

Goal 1: Finances are sustainable and growing to meet our vision.

Goal 2. The PVS Board and visitors are more diverse.

Goal 3. Visitors and staff are of sufficient number, prepared, organized, motivated, and supported to carry out the mission of PVS with excellence.

Goal 4. The impact of PVS and awareness of its work are enhanced through strong internal and external communications.

The format used below lists the number of the goal and the strategy followed by the letter of the specific tactic. If the tactic has subsections, these are in parentheses. For example, 4.3.c. (v) refers to goal 4, strategy 3, tactic d, subtactic v.

Board

Year	Task	Responsibility
All, start 21	4.5. Maintain communication with donors, funders, and sponsors	Staff, with Board and Development or other Committee assistance as needed
22	2.1.e.i. Create a spread sheet (using the current Board matrix as a start) to capture visitors’ known skills and interests, as well as their connections with diverse organizations, during recruitment.	Staff with volunteer or Board assistance; Governance and Nominating Committee
22	2.1.c. Build relationships with diverse organizations that have allied missions (e.g., the NAACP, native American groups, prison advocacy groups). Cultivate contacts who may become Board members, speakers, or facilitators, or who may be able to provide advice on visitor recruitment. (Director, Training Committee, Board members
22	2.3. Increase diversity by establishing a welcoming Board policy on race, ethnicity, religion, and national origin so that diverse	Board and Director

	<p>visitors and Board members will feel at home in the organization.</p> <p>2.3.a. Define diversity.</p> <p>2.3.b. Consider developing Board policies to lower barriers to diversity and help us become aware of bias.</p> <p>2.3.c. Deliver training to visitors on the Board policies.</p> <p>2.3.d. Consider becoming an anti-racist organization.</p>	
22	<p>4.1. Establish PVS communications and development committees. Over time, increase their participation, size, and impact. <i>(Board, staff)</i></p> <p>4.1.a. Tap visitors’ skills and talents (See Goal 2.1d and e).</p> <p>4.2. Enhance communication between visitors and the Board.</p> <p>4.2.b. Ensure regular Board participation in local coordinator and other appropriate visitor meetings. Allow time at each meeting for Q and A with the participating Board member. <i>(Executive Director and Board)</i></p> <p>4.2.c. Use small group discussions and Zoom sessions created specifically for this purpose. <i>(Executive Director and Board)</i></p> <p>4.2.d. Board members who participate in such meetings will identify issues requiring follow-up and report to the Board. <i>(Board)</i></p> <p>4.2.g. Consider developing products with PVS logo/identification for purchase by visitors as a way of increasing PVS visibility (e.g., T-shirts). <i>(Staff, layout professional)</i></p>	Executive Director, Staff, Board , layout professional as shown
22	<p>2.1.e.iii. Investigate practical ways to flag and capture potential connections with diverse organizations discovered during interviews.</p>	Staff with volunteer or Board assistance
22	<p>4.7. Use regular meetings with BOP to increase its understanding of PVS and its mission. Similarly, use any opportunities to accomplish the same goal with re-entry coordinators.</p>	Staff, Board , Local Coordinators

<p>22</p>	<p>2.2.d. Facilitators, local coordinators, Board members, and staff who participate in meetings with visitors will use any appropriate opportunities to hear visitors’ ideas on organizations they are familiar with that may be good sources of diverse visitors. Followup as appropriate. <i>(Staff, Board, Training Committee)</i></p>	<p>Staff, Board, Training Committee</p>
<p>23</p>	<p>1.4. Expand fundraising capacity to meet organizational goals</p> <p>1.5.a. a. Consider hiring a development professional, either as a consultant to prepare a plan, or a staff person on salary to raise funds.</p> <ul style="list-style-type: none"> • Person could also focus on marketing and communications, to drive more interest around PVS to increase visibility and potential for future donations. 	<p>Board and Staff</p>
<p>23</p>	<p>2.1.b. Build relationships with colleges and universities, especially historically Black colleges and universities, with strong programs related to justice and corrections. Cultivate contacts who may become Board members, speakers, or facilitators, or who may be able to provide advice on visitor recruitment. <i>(Director; Board members)</i></p> <p>2.2.a. Review statistics on the current diversity of visitors and compare to the prison population to determine desirable targets. <i>(Staff)</i></p> <p>2.2.b. Develop and execute a specific plan to achieve target demographic diversity, beginning with the Black / African American population. (ad hoc advisory committee or other task force identified by the Board)</p> <p>2.2.c. Use census tools to better understand the demographics of the population surrounding specific prisons. This may yield insights on sources of potential visitors who reflect the diversity of the prison population.</p>	<p>Director, Staff, Board as identified</p>

<p>23</p>	<p>4.2.c. As capacity allows, engage in the following:</p> <ul style="list-style-type: none"> i. Reach out to reporters to become a reliable and impartial source for stories involving federal and military prisons. ii. Write op-eds. iii. Speak on radio shows as an expert resource (<i>Director, Board members, seasoned visitors</i>) iv. Host popular speakers on topics relevant to the work of PVS (<i>Training & Development Committees, staff</i>) 	<p>Staff, Development Committee, Board members, Training Committee, communications consultant as shown</p>
<p>25</p>	<p>4.2.a. Develop a visitor’s advisory council (or other structural change to get regular input on issues such as how to increase diversity and conduct effective outreach).</p>	<p>Board, Staff, Local Coordinators</p>
<p>25</p>	<p>3.2. Assess staffing of the organization necessary to carry out the mission.</p> <p>3.2.a. Consider establishing a full-time position for a visitor liaison with skilled training experience. (<i>Board and Director</i>)</p> <p>3.2.b. Determine other staffing needs (<i>Director</i>)</p> <p>3.5.c. Consider establishing local coordinators as paid positions. (<i>Board and Director</i>)</p>	<p>Board and Director</p>
<p>25</p>	<p>4.3. Invest in building public awareness of PVS.</p> <p>4.3.a. As soon as possible, hire a communications consultant to manage publicity and enhance PVS’s capacity to use media effectively to increase awareness of our work.</p>	<p>Board, Staff, and Director</p>