and designer of the pins, passed away November 5, 2020.

**2. Development Committee Report Rachel Osborn/Staff**

Rachel presented the previously distributed report. Our summer 2020 appeal did exceedingly well, especially considering we were not able to do direct mail. Our total income for the appeal between June 20 and September 31 was \$34,265.75 including the \$10,000 anonymous challenge matching gift. This compares favorably with last year's appeal, which ran during the same time (June through September) and brought in \$16,988.83. Rachel clarified that we code donations in DonorPerfect to keep accurate track of appeal results.

As Molly reported during Session 1, the end-of-year appeal is slated to go out by November 16. Three follow up giving reminder emails will be sent. The first will go out on Monday November 30 to remind donors about Giving Tuesday. The second will go out on or around Friday December 11 from Molly as the new Executive Director. The final email of 2020 will be sent about Monday December 28 from the whole staff, encouraging donors to make giving to PVS part of their New Year's giving resolution.

Staff had discussed sending an email to supporters encouraging them to think of PVS when making their required minimum distributions (RMD). Due to Covid, RMDs are not required this year. It was suggested that we still send a notification of some sort, including that PVS has a brokerage account so donors can make a gift of stock directly.

Dan Struble suggested having a Board challenge match to spur year-end giving. The Board agreed to pursue this. Rachel asked that everyone email her the amount they would pledge and she will keep track the total to report at Monday's session, when the Board will revisit the issue.

Staff has created a development calendar that will be ready for the first Development Committee meeting. We hope to focus on planned giving and endowment in the coming year. The committee will review how many hard copy direct mail appeals we sent vs. how many we send via email since direct mail makes up a large part of our budget.

The Combined Federal Campaign (CFC) application, which we complete every year to solicit donations from federal employees, is due at the end of January 2021. Emily reported that we have not seen a high return over the past few years and Rachel noted there has been an overall decrease in giving through CFC in recent years. We will continue to review this, since it costs to submit the application fee and there is a separate listing fee.

Rachel spoke to Marie Bade, wife of the late long-time Board member Carl Bade, who warmly wishes to continue to support PVS. Molly will follow up with her.

The Development Committee was pleased to welcome Tom Slick as a new member.

### **3. Staff Strategic Action List    Molly Clifford**

Molly Clifford reviewed the previously distributed report:

#### **Administration**

Staff titles and job descriptions will be updated to better reflect staff duties. We will also be updating policies and procedures, as well as creating a separate communications calendar. Susannah suggested that staff explore training courses, with the Board's support.

#### **Communications**

We have been keeping in regular touch with the Bureau of Prisons and the Department of Defense to continue to foster our strong relationship. We also plan to publish an annual report for 2020. Emily continues to utilize social media, posting at least a week. Susannah asked how we measure the impact of our messaging and explore how our supporters like to be communicated with. Staff have spoken with the small number of visitors who have sought to unsubscribe from our emails, emphasizing the importance of this communication.

#### **Fundraising**

For 2021 we plan on doing four appeals, utilizing both email and direct mail. Molly and Emily spoke to a list broker to get information on a possible prospect mailing. The proposal received is currently out of our price range, but it was good information and connection for possible future use.

Tom Slick asked to clarify what PVS considers a "major donor." He also suggested looking into development-specific and capacity-building grants. These will be discussed further during the upcoming Development Committee meeting.

#### **Volunteers**

A significant concern during this time of the pandemic has been keeping our visitors engaged, and reimagining PVS training for 2021. Another goal for the upcoming year is to reach out to non-responding visitors to determine their interest in continued visiting, and to recruit visitors for prisons where we do not have a PVS presence. Molly would also like to explore having a fee-based Zoom presentation by a panel of professional speakers.

Dave reminded the Board we will have a focused discussion on training during Session 3. Rachel noted the 2016 Survey Monkey of visitors.

### **New Logo**

Christina Drexler, a professional contact of Molly's, has offered her design services pro bono to create options for our new PVS logo. Molly requested Board approval to start a task force to focus on our image "refresh." Dan suggested that we offer the ability for our audience, especially visitors, to help choose our new logo from a few approved options. This led to a discussion of the updated PVS video; Molly will be following up with David Sollenberger, our videographer.

The Board thanked Molly for creating this action plan; it is encouraging for the coming year.

#### **Actions taken:**

The Board approved the 2021 staff strategic action plan.

The Board authorized Molly to proceed with garnering options for the new logo.

### **4. Strategic Planning      Board**

Rachel Osborn reported we will engage in a strategic planning process in the coming year, ideally using SMART (Specific, Measurable, Achievable, Relevant, and Time-related) objectives. There was a discussion about using an outside facilitator or handling the planning in-house. Rachel asked Board members to identify three critical issues to focus on for strategic planning and to email them to her for initial review at Session 4 on Monday. The goal is to create a strategic plan with task lists for each committee and staff member that tie into their regular committee and staff responsibilities.

The meeting was adjourned at 1:30 pm, to resume in Session 3 at 2:00 pm.

**Prisoner Visitation and Support  
Board of Directors Meeting  
November 13, 2020  
2:00 pm EST  
Session Three of Four, Conducted via Zoom**

**In attendance:** Rachel Osborn (Chair); Marc Levin; David Poundstone; Susannah Rose; Virginia Rinella; Tom Slick; Dan Struble. **Staff in attendance:** Emily Cashell-DeSilva (*Assistant to the Director*); Molly Clifford (*Executive Director*); Eileen Gilkenson (*Visitor Recruiter*).

**1. Welcome Rachel Osborn**

Rachel Osborn called the meeting to order at 2:07 pm and welcomed all back after the break. She noted an addition to this session's agenda: an update from staff on the letter-writing project.

**2. Training Committee Report Dan Struble**

Dan Struble presented the previously distributed report. The Training Committee planned to have at least three regional workshops during 2020, the first in the Dallas-Fort Worth area; unfortunately, all had to be canceled due to Covid.

The committee's current focus is the new training manual, which is nearing completion. The Board thanked Susannah Rose and David Poundstone for all their hard work on the new manual, focusing clearly on the needs of visitors and prisoners.

Denise Carpenter has joined the committee, while Sara Brenner and Virginia Rinella have stepped down. The Board thanked Virginia for all her hard work and dedication over the years, especially in planning and delivering PVS training conferences.

**3. Training Manual David Poundstone and Susannah Rose**

David Poundstone and Susannah Rose reported, noting that the previously distributed mission and vision and guiding principles statements have been restructured.

**Mission and Vision Statement**

**Action taken:** The Board discussed and approved the revised mission and vision statement.

**Action to be taken:** The restructured mission and vision statement will be used in PVS materials going forward.

**Guiding Principles**

Virginia said she would like to see the word "support" used in our guiding principles so it is clear that support is part of our presence. The following adjustments to the nine guiding principles were also suggested:

# 2 - PVS visitors support prisoners through their caring presence and active listening.

# 3 - PVS visitors allow prisoners to set the agenda for their conversation.

# 6 - Visitors offer friendship within the boundaries defined by their formal role as volunteers.

The goal is to keep the guiding principles as succinct as possible. Dave and Susannah will work on the proposed revisions over the weekend and report back to the Board on Monday.

### **Updated Training Manual**

Susannah and Dave asked for specific feedback on the final draft of the manual as presented. The following questions were raised, or points made:

- In response to a question about adding a note about how local coordinators should prioritize prisoners who have previously received PVS visits, Eileen Gilkenson noted that our standard is to leave that decision to the discretion of the local coordinator.
- Regarding visitors being allowed to take photos with prisoners, this was omitted from the manual since not every prison allows volunteers to take photos in the visiting room.
- Tom Slick recommended that on page 44, the pronouns be made gender neutral.
- Rachel recommended that on pages 13 and 14 it be added that the Board of Directors approves the list of new visitors. Molly asked if this approval is mentioned in the bylaws, as they are being renewed this year as well.
- Eileen recommended that a “welcome letter” from the Executive Director be included.
- Dan requested that we put a procedure in place for when future edits need to be made.

It was asked that further edits on this draft be sent directly to Susannah. Susannah suggested that we ask Christina Drexler, who is designing the new logo, to work on the final layout for the manual. Molly will contact her to request a quote.

Since the training manual can be found on our website under the visitor portal, a question of the portal’s security was raised. Since there is no proprietary information in the visitor portal, there is no need for each visitor to have a unique password. Security is not an issue.

The next step with the manual is to complete a final copy edit and graphics layout. The Board will give final approval before printing or distribution. The Board extended heartfelt thanks to all who have been involved in crafting the new training manual.

**Action taken:** The Board approved the substance of the revised training manual and authorized the Training Committee to move forward with copy editing and designing the final training manual.

**Action to be taken:** The Board will approve the final training manual.

The group took a brief 5-minute break.

### **4. Letter Writing            All**

Molly distributed a summary of the letter-writing project described in Session 1. Eileen shared that she views the project as a way to build credibility with the BOP, as well as showing that we trust our visitors. Dave wanted to be sure it was clear to the visitors that the current letter writing is in context of the Covid lockdown, and that once the lockdown is lifted all writing, aside from monthly post cards, will cease. Dan stated that he was concerned about “mission creep,” as well as visitors not wanting to stop writing once the lockdown is lifted and they are able to visit again.



Marc Levin asked if we had a “transition plan” for when writing has to end, to protect the prisoners who are being written to from feeling abandoned. He noted a goal is to deepen our relationship with prisoners while remaining vigilant to keep our visiting privilege. It was suggested that we add a line to all PVS communication that writing is allowed only during the course of the pandemic.

The Board raised further concerns about the project. This subject will be revisited on Monday during the final session.

The meeting was adjourned at 4:17 pm, to resume for our final Session 4 on Monday, November 16, 2020 at 1:30 pm EST.

**Prisoner Visitation and Support  
Board of Directors Meeting  
November 16, 2020  
1:30 pm EST  
Session Four of Four, Conducted via Zoom**

**In attendance:** Rachel Osborn (Chair); Marc Levin; David Poundstone; Susannah Rose; Virginia Rinella; Dan Struble. **Absent with regrets:** Tom Slick. **Staff in attendance:** Molly Clifford (*Executive Director*) items 1-on; Emily Cashell-DeSilva (*Assistant to the Director*) and Eileen Gilkenson (*Visitor Recruiter*), items 5-on.

**1. Welcome Rachel Osborn**

Rachel Osborn called the meeting to order at 1:29 pm with the Board and Molly Clifford. A quorum was present. Rachel provided an update to the previously distributed agenda.

**2. Board Challenge Board**

Reporting on the Board challenge as suggested by Dan Struble at Session 2, Rachel announced that the Board is 100% committed to the challenge, pledging a total of more than \$10,000 to inspire our donors to the winter 2020 annual appeal. The Board agreed our combined gifts/pledges would match dollar-for-dollar all gifts from any source postmarked between now and December 30, 2020. The message is to demonstrate our commitment to the mission and vision of PVS.

It was suggested that this challenge be highlighted in the December 11 Constant Contact message from Molly that reinforces the winter appeal. It was suggested that the tax implications of the gift be mentioned.

It was suggested that a summary of 2020 giving be sent to donors. The Development Committee will be asked to consider this at its next meeting.

**3. PVS Bylaws Board**

Referring to the PVS bylaws distributed in advance, the Board pursued an initial discussion relative to a proposed revision of the bylaws. Rachel stated that the process she intended to pursue was to establish a task force charged with meeting and bringing a draft of proposed revised bylaws to the Board; and that the purpose of today's discussion was to begin a review to aid in that process. In the discussion that followed, the following points were made:

- The inclusion of the word "committee" in our name. In response to a question about how we are registered as a 501©3 and with the CFC, Susannah looked at our 501©3 document; "committee" is not in that wording nor in our IRS Form 990, but is in our Articles of Incorporation. Our bylaws need to be consistent with our Articles of Incorporation.
- Marc noted at Article IV, section 3, term limits and elections need to be clear. He would prefer to see less than 12 years total on the Board. After serving one's term, one could come back on the Board after a year's hiatus and then serve again possibly for two terms.

- Marc queried Article V, section 4 - the quorum is 1/4 of the voting members. He also noted that both the Sponsors Committee (Article VIII, section 3) and the programmatic team (Article IX) are archaic.
- Susannah questioned: mail ballot in Article VI and the officers in Article VII; and in Article VIII, section 3 the Sponsors Committee. She would like to differentiate between committees that are essential and those that are optional, with “may” appoint and “shall” appoint. The Nominating Committee is now “shall appoint” - should it be “may?” She would like to see a “may appoint” communications committee added. She also noted the national trainers in Article IX is extinct.
- Virginia is concerned with “shall appoint” vs. “may appoint” to stay operating within our bylaws.
- Dave noted at Article IX there are no more national visitors, but the training team is extant.
- Dan noted the same concerns regarding terms, and Board and committee appointments. Also notice of meetings, mail or in person: what qualifies as “in person?” He shared the question about the programmatic team.
- Rachel noted the important addition of “Board members present and voting” in the voting sections, Articles IV and VI.
- Dave suggested “mail ballot” be eliminated.

A task force consisting of Virginia Rinella, Tom Slick, Rachel Osborn and Molly Clifford was appointed. [Tom had previously expressed an interest in serving in this capacity.] The goal for the task force is to complete a draft by the end of the second quarter, 2021. Board members were asked to send any relevant samples of bylaws to the task force.

**Action taken:** The Board approved the appointment of the bylaws task force and authorized it to proceed.

#### **4. Board Membership, Composition and Qualifications      Board**

The Board reviewed membership documents previously distributed. Reviewing the expectation for Board members one-page document adopted by Board on November 13, 2015, the Board made some revisions incorporating the just-approved revised mission and vision statement. A new version of the expectations dated November 16, 2020 will be attached to these minutes.

Next, the Board reviewed the document of characteristics of future Board members and Board composition that had been reviewed by the then-PVS Executive Committee on May 21, 2015. Regarding categories from which prospective Board members might be drawn there was considerable discussion. The Board determined to eliminate private prison vendors. In discussing former wardens or directors of the Bureau of Prisons the following remarks were made: Dan suggested not excluding former BOP directors like Kathleen Hawk Sawyer or Tom Kane who were very supportive of PVS. Virginia would not want to include an active consultant with the Bureau of Prisons. Marc wondered if the Board could have a candid conversation with a BOP person present. The suggestion was made again of an advisory council.

Rachel questioned whether foundation professionals should be retired. Also, the Schultz & Williams interview list is out of date. Regarding foundations, Susannah does not like the word ‘professional,’ preferring ‘expertise in.’ She does not like ‘high level’ nor ‘star power.’ She questions adding high net-worth individuals; and wonders whether prospects should instead serve on a committee.

The Board will continue the discussion of Board member qualifications at the upcoming meeting.

## **5. Strategic Plan                      Board**

The Board received a composite document, as requested by Rachel Osborn at Session 2, in which members were asked to identify their top three priorities/issues for our strategic plan. The document was distributed at the meeting to initiate discussion about how the Board would like to approach our strategic planning process. Dave proposed devoting time in January 2021 at our Board meeting to this topic. Rachel would like to identify suitable model(s) for this next substantive Board meeting.

## **6. Letter Writing                      All**

At 3:07 pm, Emily and Eileen joined the meeting for continuation of the letter-writing discussion from Session 1, in terms of PVS expanding the letter-writing program now in place between visitors and prisoners whom they visit when in-person visits are suspended during the pandemic. As noted, a dedicated PVS visitor wants to expand letter-writing to those on the PVS waiting list.

As requested, a two-paragraph summary of the project and the standard form letter PVS sends to prisoners requesting a visit was distributed to the Board ahead of the meeting. The summary:

*PVS will support an approved group of visitors who, in addition to writing to prisoners they visit as part of their normal PVS service, will write to prisoners who have requested a PVS visit at facilities where we do not currently have PVS visitors.*

*We would also like to clarify that if a visitor wants to write to a prisoner they have visited, who has been transferred to another facility where we have PVS visitors, the PVS coordinator will be notified when we communicate about the transfer. Any other correspondence with a prisoner who is not based at the prison where a visitor visits needs to be approved by the national office.*

Molly Clifford shared the staff’s consensus that letter writing is a way we can provide support to prisoners during a difficult time. Eileen and Emily explained that this project is operating under close parameters and only with a limited number of prisoners, at Thompson.

There was a consensus among the Board to make it clear to all prisoners receiving communications during this time that letter-writing ends once the lockdown ends or they are transferred to another facility. It is also important that the Reentry Affairs Coordinator is aware of any writing that is taking place.

The Board then discussed the two-paragraph summary. Regarding the first paragraph, Virginia raised a concern about “mission creep” – writing vs. visiting. Dan was concerned that prisoners

will use letter writing to manipulate visitors, especially those they have never met, since writing can be a more “intimate” experience than talking in a visiting room. Eileen Gilkenson stated her confidence in Liz Leshner and her group’s abilities to handle the project. In the second paragraph, the wording is ambiguous regarding people visiting prisoners they have seen who have been transferred to other prisons.

In terms of the timing and necessity to make a decision, Rachel asked for Board members’ decision to move forward. Marc, Susannah, and Dave were in favor of moving forward with the letter writing project as described by Eileen; Dan joined with concerns; Virginia is not comfortable but will not stand in the way.

Dan also voiced his concern about some of the wording in the standard form letter to prisoners requesting a PVS visit. He suggested it be edited to be clear that writing to prisoners is not part of our mission. Several Board members also asked to see the letter; Eileen will send it to them.

**Actions taken:**

The Board decided to vote only on the first paragraph of the summary and to eliminate the second paragraph entirely.

The Board authorized moving forward with the letter writing project as described in the first paragraph of the summary, with Dan and Virginia expressing reservations.

**Action to be taken:**

Eileen will talk with the involved visitors to confine the project to only those prisoners with whom we are currently in communication.

The standard form letter will be edited and reapproved at a later time.

At 3:28 pm Molly left the meeting for another previously stated commitment.

**7. New Business                      Eileen Gilkenson**

Eileen reported that a visitor at Terre Haute who is visiting a death row prisoner scheduled for imminent execution would like to write a letter to the US president requesting a pardon. The Board concurred the visitor can do this as an individual, as long as PVS is not identified.

**8. Mission and Vision Statement and Guiding Principles      All**

The document that had been included in the draft visitors manual presented at Session 3 on November 13, and which was revised by Susannah based on comments at that meeting, was presented. The Board approved the revised mission vision and guiding principles document as presented. The document dated “approved on November 16, 2020” will be circulated with these minutes, with thanks to Susannah Rose and David Poundstone.

**Action taken:** The Board approved the new mission and vision statement and guiding principles.

**Action to be taken:** The renewed mission and vision statement and guiding principles will be used from this point forward.

**9. Next Board Meetings                      All**

The Board determined when to have its next Zoom Board meetings: a two-session meeting in the week of January 11-15, 2021, focusing on the strategic plan and bylaws; and our standard multi-day April Board meeting in four Zoom sessions in the April 6 - 16, 2021 timeframe. Molly will send a Doodle poll to the members for their availability during these dates.

The meeting adjourned at 3:46 pm with thanks to all.

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