

DREAM Board Meeting Agenda

October 19th, 2005
DREAM Office
5:30pm – 7:30pm
Dial-in Number: 1-712-432-2000
Access Code is: 12321

Chair Report

(old business, new business, & recruiting)

Interim Chair, Mike Foote

5:30pm

Q & A*

(answers to questions brought up through homework)

Executive Director, Mike Loner

(5:40pm)

Discussion #1: Budget Next Steps

(Talking points: Well, here's the budget...planning for our budget process next year, how do we *actually* assess it in regards to our Ends priorities and strategic plan)

Interim Chair, Mike Foote

(6:15)

Discussion #2: Community Ends

(Talking points: How should we define the make-up of "Community"? What Ends should we have for the "Community"?)

Secretary, Jon Harris

(6:40pm)

Compiled comments to October's homework

- 1) Last meeting's minutes. **Accepted. Jon, see comments.**
 - ❖ Jonny, we should be keeping record of policies monitored and which ones were accepted/rejected in the minutes. Any conditions or rejections are also placed in the calendar so that they can be followed up on at the appropriate time (Mike L uses the calendar each month when he's figuring out what to report on). Carver has some interesting notes about what he thinks minutes should look like, though i disagree with him to some degree...
 - ❖ I love your idea of "homework" and a revised agenda based upon the Board's responses -- I think it's a great way to get prepped in advance and also save meeting time for the most important items -- thanks Mike.
 - ❖ These updates are great, and help me feel more connected to the organization. It is impressive how much new information there is to report on in just the past three weeks!

- 2) Director's Report, October 2005 **Accepted. Mike L., see comments.**
 - ❖ I'd like to hear more about the adjacent Villeneuve property...what the state of the property is currently...
 - ❖ This seems terrific. I don't have anything really to add seeing as I'm brand new (but I am very happy to be a part of DREAM)! Not sure if this is appropriate, but I'm happy to be an ear to Mike as he puts together the grant application to VCF, if that would be helpful to him -- we've worked with the foundation in my day job so I know their guidelines and staff pretty well.

- 3) Re-monitoring reports:
 - a. EL 5.2: The ED shall not fail to ensure budgeting that projects income conservatively and constrains budgeted operating expenses within projected income levels. **Accepted.**
 - b. EL 5.3: The ED shall not fail to ensure budgeting that conforms to the Board's stated priorities when making allocations among competing budgetary needs. **Accepted with condition. Mike L., please verbally report on comments.**
 - ❖ Question: Some camp stuff is in the budget, yet the camp facilities, food, gear, and the like are not. Also, should alumni be incorporated in here? perhaps this is something mike f will discuss when he finally gets his act in gear re: alumni ends.
 - ❖ I have a question about how Mike L's budgets can indicate a change in funding to reflect support of the Boards priorities. For example - from the 2005 Expense and Revenue summary, how does this document indicate increased support to something concrete like increased evaluations, or even more challengingly, to something soft like DREAM energy?
 - c. EL 5.7: The ED shall not fail to disclose fiscal activity and concerns to the Board. **Accepted.**

- 4) New Monitoring Business (Mike Loner's reports for October)
 - a. EL 2.1: The ED will not discriminate among or terminate employees on any basis other than individual performance and qualifications.

- i. The ED shall not fail to consider seniority as a valuable qualification, which includes experience as a mentee, mentor, or as a volunteer in another capacity with DREAM. **Accepted. Judy, please write a change of policy memo if you want to recommend this change.**
- ❖ Would it be clearer to say "experience" or "relevant experience" instead of "seniority"? Either way is fine, I think, but I did think on first read that perhaps "seniority" referred to age rather than experience.
- b. EL 2.2: The ED shall not fail to protect staff from unsafe, unhealthy, or illegal conditions. **Rejected. Mike L, please verbally report at meeting.**
- ❖ No report here...
- ❖ Where is the report for EL 2.2?
- ❖ Need a report to accept. It would be great to see how you define "unsafe, unhealthy, and illegal conditions" and then what you have done to prevent them.
- c. EL 2.3: The ED shall not fail to establish job descriptions for all jobs. **Accepted with condition. Mike L., please verbally comment on question below.**
- ❖ Just a question - have all staff members given input into their job descriptions (if possible) and signed off on them?
- d. EL 2.4: The ED shall not fail to provide job training as needed for staff (which includes the Executive Director), and offer opportunities for professional development. **Accepted.**
- ❖ I think this is really important and am glad to read about this.
- e. EL 6.1: The ED shall not fail to maintain insurance coverage of at least 100% of the replacement value on building, equipment, land, and cash on hand. **Accepted.**
- f. EL 6.2: The ED shall not fail to ensure appropriate safeguards for handling cash. **Accepted with condition. Mike L. please verbally comment on questions.**
- ❖ How do individual programs take cash out of their individual accounts? Do they have to approve withdrawals over a certain \$\$ amount with the Central Office?
- ❖ is this conflicting with other policies concerning mentor ownership ...and/or bogging down mentors with bureaucracy?
- g. EL 6.3: The ED shall not fail to receive, process, or disburse funds under controls sufficient to meet an outside certified public accountant's standards. **Accepted.**
- h. EL 6.4: The ED shall not fail to properly maintain building and equipment. **Accepted.**
- i. EL 6.5: The ED shall not fail to protect DREAM's assets from abuse or misuse. The ED will not fail to ensure that a security system is in place to ensure adequate safeguards against theft, loss, or damage of property. **Accepted with condition. Mike L., please verbally comment on questions.**
- ❖ Is anyone responsible for doing camp walkarounds and in-person surveillance from time to time? I could be mistaken, but I thought there was conversation about hiring someone to actually live on the camp property through the winter....
- j. EL 6.6: The ED shall not fail to deposit DREAM's funds in institutions where they are fully protected and receive adequate returns. **Accepted, Mike L please note comments.**
- ❖ Question - where is this camp grant money in the budget...

- ❖ I accept this, and would like to second Mike L's suggestion to have the Board involved in the investing of extra funds. Without Micro Managing, I think the board could set guidelines for how staff should proceed with investing.
 - k. EL 6.7: The ED shall not fail to inform and gain approval from the Board *prior* to the final decision regarding: **Accepted.**
 - All single financial decisions/purchases amounting to more than \$5,000,
 - Any single budgeted items greater than \$5000 that exceed budgeted specifications by 20 percent, and
 - The ED shall notify the Board in a timely fashion of budgeted expenses that exceed expectations by 20 percent.
 - l. EL 6.8: The ED shall not fail to invest in accordance with DREAM's ends. **Accepted.**
 - m. Ends 1 – Children: Our children will be contributing members of their communities, will have strong and caring connections to others, and will be able to recognize their options, make informed decisions, and achieve their dreams. Accordingly, **Accepted with condition. Mike L, please verbally respond to comments.**
 - 1.1 Our children will have lasting and positive mentoring and peer relationships.
 - 1.2 Our children will have broadened horizons.
 - 1.3 Our children have transferable skills that assist them in being contributing members of their communities and catalysts of change in their own lives.
 - 1.4 Our children have a higher quality of life experience than they would have had without DREAM.
 - ❖ Did you mean to include more about 1.2-1.4? If not, that's fine since I agree that we should align with the TOC and not worry too much about this version of Child Ends right now...
 - ❖ Again I think this is really important and was glad to read!
 - ❖ I accept the report on 1.1 and think that we should either scratch, change, or create measurable benchmarks for 1.2 - 1.4. We would need to define phrases like "broadened horizons" (1.2), "catalysts of change in their own lives" (1.3), and "quality of life" (1.4) before reporting compliance on them. Mike F, is there room in this month's meeting to brainstorm better Ends policies, or should we wait until February when Ends 1 are scheduled again for discussion?
- 5) Proposed Annual Calendar. **Bree, please incorporate comments for a final draft.**
- ❖ Agree. Should we have anything in here about using the strat plan to influence budget? also, should we be reviewing ED's compensation annually around the time of the ED eval?
 - ❖ I don't have enough experience with the previous version of the calendar to have a strong opinion, however, I think this current calendar looks very good. One question: should we devote one meeting to a review and assessment of strategy, with conversation teed up by staff for board input (or is that out of the realm of a policy calendar)?
 - ❖ I agree with this schedule. As for the EL Policies, I do not have context for whether these are appropriate cuts, but I do agree with the time allotted to

appropriately address the Ends. - I have a concern that the Board has not allocated proper time and planning at the end of the year to give an overall review of the Ends Policies developed. Has the Board planned an overall eval of all EL policies developed at the end of this year's EL development? Or is it sufficient to just plow through the policies without overall reflection?- I also would suggest that DREAM has a process already established to do Board monitoring and ED monitoring by the Board (if this process is already in place then you can ignore this last point).

6) Legal Audit and DREAM's response. **Accepted with condition. Mike L., please verbally respond to questions. Jon H., please see feedback.**

- ❖ Does the Board still need its D and O under the VT statute? Could Mike L. put together a list of the actions being taken (both ED and Board) so that we can easily digest what is being proposed and what the Board will have to take care of?...
- ❖ I will adopt the suggested language from the Audit. - As secretary, I am guessing it is also my responsibility to draft a Confidentiality Policy to be signed by each Board member. I will do this and add it to the application documents. - As for creating a Treasurer position, I notice that finance is an integral part of the board process and would be in strong support of creating this position. I suggest the Board outline the specific roles of the Treasurer prior to creating the position. I also question the Board's capacity to support this position for fear of having every member occupy an additional position. - As for creating an Executive committee, I support this idea with the condition that process and guidelines for operating be created to distinguish when the Exec Committee vs the entire Board's input is necessary.
- ❖ Generally this looks good, and thanks for taking the time to go through and assign tasks to groups, Mike L. A couple of questions. Do we want to redefine a quorum, since we cannot approve policies unless we meet that quorum? Currently it is defined as a simple majority, or at least four people. I am curious to know your response to her warnings of hazing and drug/alcohol use among members. Do you agree that a mentor should be removed from the program if they are convicted of underage drinking or drug use? What preventative steps are being taken to educate members on the definition of hazing? What happens to a program if the college charges them with hazing? Perhaps this is something for you to add to your staff discussion in the next few weeks, and you could submit your recommendations to the board in early 2006. I think DREAM staff should be covered for driving children, and I wasn't clear - are you going to obtain this coverage?
- ❖ And some feedback for Jon: It appears that there are some things to add to our annual calendar for January or February, as suggested by Mike L. Jon, I'm assuming you're going to add these reminders (once we approve the new calendar)? If you're not sure what I'm talking about I'm happy to add them and show you what I mean. Things to add in the "ED Follow Up" and "Board Follow Up" columns of the Annual Calendar:

- ED provides Staff recommendations for vacation time: does it have to be earned and can it be carried over from year to year?
- Board Discussion: what to do if a staff members has a long term illness and requests paid leave or extended vacation days?
- Board Discussion: do we want to adopt a confidentiality policy for particular subjects discussed in Board meetings?

7) Board proposals (any proposals from board members). There are 6 proposals for review:

a. Jon Harris: Community Ends **Jon H., hopefully the comments will help with a broader discussion at the meeting.**

- ❖ Section 1: I agree, "other VT residents." Though the "cost" component will be interesting...in other words, how much energy should DREAM be spending on community vs. child ends. Should we be writing community ends relating in some way to DREAM's other groups (ie, community members will better understand DREAM's target population of children)? And/or should we have specific outcomes we want for these other community members (ie, community members feel more empowered to affect change)? I like the idea of building community capacity to affect change in our target populations (you allude to this idea in the Champlain course credit area - because of DREAM, there will now be a greater capacity in the community to influence DREAM's children/families)...
- ❖ I very much like the revision to the definition of "community," especially as it broadens the appeal of the program, and creates more opportunity for volunteering and funding. Very much also like thinking of both short and long-term goals -- recognizing that some efforts do take time and don't have immediately apparent results.
- ❖ First of all, nice work Jon on completing this research and summarizing it in an easy-to-read format with pointed questions at the end. This was very easy to read and know how to think about responding. Thank you for creating a great example (and hopefully, template) for future, similar Ends-based research projects. 1. Section I: Defining Community. I agree with your definition of membership, and have a few comments on wordsmithing. "all Vermont (New England?) businesses, residents, organizations, etc. that do not qualify as any other DREAM member (stakeholder? just to keep our wording precise - the other Ends are all based on DREAM's other stakeholder groups)." 2. Section II: Reshaping our Community Ends. I agree that the Board should brainstorm and rewrite its Community Ends. Since we don't have it scheduled again for almost a year, I think we should make this a central discussion point of the meeting this Wednesday. I would propose that we supply some initial ideas to get discussion rolling. Here are my contributions to framing the Ends discussion, which pretty much reframe what you said above. We could use these as a starting point for further discussion. Ends 5 Community. The DREAM Community respects, understands, supports, and actively contributes to the DREAM's programs and stakeholder groups. Accordingly:
 - 5.1 The Community is regularly engaged (through projects, program visits, financial support, etc.) with the DREAM staff and programs.

- 5.2 The Community actively seeks out and feels comfortable engaging in new opportunities with the DREAM staff and programs.
 - 5.3 The Community is engaged in both short- and long-term relationships with DREAM staff and programs.
- b. Mike Loner: Children Ends. **Mike L., please verbally comment on suggestions.**
- ❖ Can DREAM submit potential children Ends based on the TOC to the Board?.
 - ❖ I would be curious to see Theory of Change but agree in concept.
 - ❖ I agree we should rewrite our Children Ends to be more measurable and aligned with the Theory of Change. It is scheduled to be the main topic of discussion next February and March, so perhaps we could do it then.
- c. Mike Foote: Policy Change (language) **Accepted with condition. Foote, please incorporate into policy doc.**
- ❖ Would it be worthwhile, in E.L. 9.5, to add "short and long-term" to the objectives, such that DREAM can track progress against some goals/outcomes that take time to achieve?
- d. Mike Foote: Policy Addition (legal audits and financial audits) **Accepted. Mike F., please incorporate into policy doc.**
- ❖ change "ever" to "every"
 - ❖ Would it be helpful to tie DREAM's Theory of Change in with the financial audits?
- e. Mike Foote: ED Compensation / 6-month review.
- f. Mike Loner: Insurance Coverage. **Accepted with condition. Mike L., please verbally respond to questions.**
- ❖ If you feel that the \$100,000 coverage is adequate for the van (would that be the cap for all medical expenses of people riding in the van who could be injured? If so, that could be a bit low, considering that the van holds at least 7 or 8 people), then I think it's fine to explore other companies' policies.