

Strategic Planning Committee Report

DATE: 30 June 2022

MEETING TYPE: Zoom

MEMBERS PRESENT: Joseph Krawczyk (Chair), Gary DeGasta, Brenda Cruickshank, Charly Dickerson, Jennifer Carmichael, and Joyce Scribner

MEMBERS ABSENT: Michael Klopchin, Peter Niles

INVITED GUESTS: Melissa Jackson, Asa Morin, and Robyn Boland

MEETING START TIME: 1:00 pm

IMPLEMENTATION of STRATEGIC GOALS/COMMITTEE ORGANIZATIONAL STRUCTURE: VVH

Strategic Plan Goals: #1 - Serve More Vermont Veterans; Goal #3 - Expand Geographic Reach and Goal #4 - Offer New Services.

SUMMARY OF DISCUSSIONS:

1. Strategic Plan/Strategic Planning Committee Implementation:

- President Krawczyk opened the meeting of the Strategic Planning Committee. Mr. Dickerson reported the By-Laws Committee met last month and requested guidance on changes to the By-Laws. Discussion: Subsequent to the creation of the Strategic Plan, the Operations Committee name was changed to Quality Assurance. Due to attendance issues, the Quality Assurance Committee has not held a meeting.
COL DeGasta recommended the goals from the Strategic Plan that were assigned to each committee to be linked to the current descriptions in the By-Laws: Budget and Finance-Preserve financial health; Buildings and Grounds-Capitalize on the Bennington asset; Outreach and Marketing-Improve communication, and Increase collaboration; Executive Committee-Enhance leadership; Quality Assurance-Cultivate an excellent team; and Strategic Planning-Serve more Vermont veterans, Expand geographical reach, and Offer new services.
Under the Committee reorganization, the previous By-Laws and Nominating committees were relocated under the Executive Committee as subcommittees. The previous eight committees identified in the current By-Laws are now six committees with two former committees functioning as Subcommittees under the Executive Committee. Mr. Dickerson will rework the By-Laws language and incorporate reference to linkage to the Strategic Plan into the By-Laws language, furnish his draft to the Committee Chairs for their review and comment. Subsequently, Trustees will be offered an opportunity to provide their input.
A question was raised how frequently committees should meet. According to the current By-Laws, committees “are to meet at the Home on the day of Board meetings”. Since the Board is not meeting in person, and since committees are meeting apart from scheduled Board of Trustee meetings, this language will need to be revised accordingly. The Board of Trustees will continue to meet 6 times per year as identified in the current By-Laws.
It was suggested that committees are key to the implementation of the Strategic Plan and are expected to do their best to accomplish their assigned Strategic Plan goals.
CEO Jackson summed up the discussion stating that there will always be activities and components of the Home’s operations in Bennington, but the Home and its Board needs to embrace a Strategic Plan that offers complementary “out of the box” alternatives, which may or may not be Bennington-based.
- A suggestion was made to create outcome metrics to measure how well the Board and its Committees are implementing their Strategic Plan goals.

2. Board Committee Structure:

- Most Trustees were sitting on more than one committee, and since Board of Trustee committee meetings were held on the same day as the full Board meeting, restructure was designed to correct this concern by assigning (most) Trustees to a single committee. An unintended consequence was several committees have 3 members – not necessarily an ideal number for synergy and discourse.

Now that committee meetings are held apart from the Board of Trustee meetings and are generally being held via zoom or teleconferencing, meeting time and location arrangements have changed. Trustees serving on more than one committee may be less of a logistical problem. Trustees will be polled to determine their receptivity to serving on more than one committee.

- CEO Jackson reported that Home staff are more able to attend (committee) meetings now than in the past. However, their ability to perform in-depth research, take on a large project, etc., will continue to be a hardship due to regulatory demands. She requested Home personnel and their expertise be called upon to support committees and their work.

3. Feasibility Studies:

- The candidate interviewed from the VISTA program accepted a position elsewhere.
- There have been no responses to the RFP that was recently posted again. Plan to re-address this in the fall and consideration will be given to make the RFP broader and expand the reach which might include conferring with NASVH colleagues for input. A starting point might be to identify, as best we can, service gaps and where the veterans are located.

OTHER TOPICS DISCUSSED: n/a

FINDINGS and RECOMMENDATIONS:

- Mr. Dickerson will incorporate definitions (goals) from the Strategic Plan into updated By-Laws language. The revised descriptions will be furnished to the Committee Chairs for review and input with their committees.
- Consider developing metrics to measure committee growth and progress toward Strategic Plan goals implementation.

ATTACHMENT: n/a

FUTURE AGENDA ITEMS: Implementing Committee Strategic Goals (Serve More Vermont Veterans; Expand Geographic Reach; Offer New Services), other

MEETING END TIME (adjournment): 2:08 pm

COMMITTEE CHAIR: COL Joseph Krawczyk
1 July 2022