

DREAM Board Meeting Agenda

September 20, 2006

DREAM Office

5:30 pm – 7:30 pm

Chair Report

(old business and new business)

Chair, Jon Harris

(5:30pm)

Q & A*

(answers to questions brought up through homework)

Executive Director, Mike Loner

(5:40 pm)

Discussion #1: Board Priorities to Policy Exercise

Jon Harris

(6:00)

The goal of this discussion is to isolate where our priorities fit into policy. This exercise is similar to Mike and Bill's homework submissions on Alumni, Mentors, Expansion, and Environment. The board will break up into groups with two priorities assigned to each group. Your group will then discuss and make recommendations for where your priorities fit within our policy. The group will reconvene, and we will present our work to the rest of the board.

Discussion #2: Syncing DREAM 2007 Budget with Board Priorities

Jon Harris

(6:45)

The discussion's goal is for the board and Mike Loner to make sure DREAM is set to tackle the board's priorities for 2007. The budget is one key indicator of this. We will review the budget with Mike L to make sure every budget priority is represented. *A helpful tip to prepare for the meeting is to look at the budget before the meeting, and note where each priority is represented, or if you find any priorities not represented.*

Talking Points

- Do you see each of the board's priorities represented in the budget (bare in mind that each priority requires a unique amount of funding, so one priority may require several thousand dollars while an equally important priority requires only several hundred)
- Do you have any questions or concerns about the budget?

Comments from the September 2006 Homework

1) August Meeting Minutes - Accepted

2) Executive Directors Report: September 2006:

- Thanks, Mike. All sounds great. I'll send you a list of names ASAP.
- For anyone who has never experienced a DREAMstock, it is one of the most exciting events, and board members should attend and help out if you are available. Mike L - are there any workshops board members can help with? In terms of supporting DREAM for the annual appeal - you bet!
- Mike, great work as always. As you mention later in the monitoring, this staffing issue needs to be a big focus for all of us. Perhaps spending a little time reviewing the issue and implications with all of us would be good. Also, was up at camp and wondering what's with the red algae bloom around the culvert in our front wetland...any implications for swimming water safety?

3) New Monitoring Policy – EL 7

EL 7.1 Accepted

EL 7.2 Accepted

- I have a question about long-term IT needs: how are the office computers doing? I noticed that only \$4,000 is budgeted for technology, but that might not be enough if a few computers start having problems.
- Wow... that is a very thorough system for website maintenance. I wish some of our clients would adopt it.

EL 7.3 Accept with condition

- I feel like this EL is related to the feasibility study we discussed at the last meeting. This study, and the follow-up discussions, should result in a strategic plan that can guide things like staffing and support. In the short term, the staffing plan would be a logical next step. Without both of these (the feasibility study and the staffing plan) I don't think we can yet report compliance.
- How are we looking on the actual strategic plan document?

EL 7.4 - Accepted

- A shout-out to the staff for DEFINING best practices in addition to maintaining them!!!
- BBBS is using our evals as a model too! Very exciting.

EL 7.5 Accepted

- Sounds like data is secure...sometimes helps to imagine "what if the office disappeared tomorrow, what would we be missing that we couldn't live without?"

EL 7.6 Accept with condition

- Sounds like you're all set with IT and the ED's job is covered by the management team, but what about staff cross-training? If Jen, Chad, Kristin, Daniel, etc. are abducted by UFOs, do any of them possess unique and critical knowledge of programs, etc.?

EL 7.7 Accept with condition

- No compliance reported....? But I'm assuming that you are in compliance.
- I assume "bill pay" includes insurance?

4) Re-Monitoring Policy

None

5) Board Proposals

A) Pete Land: proposal to amend the Bylaws to allow voting via email - Accepted with condition

- I suggest we add to Pete's amended Article 4, Section 5 the following, ". If a special meeting is conducted over email or reasonable proxy, directors shall be given twenty-four (24) hours to respond before any action is taken. If a vote is required over email, the time limit for board response may be extended as necessary to reach a majority vote."

B: Bill Finnegan: Budgeting to reflect Board Priorities – Rejected

- I think we should be cautious about the difference between budgeting and expenditures.

C. Bill Finnegan: Anti-discrimination clause – Accepted

- I think the reality may be that DREAM has not gone out of its way to approach some children with medical conditions the program is currently underprepared to manage safely... I'm curious what our responsibility is in this vein...for example, children in wheelchairs attending camp....

D. Bill Finnegan: Environmental Ends – Accepted with condition

- Great addition Bill! 2 Comments:
 - 1) I think we should include definitions for "responsible" and "sustainable" as they are used in Bill's Ends. Especially with camp land, where the land is simultaneously undergoing development and preservation, DREAM should articulate what these terms mean and the implications they have for the land.
 - 2) IF we want to refer to all DREAM property, what should we say about DREAM's current office space. This property is donated to DREAM, but should we include any language for the space DREAM occupies? ALSO- to look far down the road, what reasonable guidance can this Ends section provide for when DREAM is considering building its own office?

E. Mike Foote: Alumni – Accepted with condition

- Looks fantastic Mike - 2 comments:
 - 1) Does the alumni program currently target mentees? If we are going to include both mentors and mentees within the "Alumni" stakeholder, does the staff have the capacity to work with both groups?
 - 2) I would like to add Ends 4.4, which will read, "Alumni will pursue healthy and

productive lives". Our Ends policy state this benefit for mentors and children, but we do not explicitly state this as a goal for alumni.

F. Mike Foote: Expansion – Accept with condition

- Who is considered a "member" of DREAM? Is increasing membership therefore consistent with expansion/replication of programs?
- I feel like the language of this addition may need to be more precise - it seems like it might be hard to identify what could alter the current trajectory before it is studied in more detail. I also feel that a feasibility study of expansion and replication isn't necessarily altering the current trajectory - DREAM's history is one of growth and developing a strong model, and expanding and sharing this model would be investments but along the current trajectory.

The feasibility study we discussed seems more like a one time deal, not something that should be written into the ELs. But of course, it is a process that should be revisited or happen every so often.

Two potential recommendations: this could be reworded so that it requires the ED (with the board) to undertake long-term planning every few years; or that any investment of a substantial amount of time or money in a new program or initiative should require a feasibility study; or both.

- Mike L – how does a capital campaign fit in with expansion. Since it appears the capital campaign will focus around camp, is DREAM's general geographic expansion a completely separate issue (both in terms of focus and resources)?

G. Mike Foote: Mentors – Accept with condition

- Again, I feel like this action (developing a theory of change) is a one time thing, that we can recommend or set as a priority, but seems strange to incorporate into policy, which should be monitored annually, and seems to be related to ongoing activities.

Perhaps this could be reworded to: The ED shall not fail to develop and update "Theories of Change" for the different DREAM stakeholders, and to fully integrate these models in programs and evaluations.

- Mike - where the Theory of Change will define benefits for mentors, I think we should include the TOC (or some variation of it) in the Mentors Ends in addition to the EL. Are you working on this? Or - do you think that the Ends policy for mentors is fine as is? If so, why?

H. Mike Foote: General Recommendations - Accepted

- I am a little confused about what we are going through to make it simpler and more readable, the priorities or the policy. I completely agree about policy.

Board priorities are referred to in a number of ELs, some of which we went over last month. So it is inferred that we have to make them, and I think we have done a good job this year of tackling that somewhat vague task. I guess it would make sense to add something specific to the governance policy, which would be new policy territory for me.

- This is something the board will discuss at the end of our priority setting process. This process creates priorities that do not fit specifically into any of our policy. Rather - we create a separate, vague body of "Board Priorities" which guides 1) DREAM's annual budget and 2) policy change. This can potentially be problematic for several reasons, and the board should discuss these reasons, and the process in general, and make a decision on a more defined process for 2007. I will bring this up at the end of Wednesday's meeting.
- Perhaps someone wants to take this on as a side project :) but if folks are feeling swamped with more important board priorities right now, i'm happy to do it post-campaign...