Strategic Plan, 2021 – 2026

Fall 2022 Report – Development Comm.

PVS PRISONER VISITATION & SUPPORT

Responsibilities for Implementation

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 stronginternal and external communications.

The format used below lists the number of the goal and the strategy followed by the letter ofthe 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.*

Development Committee

Year	Task	Responsibility
All (begin 21)	**1.1.a.** Ensure Board has access to accurate, real-time financial information. See Finance Committee.	Finance Committee, **Development Committee,** and Staff
21-22	**1,2. Increase the number of individual donors, sponsors, organizations, and grants that offer reliable sources of funding by X% (to be determined). See Staff Report.** **1.2.a.** Strengthen entries in IRS Form 990, GuideStar, and Charity Navigator. **1.2. b**. Consider focusing on distinct geographical areas as test cases. **1.2. c.** Determine Return on Investment (ROI) for all fundraising activities. **1.2. e.** Expand Board membership to include those with capacity to give, and who bring fundraising networks, including law firms with strong pro bono programs **1.2. f.** Tailor messaging toward other donation	**Development Committee** and Staff

	vehicles: recurring donations/youngerdonors, Required Minimum Distribution (RMD)/older donors, etc. **1.2. g**. Review list of historical sponsors and endorsers and determine best contacts for follow-up. ○ Revisit how we define "sponsor" and "endorser." ○ Request that PVS be featured in individual sponsors and endorsers newsletters.	
21/22	**4.3.c.(v).** Post on social media sites and comment on others' news feeds. Staff	Training Committee and **Development Committee**, Staff
All, start 21	**4.5.** Maintain communication with donors, funders, and sponsors. Ongoing.	Staff, with Board and **Development** or other Committee assistance as needed
22	**1.1.** Define the fundraising targets necessary to comfortably maintain our current operation, and the goals necessary to meet future needs as defined by this strategic plan (additional staff, etc.). In process. **1.1.b.** Publicize these needs to sponsors, endorsers, and individual donors. **1.1. c.** Create levels of giving and a "wish list" of what is needed to accomplish	Finance Committee, **Development Committee** and Staff
22	**1.3** Maintain and enhance stories, correspondence, and boilerplate to facilitate the preparation of grant applications and make the case for donor support. *Ongoing.* 1.3.a. Cost out the Big Vision – how much do we need? 1.3.b. Identify fundraising cases: • Supplement conference fees for those who cannot afford it • Sponsor X visitors at X amount to visit X number of people 1.3.c. In appeals, continue to tap into people's new appreciation for the challenge ofsocial	**Development Committee** and Staff

	isolation vis-a-vis the pandemic	
22	**1.6. Enhance annual fund campaign** **1.6.a.** Expand the number of new and recurring donors by an amount determined by the Development Committee, using tools such as buying and/or trading lists with organizations with similar missions to expand our donor base. (See Strategy 2) In Discussion. **1.6.b.** Consider applying for a capacity-building grant to fund additional development strategies. **1.6.c.** Set long-range targets in addition to short-term goals **(moved from Priority 2)**	**Development Committee** and Staff
22	**2.2.e.** Use regular calls to sponsors and endorsers to determine how best to follow upwith volunteer recruitment, solicit ideas for Board members, and solicit ideas for recruiting a more diverse group of volunteers. Ongoing.	Staff, **Development Committee**