

# Prisoner Visitation and Support

## Strategic Development Plan

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## Introduction

In April 2014, Schultz & Williams, Inc. (S&W) was retained by Prisoner Visitation and Support (PVS) to assess the organization's development program and create a strategic development plan to maximize revenue potential. PVS wants to fully understand the accomplishments and capacity of its current fundraising program in order to position PVS for the future and to meet its goal of increasing the number of prisoners visited.

PVS would like to expand its services to the approximately 30 federal prisons where it does not have a presence, to meet the growing demand driven by the steady increase in prison populations. While PVS has grown over its 40+ year history to meet demand, it has plateaued at its present level and has had to use reserve funds to cover modest operating deficits. This assessment and plan is meant as a guide to help both PVS' staff and volunteer leadership grow resources for the future through a strong and diverse fundraising program.

We would like to thank all the members of the Development Task Force for their time and investment in the process. We would especially like to thank Eric Corson, Executive Director, for putting together the requested materials and coordinating our interviews.

## Executive Summary

Our goal in this assessment was to fully understand the situation of Prisoner Visitation and Support relative to:

- The case for support and the definition of funding needs and opportunities;
- The current and past performance of PVS' prospect pool and its capacity for future support;
- Organizational capacity for fundraising including staffing, systems and infrastructure;
- The effectiveness of current fundraising strategies;
- Communications including messaging, strategies and methods; and
- The role and capabilities of the volunteer leadership.

Based on our assessment of the current development program and our own experiences with social service organizations, we summarize our findings by defining the strengths and weaknesses of Prisoner Visitation and Support with regard to development and communications as follows:

### *Strengths*

- A successful, well-established organization with a mission its constituents believe in.
- Compelling case for support, enhanced through prisoner, visitor and warden testimonials and results of primary research illustrating the impact of visiting prisoners.
- Long-term staff, volunteers and donors.
- PVS has seen contributed revenue increase annually in the past four years.
- PVS has invested and seen a healthy ROI on direct mail acquisition.
- PVS has a high-average gift from its direct mail donors.
- An organization-wide commitment to strengthening the fundraising program to increase revenue.
- High quality of volunteers, who are well-trained, with intensive oversight from the central office.

## ***Weaknesses***

- PVS is not well-known by the broader public even by others within the prison industry and criminal justice nonprofit sector. The materials used to build awareness are dated and make the organization look tired.
- PVS cannot collect data about its own direct impact on prisoners due to BOP regulations; therefore, it relies on other research to show its impact.
- PVS has to fight society's stigma about prisoners, which causes people to easily dismiss helping them, making it difficult to build constituents.
- PVS does not have a culture of mid-level or major giving among its donors; it has not asked its donors to personally increase their support by using customized ask amounts in solicitations.
- There is concern that PVS' donor base is aging and more new donors need to be acquired annually to supplement the file. PVS also has not taken advantage of the age and loyalty of its donor file to secure more bequests.
- PVS does not have 100% giving participation by the Board.
- PVS is limited in its ability to increase resources for fundraising until more dollars are raised to support an increase in operating expenses.

## ***Next Steps and Major Recommendations***

This plan details actions PVS should take in the next two to five years to dramatically strengthen its resources. The key recommendations are summarized here:

- **Case:** Use and continue to refresh the stories and statistics that define the need and emphasize PVS' unique ability to meet that need.
- **Prospects:** Engage in more personal outreach with the top 50 prospects. Upgrade low- and mid-level donors through personalized ask amounts. Create an annual giving leadership society.
- **Volunteer leadership:** Strengthen the PVS Board by securing 100% participation in giving, instituting term limits, and recruiting qualified and influential new members.
- **Staffing and organizational capacity:** By strategically executing the fundraising recommendations, PVS will be positioned to expand staff resources through a phased approach: intensify the Executive Director's role in fundraising; expand responsibilities of the office manager to include fundraising support; and ultimately, hire an Assistant Director to manage all fundraising activities.

## Study Method

S&W focused its entire process on the following fundamentals of fundraising success:

- A clear and compelling case for support;
- A cultivated constituency and the willingness of that constituency to contribute;
- Capable and willing volunteer leadership; and
- Staffing and infrastructure to support an enhanced fundraising effort.

S&W's work for PVS was conducted in three phases: (1) internal assessment, (2) external testing and (3) report generation.

The internal assessment began by reviewing financial reports, planning documents and fundraising collateral. Next, S&W conducted internal interviews with Board and staff. The objective of this phase was to gain a thorough understanding of how PVS intends to define its case for support moving forward, the potential prospect pool that may exist within the current donor base, recent fundraising performance, staff and volunteer resources and capabilities and, of course, plans for the future.

The internal interviews were conducted by Jean Tickell, Senior Consultant, and Jill Macauley, Project Manager.

Internal Interviewees	
<i>Name</i>	<i>Title</i>
Chuck Barrett	Former Regional Recruiter
Rick Boardman	Board Member
Eric Corson	Executive Director
Marc Levin	Board Member
Rachel Osborn	Board Member
David Poundstone	Board President
Virginia Rinella	Board Member
John Vanyur	Board Member

In order to offer comparative data, S&W conducted benchmarking interviews as part of the assessment, based on personal conversations with development officers, board members and executive directors about the size and scope of their fundraising programs. The following four criminal justice organizations agreed to be interviewed:

- The Osborn Association
- Women's Prison Association
- Pennsylvania Prison Society
- Pennsylvania Institutional Law Project

To determine the strength of PVS' case for support, we drafted a white paper that described the organization's history, mission and accomplishments, philanthropic value proposition, and future plans and needs. We tested this document (**Appendix A**) with external constituents to gauge their reactions and opinions. Specifically, we explored PVS' appeal as a philanthropic priority and recommendations for engaging more donors.

During July and August, S&W team members Jean Tickell and Jill Macauley conducted 21 external interviews. **Appendix B** has a complete list of those interviewed. In addition to providing valuable information about the fundraising potential, the interviews also served as a means of learning more about these individual stakeholders and assisted in cultivating them as current and potential donors.

The interviews conducted by S&W were based on a structured list of questions meant to elicit information on the following topics:

- The image of PVS;
- The key themes for the case for support;
- The past and current fundraising efforts of PVS; and,
- Volunteer leadership's role and level of involvement.

The complete compilation of responses from the external interviews is attached as **Appendix C**.

After the internal and external phases, the S&W team drafted this report, which includes assessment findings and the strategic development plan. The strategic development plan defines specific action steps through which PVS will be able to deepen relationships with its donors, ensure sustainability and continue growth in its fundraising efforts. This report is presented in draft form to the Planning Task Force for its review and feedback.

The following sections include S&W's observations, interview findings, recommendations and an action plan for increasing efficiency and effectiveness of the fundraising program for organizational growth and sustainability.

## Benchmarking

There is no organization that is an exact comparator to PVS in mission or in services. Two organizations were selected that had the appearance of strong fundraising programs that did offer direct services to prisoners – Osborn Association and Women’s Prison Association – and two organizations were selected that PVS had ties with through Board members – The Prison Society and the Pennsylvania Institutional Law Project.

S&W learned the following key points:

- In light of current media coverage and the political landscape, which frame prison/social justice as a universal issue, all four organizations feel that the current environment is more receptive to their issues. Yet, each also acknowledged that engaging the average person is still difficult, because the prisoner population is so easily dismissed.
- Each of the four organizations operates in a single state and not a national market. There is an awareness that as a national organization, PVS has greater challenges seeking funding, whereas these organizations can focus and rely on regional or state-level funding.
- Each felt that the private foundation community is becoming more sympathetic to their causes and work. Two organizations suggested using the current key buzzwords in grant proposals to appropriate foundations: “mentoring,” “re-entry,” the Pew-supported “Justice Reinvestment Initiative” objectives including reducing “recidivism” and “women and justice,” etc. They also mentioned foundations’ increased interest in outcome/impact data.
- Two of the four programs have invested resources in their annual giving programs and see positive growth. One organization runs an integrated annual giving campaign with each letter appeal being accompanied by a presence on the web site through videos, e-blasts and social media.

S&W recommends that both staff and Board members of PVS continually reach out to organizations - both advocacy and social service – with missions related to criminal justice and that serve prisoners to acquire and share new ideas for fundraising, partnership/collaboration opportunities, and to keep abreast of industry trends.

## Findings and Recommendations

The findings in this section reflect our analysis of the key elements of the current situation regarding fundraising at PVS. They come from our growing familiarity with PVS, comments provided in interviews, our internal assessment, benchmarking discussions, and our experiences in the nonprofit sector. Recommendations come out of the key points in this analysis.

### *Image*

#### *Findings*

- The overwhelming majority of interviewees feel that PVS is not well-known.
  - “I am involved in the foundation and social justice world and I have not met anyone who has heard of PVS when I mention it.”
  - “I don’t think it is very well-known. I have been affiliated with different churches – Episcopal, Presbyterian and Quakers – I have never seen literature or heard anything about PVS in those churches.”
- For those who are aware of it, the organization’s mission and work is known and respected.
- PVS’ dedication to its mission and work, in the most pure sense, is greatly respected by donors, visitors, prison wardens and the prisoners themselves.
  - “PVS is truly seen as an entity with an honest belief and mission.” With no interest in changing prison policies, the prison wardens value that PVS does what they say they will do.
  - “There is a great deal of discomfort with many prison visitation programs, especially those who include proselytizing and evangelization, but PVS has a mission only to be a presence, for the sake of the prisoners.”
- The external image produced by the communications and marketing collateral, including brochures and website, is dated. This hinders the ability to show the energy and passion behind the good work of PVS and makes the organization appear parochial.
  - “This organization is tired. I respect it, but everything is old, tired, tedious feeling. The age of the volunteers is old. It isn’t very with it. It needs to increase the energy level.”
  - “In general, PVS’ communications are too low key. They need to get people fired up. PVS is too far below the radar.”

## Recommendations

- Overall, PVS must invest in awareness building. Both fundraising and recruiting are tools to strengthen its presence, leading to both donors and visitors.
- Donors do not make gifts because an organization provides important services; they give because the organization is a priority for them. PVS can become a philanthropic priority for more donors through awareness building and making itself top-of-mind. Fundraising success is the outcome of strategic awareness building.
- As a 46-year-old organization known for its integrity, PVS should be seen as the premier voice for volunteer programs in federal and military prisons and be known as a leader in the broader criminal justice field. Building relationships with organizations doing related work can be mutually beneficial, helping PVS become better known. Having partnerships with other organizations that may be involved in prison reform does not necessarily preclude having a good relationship with the BOP.
- PVS can serve as an expert and impartial resource for the media and thought-leaders by telling its story and its history of good work. Capitalize on the trending interest in prisons by the mainstream media. Currently, criminal justice topics are covered almost daily due in part to the success of advocacy groups, politicians raising issues, and even the popularity of the Netflix series *Orange is the New Black*.
- Identify spokespeople for PVS to tell the organization's story on the national scene. Board members, the Executive Director and National Recruiters can provide organization-wide message points to ensure the same message is being shared and so everyone can feel confident speaking on the organization's behalf.
- At the same time, each donor, visitor and local recruiter should be empowered to serve as an advocate for PVS and be encouraged to do so. The goal would be to encourage these constituents to write to their local papers, speak at their local churches/synagogues and call into their local radio shows to talk about their experiences with PVS.
- Specific tactics to build awareness that PVS should consider include:
  - Reaching out to reporters to become a reliable and impartial source for stories involving federal and military prisons;
  - Speaking on radio shows as an expert resource;
  - Writing op-eds;
  - Signing up to present at conferences;
  - Hosting popular speakers on topics that are relevant to the work of PVS; and

- Posting on its own social media sites and commenting on others' newsfeeds.
- Topics that PVS could be prepared to address might include:
  - The history of PVS;
  - Issues related to:
    - Recidivism and how it correlates with prison visits;
    - Isolation/separated housing in prison\*;
    - Mass incarceration\*;
    - Long-sentences/mandatory minimums\*;
    - Aging prisoners; and
    - Re-entry into the community.

\*Issues like these might be controversial, where PVS does not want to be perceived as choosing a side or criticizing the BOP, so any public statements should be carefully considered.

- The 50<sup>th</sup> anniversary in 2018 is a pivotal awareness opportunity for the organization. PVS should start planning now to capitalize on this milestone to spark new energy and refresh its image. The 50<sup>th</sup> anniversary should celebrate PVS' solidified base of support; it should not be a time of great change or instability. Topics to consider include:
  - PVS's vision for the future: visiting more prisoners to help them "prepare to assume a useful place in society."
  - Brief origins of PVS: the national environment in 1968 and how PVS responded.
  - Showcase and thank volunteers, donors, sponsors and partner organizations.
  - Create a communications plan to maximize public awareness of the milestone.
  - Prepare anecdotes to share: Are there any prisoners who have been visited for the entire 50 years? Which prisons welcomed PVS in 1968 that still welcome visitors? Does a former prisoner have an insightful story to tell – including Board members?
  - Consider a formal gathering such as a dinner event or gala as a fundraising opportunity, but prepare a cost-benefit analysis to be sure there will be net proceeds. Another possibility is to take PVS on the road by hosting an anniversary speaker series in key areas, where PVS engages a popular speaker to talk about the prison systems in front of

regional audiences invited by visitors, donors and prison partners and creates a forum for PVS to talk about its work. These could also become audio or video files to share.

- PVS should evaluate its brand and marketing materials. Many have been in use for a long time and would benefit from an assessment of their content and design. This does not have to be an expensive undertaking.
  - PVS logo – The stenciled letters inside bars signal that this organization has something to do with prisons. Adding the word tag “Prisoner Visitation and Support” would clarify that PVS is a nonprofit organization.
  - Newsletter – Its frequency and conversational tone are appreciated by recipients.
  - Annual Report – PVS has used the content and template for the annual report for so long that it is in need of a new design. An annual report can synthesize the highlights of the past year in a compelling way, but include the lists of participants and donors separately rather than in the narrative. More funders require that an annual report be submitted with a proposal. It does not need to be fancy but should distill the best news from the prior year through stories, statistics and financial numbers.
  - Brochures – PVS should consider having three different brochures - a general background brochure, a recruiting piece and a fundraising brochure. They can all have a common message and reflect the PVS style guide in their “look”. Be sure they include links to the website.
    - Maps are essential – showing the locations of prisons across the country where PVS is involved will be an important info-graphic for all audiences. Many potential donors may be unaware of their proximity to a federal or military prison.
  - Website – PVS has come a long way with the web pages built by a volunteer. Much information is timely and the ability to contribute online is critical. The content should be refreshed with more compelling language to inspire volunteers and donors to become part of the PVS mission.
  - Social media – While PVS is right to exert caution with its social media presence, it is also an excellent way to recruit volunteers and attract donors of all ages. A Facebook page would need to be monitored for comments but could have unprecedented reach into a general audience. Weekly updates and good news stories would be sufficient.
  - Video – The excellent video made 20 years ago has served PVS well. Today, however, the videos with the strongest impact are shorter and follow a succinct story board. PVS should investigate a high-quality, low-cost production of a video that could attract volunteers and donors to be ready in time for the 50<sup>th</sup> anniversary. Using graphics like a map and charts representing the number of prisoners compared to the number of

visitors can capture the need very quickly. Adding individual voices – prisoners, visitors, wardens, Board members, and donors – can make the emotional case for PVS in a down-to-earth, authentic way.

- Fundraising materials (appeal letters, planned giving brochure) are addressed in a later section on Fundraising Programs.
- PVS should prepare a statement about why contributions from private prison companies and vendors are accepted. Some potential donors suspect a conflict of interest, assuming that PVS may seek to undermine the prison system or draw attention to its shortcomings or mistreatment of prisoners. By acknowledging the common goal of PVS and the prisons – to reduce rates of re-offending – PVS can demonstrate the incredible relationship it maintains with prison management, all in service to the individual prisoner.

## ***Case for Support***

### ***Findings***

- Most respondents felt the case statement document provided some information about PVS' work that was new to them, particularly the goal of increasing the number of volunteers. "It's a great goal." "The fact that they have continued to grow is encouraging."
- The distinction that PVS is the only organization authorized by both the federal Bureau of Prisons and the Department of Defense was seen as an impressive credential that should be emphasized.
- The quality of PVS' volunteer training was mentioned by those familiar with the organization as a key factor that sets PVS apart from other organizations.
- The quotes from prisoners were viewed as compelling. "I like hearing what prisoners had to say."
- The emotional element of the case was strong. "Knowing that so many more prisoners are abandoned, by their family or by the community, should inspire support for what PVS is doing."
- Nearly all respondents felt that "mentoring" was an inaccurate description of what PVS visitors do. "PVS visitors are not counselors or ministers; we are just there to care."
- More data showing that services like PVS reduce recidivism was seen as essential to a strong case. "If it's true that prisoners don't re-offend if they're visited, PVS should emphasize that."
- But some respondents cautioned that PVS should be clear it is motivated to help prisoners on a human level, not only to yield favorable statistics. "We are there for the prisoner, not for the system."

- Some felt that the case could be strengthened by quantifying the economic and social impact of lowering recidivism rates – making communities safer and saving taxpayers' money.
- The overall goal was perceived to be “achievable” although recruiting volunteers was recognized as being difficult work.
- It was suggested that PVS needs to be clear when it is asking for monetary contributions, rather than for volunteers. The capsule case was read by some as “trying to do too much.”

### **Recommendations**

PVS is basing its fundraising campaign on a statistical fact: more than half the population of 220,000 in federal prisons never receives a visit during their entire term of imprisonment. For those potential donors who see this as a compelling need, rather than as justice served, PVS needs to demonstrate that it has the expertise, integrity and a plan to meet that need. Building a strong case will have an emotional component – meeting a human need – with as much explanatory data as possible.

### **Case Elements**

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To describe the need, PVS can weave together anecdotes with research and statistics. In combination, these illustrate who PVS serves and how successful PVS is.

- Stories can illuminate the interactions among visitors, prisoners and prison staff to paint a picture for donors who have never been inside a prison but who might be moved to support PVS' work. Such stories, part of the emotional case, should be told from several points of view:
  - Prisoners – PVS has a wealth of letters and quotes from prisoners expressing their appreciation for PVS and the improvement it has made in their lives. Several quotes were used in the capsule case and many more are on the PVS website. Continue to encourage prisoners to provide honest comments on the impact of PVS, so that quotes can be frequently refreshed on the website and in appeal letters and funding proposals.
  - Released prisoners – If 98% of prisoners seen by PVS will be released at some point, their voice is hugely important to the case. Their stories would be a first-hand account of the impact PVS had, or continues to have, on former prisoners. Although BOP regulations make it nearly impossible for PVS volunteers to track prisoners after release, some prisoners do, and perhaps could be encouraged to, contact the PVS office.
  - Volunteers – The personal experiences of volunteers, as much as prisoners, were cited as inspiration to give to PVS by study participants in part because they see themselves in them. Visitors express a transformational experience that potential donors relate to vicariously.

- Continue to seek and use anecdotes from visitors – covering why they were interested in volunteering, what training was like and what the visiting experience is like. Include a representative cross-section by gender, geography, race and age.
- Wardens – PVS has built relationships with wardens who appreciate its mission and quality of visitors. They can express the benefits of PVS from the inside – giving a prisoner something to look forward to, no agenda to “reform” the system – and describe their shared goal of releasing prisoners who are unlikely to re-offend. This would be a unique perspective for most donors to hear, and could resonate most effectively with corporate donors, for-profit prisons and vendors.
  - Outcomes research:
    - The most compelling statement PVS can make to garner support is the link between visits and a decreased rate of recidivism. This is a data-driven outcomes measurement, making the case for visiting more prisoners at any point during their confinement (not just before release). The capsule case referenced the Minnesota study (Duwe and Clark, Blessed be the Social Tie that Binds, 2013) but there are a few other studies that constitute “an increasing body of work that stresses the importance of social ties to the re-entry process.”
    - Emphasizing the long-term results of visits aligns with the Statement of Purpose in the PVS By-Laws: “We offer friendship and a listening ear to help prisoners prepare to assume a useful place in society.”
    - Because PVS cannot contact prisoners after their release, it is impossible for PVS to track the very prisoners it visits in order to undertake its own longitudinal study of its effect on prisoners. Sharing the individual stories of former prisoners who contact PVS is currently the best solution.
  - Statistics on prison population - Potential donors who have no contact with prisoners are eager to learn about them. While PVS volunteers are trained not to ask why someone is in prison, there are other descriptors – gender, race, age, education level, prison security level, length of time served – that could be captured by the volunteer and collected by the PVS office.
    - At the same time, PVS can draw upon BOP’s demographic data on the inmate population to paint an overall picture of prisoners in the system. It may not be accurate to extrapolate from that data to create a composite profile of a prisoner visited by PVS; therefore PVS needs to be clear about that. PVS can re-state its focus on foreign nationals, women and prisoners with an acute need for human contact, and place it in the larger context of all federal prisoners. Military prisoners can be described separately.

- PVS should continue to integrate a monetary goal into its fundraising case for support. As 2013 fundraising results demonstrated, a more assertive, clear and direct ask will result in more gifts.
- Be clear that the primary objective – increasing the number of volunteers – is dependent on significantly increasing the budget through contributions. Continue to use figures as percentages (ex. “to increase our operating budget by 25% in the next 12 months”) or as dollar amounts, particularly in foundation proposals.
- However, PVS needs to strike a balance between demonstrating the need and showing vulnerability of an unsustainable future. Donors want to know their gift is going to an organization that will be around and most are put-off at the idea of funding debt. Therefore, the messages should be about the opportunity cost: growing the number of visitors and continuing to be as lean and efficient as possible, instead of deficits and cutting costs.
- Most donors will never become volunteers but should be motivated to make a gift in lieu of hands-on volunteering. Suggesting a dollar amount that goes directly to the activities in which they wish they could participate is a very directed request.
- The core elements of the case need to be adapted to different writing styles in order to have impact in different arenas.
  - Website, blog posts, social media – Writing for the web is shorter, punchier and gets to the point more quickly than a grant proposal. Think lists and one- or two-sentence paragraphs that simply state the funding need (in dollars) and the results.
  - Appeal letter – Recent appeal letters were seen as strong with a good level of detail and sense of urgency. Because PVS sends multiple appeal letters to donors each year, it is important to change or refresh each letter.
  - Foundation proposals – Grant requests to foundations offer the opportunity for PVS to describe its origins, programs and results in depth. Its excellent track record, strong relationships with prison systems and supporting data from recent studies are key ingredients to successful proposals. Reaching out to program officers is highly recommended, to insure that PVS is eligible and is regarded as a viable organization, although new to many foundations.
- PVS presents itself at times as a faith-based organization founded by Quakers, and at other times – as with the capsule case used in this study – does not. According to the best practices of donor-centric fundraising, PVS should continue to describe itself as faith-based when that is likely to appeal to certain donors (ex. church congregations) and should not when it is not expedient (ex. corporate grant proposal). Matthew 25:35-45 was referenced by several respondents: “I was in prison, and you visited me.” This element of spirituality in the work of PVS is important to share when approaching many individual donors and when reconnecting with sponsors.

- The simplicity of PVS' mission can be its strength. Some respondents wondered whether PVS would expand services to include re-entry programs or similar. Emphasize that PVS has remained true to its mission for nearly 50 years and continues to be the only organization in that space. But S&W recommends that it does develop relationships with other organizations providing other types of relevant direct service to prisoners – tutoring, job-training, counseling, etc. – so that donors understand that PVS is aware and supportive of broader needs.
- Defining what volunteers do is most authentically described as “visiting.” Other terms might include “listening” or “having a conversation.” Building a case around this seemingly simple action to convince some donors that it has real impact should include: the training PVS provides to prepare each volunteer to make the most of each visit; the benefits that accrue to prisoner, visitor and prison leadership; and again the evidence that “visiting” is the subject of research demonstrating its impact on recidivism.
- The consistency and simplicity of the PVS case will also make it abundantly clear that PVS is not in the prison reform business. Its unparalleled ability to maintain open access to federal and military prisoners is based on years of complying with prison rules, being transparent with prison management and holding volunteers to high standards. This will assure donors that PVS has solid footing in a unique area of prison services.

Awareness building is a necessary precursor to an effective case. As PVS expands its presence (see Image section above), continue to insure that messaging supports the goals of fundraising.

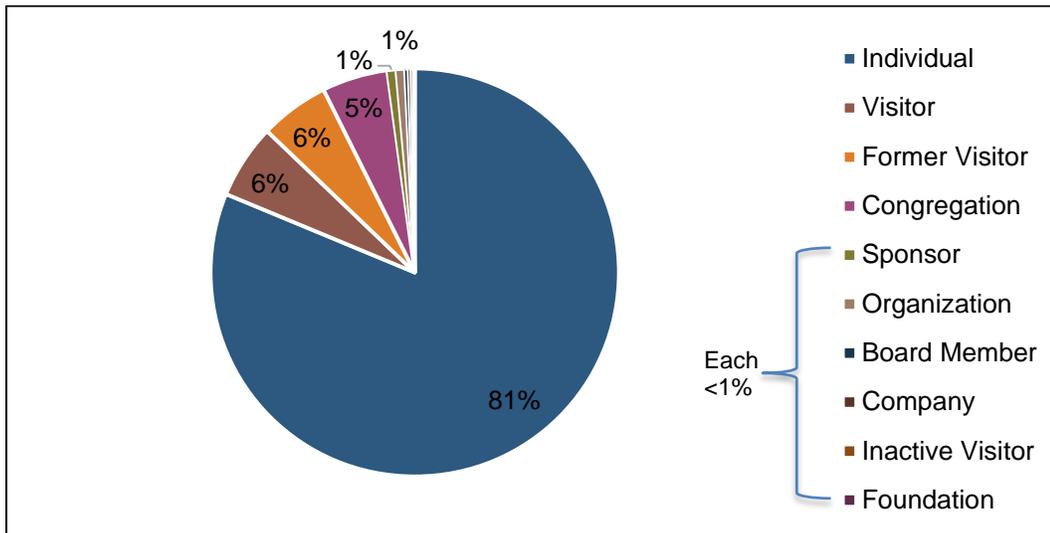
## ***Prospect Pool***

### ***Findings***

- Cultivating new prospects is challenging because of the persistent perception among some people that prisoners are getting what they deserve; some potential donors are reluctant to support prisoners. It often requires a special openness and engagement through a conversation, experience, etc. for someone to start donating to PVS.
- PVS has just under 2,000 active donors – “active” meaning they have made a gift within the last 3 years. There are nearly 6,000 names in PVS' file. The average gift size for the active donors is \$138 based on their most recent contribution. The range of gifts is from \$1 to \$7,000. The breakdown of average gifts is below:

Active Donor - Average Gift Analysis		
Most Recent Gift Amount	Number of Gifts in that Category	Percentage of Gifts in that Category
\$2,500 and above	8	1%
\$1,000 - \$2,499	25	2%
\$500 - \$999	44	3%
\$250 - \$499	78	6%
\$100 - \$249	306	24%
\$50 - \$99	298	23%
Under \$50	538	41%

- PVS’ donor pool is composed primarily of individual donors who are not visitors. On average, PVS acquires 100 new donors annually. These donors have been acquired through mail, outreach to religious groups and personal relationships, especially with the founders.



- Nearly 50% of visitors have made a gift in the past 18 months; the average gift of \$215 is considered high by industry standards. This group of visitors that has donated recently has gift sizes that range from \$5 to \$3,000. But, PVS only has 209 visitors with gift records in the database; therefore, about one-third of the visitors have perhaps never given to PVS.

- PVS has some very loyal donors. The average number of gifts over a lifetime is 33 gifts and the median number of gifts per donor is 8. Out of the 429 donors who contributed in 2014 (through June 2014), 44% have been giving to PVS for over 10 years and nearly 20% have been giving for over 20 years.
- Of the 35 sponsors that PVS lists, only 5 have given within the last 12 months and 10 have given within the last 5 years.
- There is a perception that PVS donors are aging, causing concern about the organization's sustainability unless it can be demonstrated that PVS is building a donor pipeline.
- There is also a belief that potential donors and volunteers could come from working with college and university undergraduate and graduate students.
- There is the feeling that church congregations and faith-based groups are still viable prospects for PVS.
- A handful of informed interviewees raised a concern that PVS risks tradeoffs by accepting philanthropic dollars from private prison companies.

### **Recommendations**

In order to build the operating support that PVS needs – to eliminate the deficit, replenish cash reserves and expand visitation - the organization must acquire more donors annually and increase the amount of support from current donors.

The organization does a good job of communicating the need for philanthropic support, but it must analyze its cultivation and engagement with each current and potential prospect.

Yet, the leadership of PVS should be proactive in talking with its recruiters and visitors about their role in helping fundraise. They constitute over 300 advocates for the organization. A culture of philanthropy should be developed among them so they feel empowered to not only make a contribution themselves but to create awareness for the organization, sharing ideas for involving more people and even suggesting names of wealthy contacts.

PVS may find that it needs to focus initially on cultivating donors who live in general proximity to federal prisons, who are more likely to be aware of the prison need and who might be part of a congregation or organization where PVS can recruit volunteers.

The following are recommendations for fostering greater relationships with each type of donor:

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### *Individual Donors*

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PVS has a large number of supporters whose only relationship with the organization is their annual contribution and mail correspondence.

- We recommend that communication to this group increase. Individual donors want to have a better understanding of who PVS is visiting and where and regard PVS as a resource surrounding the reality of the prison situation. We recommend that the newsletter be expanded in content and frequency of mailing and that additional material be included in appeal letters to provide this additional cultivation.
- Recognition is also critical for this group. The annual report means a great deal to this group and many appreciate seeing their names published in the report.
- To continue building this donor pool, direct mail acquisition from appropriate lists is effective. PVS should consider reaching out to all the “sponsors” and other social justice organizations about renting and/or trading lists.
  - This is a critical investment for the organization and must be continued.

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### *Sponsors*

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The sponsors are a group of religious and social justice organizations that have supported PVS, but since many are struggling financially themselves, their giving has waned or stopped altogether. Having relationships with this group is helpful as it provides credibility to PVS.

- PVS must only recognize current sponsors – those who have made a gift within the current or immediate past fiscal year. It is disingenuous to represent any constituent as a current supporter that is not.
- Sponsors are still viable prospects, but each past sponsor needs personal outreach, cultivation and re-engagement. A Board member, Eric and/or another volunteer should make contact with the appropriate person at each sponsor’s organization and talk with him/her about continuing the relationship with PVS. There may be other ways to partner with these organizations besides just donations – sharing of lists for acquisition, combined events promoting awareness both of the organizations and social issues, volunteer training opportunities, collaborative grant applications, etc.
- Re-engaging with sponsors also needs to be restarted at the grassroots level. All visitors and even donors should be offered the opportunity to speak at their congregations, diocesan events, regional chapter meetings, etc. on behalf of PVS. But, PVS must invest in upgraded collateral and provide talking points to support this effort. This focus should be on general awareness building to help with both fundraising and recruiting visitors.

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### *Institutional Donors*

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PVS does not have a strong history of foundation support, but there is great potential. These prospects take time to research and cultivate. Benchmarking conversations confirmed that other organizations are receiving support for non-advocacy work.

- We recommend further researching organizations providing direct services to prisoners and reviewing their list of donors to see which foundations are making grants.
- Continue ongoing research for foundations begun by Chuck Barrett. The Foundation Directory is often available for free at public libraries, which also provides lists of grant makers and grants given.
- Review the list of prospective funders with knowledgeable insiders, such as Vincent McGee who offered to do so.
- Be creative about grant requests to isolate a portion of the operating budget that might best meet a foundation's guidelines, such as funding recruitment in select states, volunteer training, capacity building, etc.

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### *Visitors*

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These constituents are the most invested and your best advocates, but range in capacity to give. Therefore, participation should be the focus with this group, except for those who have known capacity to give more. Because it appears that a number of visitors are not giving, this group is the "low hanging fruit" - securing their support is a relatively easy way to increase the number of donors.

- The visitors need cultivation about their role in giving. The conference is a great place to speak about how much their support, both in time and dollars, means to the organization. The collective impact of the visitors should be celebrated.
- Recruiters should also be trained in cultivation and stewardship since they have the most contact with the visitors. Recruiters should be collecting information and sharing it with staff about visitors' interests and capacity. They also should be made aware of who is a donor and encouraged to share their own personal thanks on behalf of PVS.
- The visitor giving challenge is a great program. Based on the success of past challenges, the challenge amount should be set at \$15,000 – the challengers will give \$15,000 if the visitors raise \$15,000. If a single donor cannot issue that challenge, a combination of prospects should be solicited (i.e. three \$5,000 donors). Use this as a means to upgrade some of the top donors. The challengers should be asked to contribute in advance and should accept the possibility that the challenge may not be met.
  - The challenge needs to be better marketed to all visitors not just the 75-100 that attend the conference. Participation progress should be tracked on the website and celebrated in the annual report of gifts.

- This challenge should be mailed as a separate appeal focusing on visitor experience and how grateful PVS is to have such loyal visitors. Personal anecdotes about why the challenger gives should be included. This appeal should be mailed 60 days before the conference.
- Email follow-up reminders should be sent weekly the month of the conference. At the conference, the challenger or another visitor donor should explain his or her motivation for issuing or responding to the challenge. The last email blast should be a video of the visitor donor/challenger speaking at the conference.

### *Corporate Donors*

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This prospect pool is comprised largely of private prison companies and corporate vendors to the prisons. Corporate philanthropy is often motivated by benefits to the donor; therefore, PVS must think strategically about each potential prospect's goals and how it can use its relationships to help that prospect. For example, private prison companies may want to project a human image, so by giving to PVS, it shows they care about the prisoners.

- PVS has very little awareness among the corporate vendors, yet several of its Board members – particularly John Vanyur and Michael Quinlan – are known. John and Michael need to be cultivated and stewarded carefully to ensure they remain advocates for PVS. They should be asked to serve as advisors to think strategically about which vendors should be approached and how. See the **Appendix I** listing major BOP vendors as suggested corporate prospects, compiled by John Vanyur.
- Corporate prospects are unlikely to respond to mass mailings or even unsolicited grant requests. Therefore, PVS has to find different ways to get in front of these prospects. Strategically increasing PVS' presence at the ACA conference along with other BOP-related events is a great place to start. Use John and Michael as a sounding board about the best ways to increase awareness of PVS along with contacts from the private prison companies. Ideas to consider include: having a PVS booth in the vendor hall staffed by Board members, donors and visitors; presenting to the Directors to say thank you for the opportunity to be invited into the prisons and highlight the successes of PVS; market opportunity to prison vendor companies to have their staff serve as visitors.
- Networking is also key with this sector. Research the vendor golf outings and other networking events and work to get a presence at those events even as a guest.

### *Combined Federal Campaign Donors*

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There are very strict rules about how to engage with the donors who give through the Combined Federal Campaign. PVS receives the names and addresses of CFC donors who mark on their form they would like to be thanked by PVS. But, PVS may not directly solicit them. PVS has the opportunity to further cultivate these constituents, which could increase their likelihood of giving to PVS directly. If they give to PVS directly, then PVS is allowed to add them into the normal annual giving program.

- Eric should write a personal note on the gift acknowledgement letter encouraging them to visit the website or contact him to learn more about the organization.
- An additional informational brochure/buckslip should be added into each acknowledgment providing quotes from prisoners, visitors and wardens with more information about the impact of PVS.
- They should receive a special version of the newsletter that does not mention giving, which would help to keep them informed about the organization.

### *Younger Audiences*

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Based on both interviews and benchmarking, S&W recommends that PVS invests in building relationships with college and universities located near federal and military prisons. PVS would have to adjust its expectations of volunteers, understanding that visiting once a month would probably only be possible during the school year and that these volunteers may not have a long or consistent tenure with the organization. PVS may determine that older or graduate students are typically more mature and so, are more likely to have successful visits. Yet, the investment seems to promise good returns. It creates a constant pipeline of potential visitors and future donors and increases the credibility of the organization by developing formal partnerships with established educational institutions.

- Research college and universities with the following programs and values:
  - Service-oriented educational missions and strong, well-developed offices of community outreach/service;
  - Faith-based institutions, especially Quaker and Mennonite organizations;
  - Educational course offerings where visiting would be relevant – criminal justice, counseling, social work, political science, etc.; and
  - Existing relationships with PVS sponsors or another affiliation with PVS.
- The giving habits of the millennials is still being analyzed, but they are an active group that likes to leave their own mark. The hands-on nature of PVS would be very appealing, but their giving will still take time to mature and will often be inconsistent based on life events.
- Use younger volunteers as advocates to recruit more volunteers and to speak at other organizations such as churches on behalf of PVS.

## ***Fundraising Strategies & Programs***

### ***Findings***

- In the past four years, contributed revenue has steadily grown. This is a reflection of changes in direct mail messaging and phoning efforts from Board members and visitors. This is also because more resources and attention have been invested in all fundraising activities.

- The annual giving program is currently the primary fundraising program for PVS. It consists of four direct mail appeals, which are mailed in March, June, September and December.
  - All appeals, except for the one in December, are mailed only to donors defined as active, which means they have made a gift within the last three years. In December, the appeal goes out to all names in the database, which is between 5,000 and 6,000 names.
  - For each appeal, the same appeal letter is mailed to all segments. It is personalized with donor's name.
  - There is no specific ask amount in the letter and the response form does not use a variable gift string based on donors' giving histories.
  - Direct mail acquisition is done for the most part annually depending on budget and availability of lists in the spring. Lists used are typically magazine and membership lists from like groups such as Tikkun, National Catholic Reporter, Friends Journal and American Friends Service Committee. The acquisition quantity recently has been around 5,000 to 8,000 that generates about a 1% response rate and breaks even on revenue. This is on par with industry expectations.
- PVS does not currently have a major gift program, but is cultivating a leadership group of top annual donors. There are about 150 donors giving \$250 or more annually. Eric, the Development Working Group and other members of the Board have started to increase the personal attention this group receives. This has been warmly received by the donors.
- Over the years, PVS has been the recipient of a handful of bequests. On average, one bequest is received per year. In response to that and its very loyal donor pool, the organization has started to think about marketing planned giving to its donors. PVS has sent two or three planned giving mailings in the past five years. There are about 10 donors who have indicated that PVS is in their will. Lack of resources has accounted for the inconsistent focus on planned giving.
- Foundations and grant writing have not been a priority for PVS. A handful of family foundations support the organization, but these donors largely respond and act like individual donors. Private, corporate and community foundations set their own guidelines and require formal grant applications and detailed reporting. PVS has just started to research foundations and think strategically about how to frame funding needs in the form of a grant request. One inherent difficulty PVS faces is in quantifying its impact related to larger social issues such as recidivism.

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## *Recommendations*

PVS understands the importance of philanthropy as it generates over 80% of operating revenue. It also understands that to sustain itself it must be more aggressive yet strategic in its investment in fundraising. With its small budget and small staff, the organization needs to look at ways to maximize returns on its investments. There is also acceptance that it will take some time to grow a truly comprehensive development program that includes annual giving, major gifts, planned gifts and grant writing.

### *Annual Giving*

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With its long history and heavy reliance on the annual giving effort, PVS should prioritize this program by devoting more staff resources to increase donors and dollars. This will help fund the resources needed to grow other programs. In general, PVS constituents are happy to support operations and want to see the organization continue for another 50 years. Both the volunteers and staff understand the fundamentals of an appeal letter:

- Be as personalized as possible;
- Write as if you are writing to that one person;
- Keep letters simple, yet specific;
- Include stories and testimonials from prisoners, visitors, BOP representatives, wardens and donors in a moving way that engages the potential donor;
- Demonstrate the need for the donor's gift and the positive results it will bring;
- Create a sense of urgency to respond; and
- Hand-sign letters to most important donors and write short personal notes.

S&W recommends that PVS continue to build upon its basic program through the following recommendations:

- PVS has a well-timed mail program. PVS should retain its March, June, September and December mailings. We agree with the decision to just mail active donors in all but the December mailings, which is expanded to all constituents in the database.
- Each letter should be supplemented with a bucksliip with information about PVS to help those who only know the organization through making a gift learn more about its services, scope, visitors and the prisoners served. It also helps to cultivate those who do know it well. The bucksliip should be a well-designed, but simple piece that shares one or two keys facts about the organization. An infographic would be ideal in this situation.

- A lift note should also be added to each appeal. A lift note is typically a generic handwritten message from a constituent explaining why they give (i.e. Board member or donor) or why they are grateful for donors (i.e. prisoner or visitor). This helps personalize the organization to the donor and shows sustainability by demonstrating there are others making gifts too.
- Ask each constituent directly for a gift with a specific amount. These should be customized based on their highest past contribution (HPC). Ideally, both in the letter and in the response form, a customized gift string would be used. This is necessary for upgrading donors. Currently, PVS does not ask for a specific amount in the letter and uses a low generic string on the response card – this allows for donors to underperform.
  - We recommend that the following string be used < \$HPC>, <\$HPCx2.5>, <\$HPCx4>. To simplify this process, you can also use a standardized gift string for a group based on their HPC (i.e. donors around 100, use rounded numbers of \$100, \$250, \$500 and other). Make sure that the response card always has an “other” line.
  - There are a handful of donors that should be flagged because it is known that their highest past contribution was a one-time situation.
  - Just as you use a mail merge to add the name of the constituent in the salutation, PVS can create additional fields for the string.
- By segmenting by constituent types (i.e. current visitors, former visitors, Board members, loyal donors, etc.), appeals can have a more personalized message, which increases the letters’ role as both a cultivation and stewardship tool. It shows that the organization recognizes that constituents’ special relationship with PVS by treating those constituents differently through targeted messages and different signatories.
  - By segmenting different groups of donors, it allows for greater understanding of annual giving return on investment and helps to identify additional areas of growth.
  - Your mail-house and print shop can help advise you on ways to change the laser copy of the letter for each segment but keep mail delivery order so that all pieces can be mailed at bulk rate. If mailings must be divided, the post office will still allow PVS to mail at a bulk rate if the mailing is over 200 pieces.
  - The visitor challenge appeal campaign addressed in the prospect section should replace the general September mailing for visitors.
- PVS should begin coordinating direct mail letters with follow-up e-solicitations to support the appeals and keep PVS top-of-mind. We recommend that each appeal is followed with three e-blasts. Each e-blast should be an abbreviated version of the appeal reinforcing the message in the appeal.

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### *Acquisition*

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Growing the donor base is essential to progress in the annual giving program. It is critical to grow the donor base with quality donors who are likely to renew and upgrade their support immediately. Specific recommendations include:

- Continue investing in traditional direct mail acquisition. We recommend increasing acquisition to 15,000-20,000 pieces annually. With a successful response rate around 1% and breaking even on acquisition pieces, PVS could make a great investment and still breakeven cost wise, but work to add 200 instead of just 100 names annually to its file.
  - Typically, organizations have to pay \$20-60 per new donor, and because PVS is not paying that much, means there is great potential for increased acquisition.
- A summary of prospecting lists that should be considered is attached in **Appendix D**. S&W recommends that PVS contact the organization directly about using their list to save costs on list brokers.

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### *Leadership Annual Giving*

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High average gifts suggest that PVS has the opportunity to generate significantly more revenue from individual donors through an aggressive upgrade program. Specifically, we recommend that PVS create a branded annual giving society to help upgrade, steward and cultivate these donors.

A giving society serves as the bridge between a low-dollar annual giving campaign and a major gifts program. It is the place where donors can identify themselves as having the capacity and the propensity to do more for the organization.

Based on our experience, we recommend this branded society be a giving society, not a recognition society. In other words, donors are asked to “join” or “renew” their support within the society for a specific dollar commitment. We also suggest that the amount be given as an annual donation; it should not be cumulative over the year. This will allow PVS to maximize the revenue generated from this society and truly identify those donors who have major gift potential.

The giving society should have the following key components:

- An identity. The giving society should have a name (i.e. The 1968 Society) and a graphic identity (as minimal as a type treatment) to help distinguish this group from other PVS appeals;
- A minimum donation amount;
- Levels within the society to encourage upgrading over time;
- Recognition and benefits associated with the society and individual levels;

- A solicitation plan that includes personalized direct mail (at least two to three touches), individual phone calls and, for the highest level donors, personal visits to encourage upgrades and renewals;
- A well-defined stewardship plan so that the organization does not ignore these highest-level donors; and
- Opportunities for these donors to make additional gifts throughout the year.

This also includes marketing collateral, such as a page on your website, brochure and letterhead. It should be publicized in every possible venue to encourage donors to invest in PVS at these higher levels. Specific tactics could include:

- Special event each year for Society members;
- Special recognition in the annual report;
- Branded token gift such as a lapel pin;
- Handwritten thank you notes from visitors and prisoners; and,
- Highly personalized solicitations: customized letter; invitation for onsite visit; one-on-one visits; and outreach by a Board member.

Specifically for PVS, we recommend that the giving society begin at \$1,968. Additional levels should be created at \$2,500, \$5,000 and \$10,000. Key audiences for this appeal include:

- Current and former Board members;
- High-capacity individuals;
- Current \$1,000+ donors;
- 1-2 year lapsed \$1,000+ donors;
- Current \$500-999 donors; and
- \$100-499 donors who have a history of giving annually in that range (at least three years of annual giving).

S&W recommends that this solicitation effort replace December mailing for the select segments identified above, beginning in 2015. This segment should be mailed first class and have all hand-signed letters. Once the letter has been mailed, there should be both personal email and phone follow-up in order to help cultivate this constituent pool. The Development Working Group should focus its attention on this group with its year-end calling efforts. Recipients of this appeal should be solicited for additional gifts in other appeals as well.

Ideally, this group will create a pipeline for major gifts for more targeted funding asks. As more and more donors are identified that can give \$10,000 or above, cultivation strategies should be developed for major gift prospects. If active solicitation or other strategic cultivation is taking place, then a decision should be made on a case-by-case basis to determine whether or not to include them in more than the giving society appeal. S&W would recommend that the leadership giving society levels be offered to the volunteers being solicited for the visitor giving challenge that have the capacity or have demonstrated high levels of giving. This very small segment should be mailed first class and have a special message, but should be mailed at the same time as the rest of the letters associated with the challenge.

PVS should continue segmenting out those who give \$250 and above currently for the Executive Director to write a handwritten note on each letter not only for leadership giving society appeal, but for the March, June and September appeals too.

### *Board Giving*

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Board members should set an example of philanthropy. Board members should be cultivated and solicited to be leadership giving society members annually by the Board President and Executive Director. Board solicitations should be done individually as there are Board members that should be solicited for larger gifts based on their capacity than other Board members. While actively serving their terms, Board members should be asked to make PVS their philanthropic priority, demonstrated by both their giving and by their reaching out to bring new donors to the organization.

Former Board member lists should also be reviewed and their support encouraged by personal outreach. A target goal for participation by former Board members is 75% giving annually.

### *Major Gift Fundraising*

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The challenge of such a clear, straightforward mission of a volunteer organization is identifying funding needs within the operating budget to package as a major gift opportunity. S&W suggests that for the time being, PVS consider a major gift to be \$10,000 and above. Currently, PVS has donors with potential to give that amount or greater, but does not have a history of approaching prospects for fund special/targeted funding needs. Here are some ideas:

- Scholarships for recruiters, visitors and staff to travel to the annual conference;
- Fund or endow a staff position;
- Fund a collaborative project or training session with another organization;
- Support PVS staff and visitors traveling to the ACA conference and other like events;
- Sponsor a speaker event or series;
- Sponsor the annual PVS visitor conference;

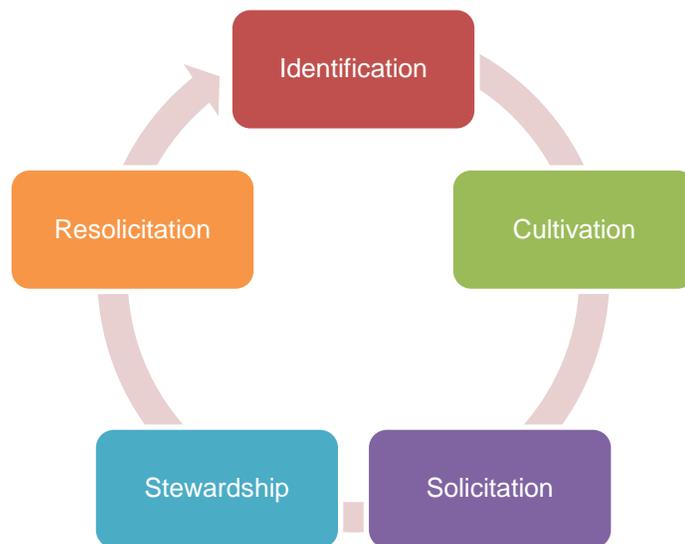
- Sponsor professional development for staff, recruiters and visitors outside of the conference; and
- Underwrite the newsletter, website or other communications pieces sharing the mission and the work of PVS.

The Board should brainstorm major gift funding opportunities with the Executive Director and other key volunteers. This should be done annually in conjunction with the budget development process.

The fundraising process for major gifts begins with the identification of prospects with both the capacity and inclination to give to your cause. These prospects are either currently within the PVS network, or new constituents identified through research – but ideally with connections to your leadership and your cause.

Best practice dictates that the organization’s Board and staff should work collaboratively to review, rate and assign prospects to solicitors and to identify target projects of interest to each potential donor. The prospect should then be engaged through cultivation strategies that are “donor-centered” in that they focus on the prospect’s interest in PVS or one of its Board-authorized funding priorities.

After a period of cultivation through one-on-one meetings, invitations to events such as small dinner receptions at Board members’ homes or a PVS-sponsored speaker event, the Executive Director and key volunteers should develop a solicitation plan. A successful solicitation visit should always be followed by stewardship and recognition, and continued engagement efforts will hopefully lead to re-solicitation. The prospect development process is often diagrammed as follows:



PVS should expect to develop current low-level and mid-level donors into major donors over a period of two years or more; we stress that this is a long-term investment in relationship-building.

These additional characteristics of individual major gifts are important to note:

- These are “stop and think” gifts, typically made from assets, not income;
- They may be influenced by a spouse, attorney, financial planner or other factors; and
- Direct involvement with the organization is the most important predictor of major gifts inclination.

PVS staff must use the database to track interactions with prospects and document all donor information collected.

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### *Sponsors*

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As addressed in the Prospect section above, the sponsors are still viable prospects. They need personal attention and thoughtful re-engagement with PVS. S&W recommends personal outreach by a Board member or the Executive Director to learn about their interests, goals and whether there is an opportunity to continue the relationship.

S&W recommends that sponsors be solicited with a targeted message and targeted ask. We recommend asking them to “sponsor” a prison at which PVS visitors visit. The idea would be to divide the PVS’ employee costs (about \$130,000) by the number of prisons served by PVS (about 121) for a request of \$1,000.

Those sponsors that already give more than \$1,000 should be asked to upgrade their support and sponsor multiple prisons. Hopefully, the sponsoring organization will select a prison where they might have congregants or volunteers serving as visitors. It would also allow for some special stewardship opportunities by BOP representatives and wardens.

This effort can be extended not to individuals but to congregations and other organizations to support PVS.

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### *Planned Giving*

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As PVS approaches its 50<sup>th</sup> anniversary, it should continue to invest attention in building its planned giving program. While PVS continues to focus on raising operating support, given its loyal and aging donor base, PVS can realize future gifts by reminding donors of steps they can take to provide funds for PVS through gift planning, such as through bequests.

Between now and 2016, PVS board and staff should be aware of any constituents who might be ready to make a planned gift commitment. Identifying 1-3 prospects should be manageable until PVS can create a planned giving program.

As Sam Caldwell explained to PVS, planned giving prospects are often not major donor prospects; they are typically your low-dollar donor who has been giving for over 10 years and has a high frequency of gifts over their lifetime of giving to PVS. It is important to remember that planned gifts offer prospects a way to make an incredible impact on the organization in a way that they cannot do any other way.

We agree with the strategy provided by Sam to focus on the most loyal segments of donors rather than broadcasting a mass solicitation to all active donors; yet, continue offering the check box on your response form for a donor to mark if they would like more information about planned giving. In general, planned giving should be marketed on your website, in your newsletter and annual report. The current brochure is very outdated in appearance and should be refreshed.

S&W would encourage PVS to focus on soliciting the basic types of planned gifts:

- *Bequests* – The donor includes a gift to PVS in his/her Will. The donor has the full use of the asset or funds during his/her lifetime and his/her estate qualifies for a charitable deduction, which may reduce federal estate taxes.
- *Life Insurance* – Among the ways a donor can benefit a charity with life insurance are: He or she gives PVS either (1) a paid-up life insurance policy; or (2) one which has cash value, but which requires continued payments to receive the full value. The charity can surrender the policy for its current value or wait until the policy pays off.
- *Retirement Policy* – The donor names PVS as the beneficiary of all – or part – of his/her policy, including 401k's.

S&W recommends that PVS not offer gift annuities, especially to individuals under the age of 60. This type of gift is often a challenge for small organizations to manage and to meet the payout requirements.

The initial steps in launching a more formal planned giving program include the following:

- Create a planned giving society. It does not have to be an elaborate effort, but branded with a name (i.e. The PVS Legacy Society). It should be a name different from the annual giving leadership society. S&W believes strongly that stewardship is critical for those who share their intention to make a planned gift. This group should be recognized in the annual report, highlighted in the newsletters and recognized at conferences. They also should be called personally by a Board or staff member annually to touch base and share PVS' gratitude.
- Create a Planned Giving Committee. This can be a small group of senior staff and Board members, who will advise and act on PVS' implementation of a formal planned giving program. They should keep the full Board informed of the growth and challenges of the planned giving program. Initial planned giving donors might be asked to join. Ideally, a Board member or volunteer with legal expertise should be asked to serve on this committee.
- Continue to engage the Friends Fiduciary Corporation as investment advisors. The Planned Giving Committee and the Executive Director should meet with them annually or more frequently as needed.

- S&W recommends that PVS review and set gift acceptance policies to cover a situation where a donor does not designate the use of funds realized through a bequest or other planned gift, so that PVS directs the gift in a well-considered manner. S&W recommends that the Board consider setting a policy to direct any unrestricted funds to the endowment.

The role of the Board is essential to the success of a planned giving program, as well as securing PVS' future. The Board needs to be leaders and advocates for a new focus on planned giving including making planned gift commitments themselves. The Development and Finance Committees may play the most active role in supporting the establishment of a planned giving program. All Board members should understand the elements of planned gifts and how they are different from – but complement – annual gifts.

### *Grants*

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S&W understands that PVS does not have a strong history of securing institutional funding, but S&W believes, based on the firm's experience and the benchmarking, this is an area of opportunity for PVS. While it is not the lowest hanging fruit in terms of prioritizing volunteer and staff resources, the potential to secure \$5,000, \$10,000 and \$25,000 grants is great.

We recommend the following steps:

- Review Chuck Barrett's research on foundations along with the additional suggestions of foundation prospects in **Appendix E**. Create a matrix of all prospects with name, funding interests, typical grant size, funding types, program officer name and contact information, deadlines for LOIs and complete proposals. Use this information to help prioritize likely foundation submissions.
- Continue to research potential funders using online resources such as the Foundation Directory (available at the Regional Foundation Center of the Free Library of Philadelphia).
- As is best practice, the proposals should describe particular needs, such as recruitment, training or staff resources, which are part of the general operating budget.
- Seek the assistance of the Board in identifying possible connections with Board members and program officers at foundations for foundations that do not accept unsolicited proposals, review their Board list for connections. Cultivation activities are as important here as they are with individual prospects. Remind PVS Board members to be alert to foundations that fund similar organizations.
- PVS Board and staff should attend workshops to "meet the funders" and engage in other active outreach to create more introductions and meetings with foundation officers and staff.
- The case for PVS will be strengthened with the addition of even more outcomes measurements. Many foundations require applicant organizations to provide metrics that demonstrate achievements toward goals. PVS should continue to

cite the Minnesota study to show how it “helps prepare prisoners to assume a useful place in society,” which is stated in PVS’ bylaws. Additional quotes from the BOP and prison management using compassionate language about how visits help prisoners, prison quality of life, prison security, how PVS fills a gap that the staff is not permitted to, etc. would also serve as support of outcomes.

### *Acknowledgements & Stewardship*

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Acknowledgements should be mailed within two business days of receiving the gift. The acknowledgement letter should be updated quarterly with each appeal. We recommend making the letters reflect the appeal subject, so that the acknowledgement reinforces the message of the appeal itself. Be sure to make the acknowledgement highly personalized, recognizing the donor’s relationship with PVS (i.e. visitor, donor, Board member, annual giving leadership society member, etc.) and thank the donor for the specific gift amount in the message. There should be no solicitation in the acknowledgement. Include IRS tax language in the footer for gifts of \$250 or more, reminding donors to keep the letter as a supporting document for their tax returns.

For donors whose total giving is \$500 or more in a calendar year, take the opportunity to send a wrap-up acknowledgement letter in January. This letter serves as another opportunity for you to touch those donors and to thank them again. Frequency of giving is an indicator of depth of interest and those donors may be more likely to increase their giving than one-time donors.

The annual report as discussed in the Image section above needs to be refreshed in design and content. This is a very important stewardship tool. S&W recommends that donors are recognized in the annual report, especially leadership donors and planned giving donors. The annual report should continue to include the financial information and a summary of the year’s activities, but it should also tell stories and highlight different donors, volunteers, Board members and prisoners.

### *Volunteer & Staff Leadership*

#### *Findings*

- Most respondents viewed PVS as a “consistently well-run” organization. This was based not always on first-hand knowledge of people associated with PVS, but on its literature and publications. “It has to be, to operate on a shoestring and be as successful as they are.”
- The Executive Director and Board members were perceived as “genuine,” “committed,” “dedicated” and “earnest.”
- The small staff size was a concern to some respondents who wondered whether current staff could support an increase in volunteers and recruiters.
- Having visitors and former prisoners on the Board was viewed very positively.
- Eric Corson was seen as having “credibility” with prisons and as “gifted at maintaining relationships” with them.

- Some respondents commented that as an organization, PVS seems “tired” and not “with it.” “There is institutional inertia.”
- Several interviewees expressed the need for a succession plan. There is a concern that when Eric moves on, “the access to federal prisons and other pieces could be lost.”
- Some looked to the Board for stronger leadership in management and fundraising.
- The Board understands there is opportunity for their development as a group in fundraising and management of the organization.
  - The Board understands that they can increase their efficiency and effectiveness by having more staff support.
  - The Board is looking to create new board member standards, including implementing term limits.
  - The Board hopes to recruit additional members to help with fundraising.
- There is not 100% giving participation by the Board.

### ***Recommendations***

As an organization with a small staff but a national reach, PVS has relied on the deep involvement of Board members to carry out its mission. The Board is sensing the opportunity to expand the services they have witnessed themselves inside prison walls. Board members are encouraging the organization to strengthen its leadership, management and fundraising at this watershed moment, examining their own role as well as staff and key volunteers. The long-time Executive Director maintains the unique position of actively nurturing the relationships with prisons that are fundamental to PVS’ ability to exist. Together, the Board and Executive Director seek to lead PVS to become the “right size” – increasing the number of volunteers to visit more prisoners without weakening its exalted reputation or its budget.

### ***Role of the Board***

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Board members are looking to insure their structure is in keeping with best practice and what is best for PVS as it prepares to grow.

- Term limits – Under the current policy, Board member hold terms for varying amounts of time. We recommend the following:
  - Sponsoring organizations – As PVS determines which sponsors continue to be truly supportive of PVS (see Prospect Section), their role as Board members should be examined. Define the representative from each sponsor (by title) and create term limits that are comparable to individuals. As defined now, any sponsoring organization may become a Board member, and the term lasts until the organization “dissolves, resigns or is removed from the Board.”

- Individuals are elected for two or three years – generally, a three-year term works best for an organization, allowing the member time to become fully engaged.
- The number of terms should be set. Many organizations find that three three-year terms work well: in the first term, the Board member becomes familiar with the organization; in the second term, he or she moves into a leadership position on a committee or focusing on a project; in the third term, he or she maintains a leadership position while nurturing new or aspiring Board members.
- Matrix of expertise and number of members: The current by-laws state that the number of members “shall be set by the Board.” Capping the Board at a finite number – perhaps 12 or 15 for PVS – keeps the group at a manageable size for convening and moving forward with business. It also allows PVS to create a framework for the skill sets and backgrounds it seeks in Board members. These may be guidelines, not fixed, for the number of Board members who represent certain categories, such as: visitors, former prisoners, sponsors, corporate, faith background, affiliation with similar organizations, academics in criminal or social justice who could provide access to younger audiences; overlaid with geographic diversity, as well as members with attributes who reflect the population served by PVS (ex. bilingual) or who offer professional expertise in a certain area (ex. legal, marketing). The PVS Board should create a matrix to provide a reference point for recruiting Board members.
- Affluence and influence: Many aphorisms describe the “work, wealth and wisdom” that Board members bring to an organization. The PVS Board would like to add members to assist with fundraising, including those who can contribute financially at upper leadership levels and/or who can open the doors to others who will contribute at those levels. These members should, of course, at the same time devote work and wisdom to PVS.
- 100% giving: A healthy nonprofit organization receives annual monetary contributions from every Board member. PVS is currently not meeting this basic standard.
  - The Board Chair, with support from the Development Working Group if needed, should remind each Board member in a special highly-personalized appeal of the importance of their participation.
  - The current by-laws do not require Board members to make an annual contribution; they are charged to “approve and raise the PVS annual budget.” We recommend instituting the requirement of an annual monetary contribution. A minimum gift level could be expressed as a guideline, inviting all Board members who are capable of giving at a leadership level to do so. A modest amount could be set for Board members who are not able to contribute at a leadership level (ex-offenders, retirees).

- Maintaining a 100% participation rate from Board members will become increasingly important as PVS seeks funding from major donors. Many foundations look for that as a benchmark of organizational health.

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### *Development Working Group*

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This group functions like a Development Committee of the Board, keeping itself apprised of fundraising activities and offering guidance with appeals. Including non-Board members is good practice, broadening the perspective of the group. Its responsibilities should evolve to encompass certain recommendations of this Plan, such as reaching out to Sponsoring Organizations, as well as new initiatives that will increase PVS' organizational capacity. As PVS intensifies its fundraising efforts, the charge to the DWG should be examined. Every member should actively play a role in front-line fundraising.

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### *Role of the Executive Director*

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Very few organizations are in the privileged position of having an Executive Director who knew the founders and has dedicated himself to the organization for nearly 40 years. For certain donors and for virtually all prisons, Eric Corson is the face of PVS. The challenge to the organization is recognizing that Eric will not be able to continue his work for many more years, and to recognize the implications this has as PVS makes plans for dramatic growth.

- As a seasoned Executive Director, Eric manages the tough program issues and trouble-shoots problems that arise with volunteers and prisons. Although any experienced director would be expected to manage the most difficult issues, with other staff handling routine program assignments, Eric has served as the primary staff person with part-time or temporary staff focused on recruitment or administrative support.
- At mature nonprofit organizations, the Executive Director is expected to devote a significant portion of time (50-70%) to fundraising. Eric has developed fruitful relationships with select donors to PVS, including for-profit prison companies and key individuals. Expanding his role in fundraising to include actively soliciting gifts on a regular basis, to help PVS reach its targeted annual goal, will be essential to PVS' plans to expand.
- Eric is perceived as the keeper of sound relationships with more than 95 prisons across the country where PVS visitors are welcomed. The trust that exists between the mighty federal prison system and a small Philadelphia nonprofit has been credited to Eric. The sometimes tenuous nature of these relationships – wardens change, new prisons are built, new visitors are trained – has required his near-constant attention and diplomacy, in a field where so many other organizations are working against the same prison system. For all these relationships, and particularly for those that are based on personalities or Eric's personal ties, PVS is aware that others need to be prepared to carry on Eric's good work.

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### *Succession Planning*

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For an organization of any size, succession planning helps to provide institutional stability when there is a change in leadership, either expected or unanticipated. Having a process and a plan in place will allow PVS to continue to deliver the highest level of services whenever the Executive Director steps down. Given his long tenure, Eric could be expected to retire or step aside in the next one to three years. We recommend that PVS begin to plan now for the inevitable change in leadership.

- A small Board Committee should be formed to guide the development of a succession plan. It does not need to have a specific timeframe, but one suggested goal might be to have a successor prepared well in advance of the 50<sup>th</sup> anniversary.
- Queries to consider might include: What is a projected job description? How would a search occur? How would the transition be communicated to donors, prisons and other stakeholders? How might Eric's tenure be recognized?
- A chief concern is whether the organization's credibility with prisons will falter without Eric. We recommend addressing this now by identifying one or two individuals whom Eric can introduce to his contacts. One might eventually be the Assistant Director (proposed in Section on Organizational Capacity) and another could be a Board member or key volunteer who is likely to remain involved beyond Eric's tenure. This should be done systematically, not on a reactive basis: reaching out to wardens, accompanying Eric on visits to prisons, attending the ACA conference. Eric can begin by delegating routine correspondence to these individuals, then including them in resolving issues that may arise at the particular prisons where they are building relationships. Opening these contacts to others honors the faith and trust in PVS that has been built so judiciously over many years.

In addition to the Executive Director and the Board, PVS relies on many others, including National Trainers and Development Work Group (DWG) volunteers, to lead it in fulfilling its mission. Their guidance and involvement will become more important than ever as PVS seeks to expand.

We recommend that the Executive Director and the Board establish financial and operational benchmarks that can be used as measures of organizational health. These should be checked regularly and shared with the Board. Metrics might include:

- Annual giving total raised increases by 5-10% each year;
- Visitor and Board participation in annual giving reaches 100%;
- PVS no longer incurs a deficit;
- Cash reserves restored to at least 6 months of operating expenses;
- Endowment fund established;
- Development staff and volunteers are meeting with success;

- Positive recruitment trend; and
- Excellent relationships with prisons.

S&W recommends an investment over time in staffing resources addressed in the following section on Organizational Capacity.

## ***Organizational Capacity & Policies/Procedures***

### ***Findings***

- The leanness of PVS is incredible and is commended by its constituents. PVS has 2.5 full-time staff people, a decrease from previous years as PVS looks to streamline expense by shifting to a volunteer and contract recruiting model.
- There is awareness by most constituents especially those closest – Board members, visitors, and highly-engaged donors – that PVS as an organization is also handicapped by its limited staff resources and budget.
- Blessed with a dedicated and active volunteer base, volunteers are called to help in many ways, sometimes performing tasks that should be staff responsibilities. This heavy reliance on volunteers also causes PVS to run a high risk of volunteer fatigue.
- PVS benefits from a good relationship with the American Friends Service Committee. As an example, AFSC provides PVS with a very low rental fee for office space (around \$600 per month).
  - It should be noted that PVS is hindering its own image as a professional, strong organization by using the “@afsc.org” email domain. While there may be cost savings associated with this decision, this could make potential donors wary of supporting the organization. Best practice for nonprofits is to use the website address as the email address – “prisonervisitation.org.”
- PVS has a strong database tool, DonorPerfect that has been maintained actively. This tool allows for growth in sophistication of prospect management and reporting. This tool also allows seamless reporting between QuickBooks, financial accounting software and gift management.
- S&W is unaware of any formal gift acceptance and recognition policies.
- PVS has been proactive in building a relationship with the Friends Fiduciary Corporation, which is helpful as PVS works to solicit more planned gifts.

## Recommendations

### Staffing

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- Understanding the limitations of the current operating budget, S&W recommends a phased approach to increasing staff resources in conjunction with growing fundraising results by focusing on upgrading current donors through mail and one-on-one cultivation with top prospects. We expect that implementing the phases outlined below could take 24 months, but that timeframe could be accelerated if PVS exceeds its fundraising goals.
- In order to staff the comprehensive fundraising program outlined above, PVS should have an Executive Director, Assistant Director and a full-time Officer Manager/Development Manager as well as a Recruiter. But, this will mean increasing responsibilities above current assigned duties for the Executive Director and the Office Manager, especially within the first 24 months. This also factors in the continued support of volunteers such as Chuck Barrett, the Development Working Group and Board members.
- Phase 1 – Work within the current staffing structure for another 12 months with added focus and responsibilities of fundraising. This will be the most challenging period.
  - The Executive Director must personally call 10 donors and visit 2-3 per month for cultivation, solicitation and stewardship. Each donor interaction should follow an individualized strategy. Visits should be cumulative, prioritized by the prospect's capability of making a major gift. A dollar goal should be set for these solicitations. A Board member or volunteer who has a warm relationship with the donor could accompany the Executive Director for the solicitation when appropriate.
  - S&W understands that Judy Rosenblum is out on medical leave and that a temporary employee is working in her place. The temporary employee, Teneshia Washington, has demonstrated a quick ability to learn and high-efficiency in her pace of work. S&W recommends retaining her during Judy's absence and beyond depending on budget and needs.
  - S&W also recommends that the Office Manager and the staff recruiter(s) have their own emails with a @prisonervisitation.org domain. The Executive Director should foster a sense of trust among his employees to communicate on behalf of the organization. This will also increase the ED's efficiency by relieving him of responding to emails that can easily be answered by the Officer Manager.

- Phase 2 – S&W believes if PVS take the action steps outlined in the Timeline section over the next 12-18 months, it will be in a healthy financial position and should make the Office Manager position full-time. This should be evaluated at the end of Phase I. The Office Manager’s job description will be expanded to include marketing and communications duties such as organizing the newsletters, updating brochures, updating/maintaining the website, creating an active presence on social media and increased development activities such as prospect research, creating e-appeals to serve as follow-up for letter appeals, following up with Board members and the DWG on any prospect activity, supporting the ED as he meets with prospects and helping prepare fundraising reports. If Judy is able to return, S&W does not believe the revised job description will fit her skill set; therefore, we would suggest making the Office Manager two part-time positions. We would suggest that Teneshia be encouraged to apply for either the full-time Officer Manager position, if Judy is unable to return, or the second part-time position, which could be called the Development Manager.
- Phase 3 – within 24-48 months, PVS should have raised enough money to hire an Assistant Director. The Assistant Director would manage all aspects of the fundraising program so that the Executive Director position can continue to lead the organization, manage the key relationships with prisons and a portfolio of donors, and be the external face of the organization.
  - The Assistant Director would take on many of the responsibilities that volunteers currently assist with from writing appeals to budgeting. This position would also be the liaison to the Board – supporting the Board in their roles. While PVS has been blessed with incredibly dedicated volunteer leaders, it is important to note that even the best committees don’t drive their own activity; they must be strategically led by organizational leadership and development staff.
  - The Assistant Director needs to be passionate about the PVS mission, but will have ultimate credibility with donors by participating in PVS programs to experience its work in action. Attending the annual training session and visiting prisons as allowed are recommended.
  - S&W believes the Board and the Executive Director should continue to engage in succession planning. The continued discussions surrounding succession will help the Board decide on the right candidate to hire. Eric must transition his relationships to not just his potential successor, but Board members, recruiters and his/her staff. We recommend that Eric begins to share these relationships and his institutional knowledge immediately. Ideally, constituents (i.e. wardens, donors, visitors, etc.) should have a relationship with the organization, not just an individual.
  - Beyond the leadership transition, PVS should continue to have the Assistant Director position.

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### *Policies & Procedures*

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As PVS works to solicit larger and larger outright gifts and more planned gifts, donors will want to focus or restrict their giving. They may offer to donate a range of items from stocks, property and services. PVS needs to be prepared to handle each type of gift it is offered and how it might allow donors to restrict their gifts. S&W recommends that PVS also create an ad hoc committee of the Board that would serve as a gift acceptance committee to review special circumstances.

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### *Reporting*

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Initially, S&W recommends a weekly review of results from each mailing after it drops, especially while implementing changes to the program. With help from the Office Manager, it is critical that there be appropriate codes to indicate not just what mailing generated a certain gift, but which records received which mailings. Creating appeal records and sensible codes will facilitate managing cost, goal and results information. Additionally, the segments of the mailings must be coded as well, so that they can be analyzed separately.

The weekly reports should be shared with the Executive Director, Board Chair and Development Working Group. The monthly reports should be shared additionally with the full Board.

Moving forward, in addition to monthly and quarterly reports, a more in-depth analysis of fundraising data should be conducted, including developing recommendations and a strategy for implementing improvements.

Accurate mailing numbers, drop dates, package information and costs should be recorded in DonorPerfect, if possible, or kept in a standardized Excel sheet for each mailing. PVS should analyze its mail results based on the following:

- Number of pieces mailed;
- Number of responses;
- Response rate;
- Total gross giving;
- Average gift;
- Total cost;
- Net income of effort;
- Cost to raise a dollar; and
- Acquisition source.

For each mailing, establish a goal and realistic benchmarks for response rate, average gift and cost to raise a dollar. Appropriate segmentation, coding and reporting should be devised to allow PVS to effectively analyze not just the appeal performance but specific segments within the appeal to better understand what donor segments within the mailing worked or didn't.

<b>Direct Marketing Industry Benchmarks</b>		
<b>Benchmark Figure</b>	<b>Industry Standard Low - End of Range</b>	<b>Industry Standard High - End of Range</b>
Response Rate from Current direct mail donors	4.5%	9%
Response Rate from Acquisition from Proven DM -Responsive Lists	0.8%	2%
Average Gift - Acquisition	\$10	\$40
Average Gift - Low-Dollar Donors (>\$250)	\$15	\$65
Average Gift - Mid-Level Donors (\$250-\$1,000)	\$350	\$625
Cost per dollar raised (CPDR) - Donor Appeal	\$0.10	\$0.60
Cost per dollar raised (CPDR) - Acquisition	\$1.50	\$3.50
Renewal of 0-12 month DM donors	42%	65%
Lapsed (13+ month) recapture	6%	11%
Email open rate	12%	30%
Email click through	0.25%	0.50%
Email donation rate	0.05%	0.10%
Number of Gifts per donor per year	1.2	2.6

As the mailings are repeated, use data analysis and input from the team to make adjustments that improve outcome and efficiency.

## Action Steps and Timeline

### *Fall/Winter 2014*

- Personally thank each interviewee in writing, by the phone and in-person, if possible.
- Use the list of potential interviewees as the starting point for top prospect list work on maintaining a continuous list of top 50 prospects. Ask all Board members, recruiters and select volunteers for insights about additional constituents to be on top prospect lists. Track all information learned and relationships within the database.
- With DWG input, the Executive Director should map out a cultivation strategy for each of the top 50 prospects for the next 6 months. Identify areas of interest and set target ask amounts and begin to execute.
- Broaden the visitor challenge beyond just those at the conference by pulling visitors from the September appeal and using special appeal, e-blasts and the conference to increase giving.
- Adjust all appeals to have a direct ask in the body of the letter and a customized gift string based on high past contribution.
- Eric begins monthly cultivation visits as he travels to prisons and the training conference; 2-3 a month. Also, Eric makes calls to 10 donors/prospects each month. Cultivation to donors can include updates on what's happening in the region.
- Develop a buckslip and lift note for the December appeal and continue in each appeal as appropriate from there on.
- Update acknowledgement letters.
- Continue tax-year-end Board, visitor and DWG phoning follow-up.
- Secure 100% Board giving and discuss term limits.
- Update email addresses to PVS URL.
- Continue to work on succession planning.
- *Target goal for 2014: increase fundraising revenue by 5% over previous year.*

### ***Spring/Summer 2015***

- Update brochures and launch social media presence.
- Create plan for refreshing website.
- Meet with all sponsors and cultivate/steward them.
- Review the responsibilities of the Development Working Group. Revise its charge and its membership as needed so it can play a leading role in front-line fundraising.
- Engage the Development Working Group of the Board in a discussion on creating funding opportunities to package to donors for \$5,000 and above.
- Research foundations, build out the foundation prospect matrix and adhere to proposal deadlines. With help from volunteers, start building relationships with program officers and apply for grants as appropriate.
- Working with DWG, undergo the necessary planning and design work to launch a leadership giving society in Fall 2015.
- Reach out to organizations for potential list use (**see Appendix D**). Increase the quantity of the acquisition mailing.
- Identify, cultivate and work towards solicitation of donors to be the “challengers” issuing the challenge to visitors.
- Redesign the annual report and send to donors – write special thank letter to all high dollar, planned giving and loyal donors.
- Secure Board approval of changes to By-Laws, incorporating term limits.
- Ensure that PVS has a solid presence at the ACA conference.

### ***Fall/Winter 2015***

- Continue work on updating all collateral materials and website.
- Launch the annual giving leadership society.
- For fall and winter appeals, implement segmentation by constituent type and create targeted messages.
- Continue to contact foundations and submit proposals according to their fall deadlines.
- Continue the steps underway (as above) to secure additional larger gifts from sponsors, visitors, Board and the overall donor base.

- Continue to identify potential Board members who can provide new access to funding.
- Create a job description and hire a full-time (or FTE) Office Manager/Development Manager.
- *Target goal for 2015: increase fundraising revenue by 10% over previous year.*

## 2016

- Build relationships with peer organizations.
- Create a task force to research and develop a plan to expand PVS' reach with younger audiences.
- Finalize job description for Assistant Director; recruit and hire.
- Engage in preliminary planning for the 50<sup>th</sup> anniversary and its fundraising goals.
- Insure that PVS is stewarding all donors, with an emphasis on new, increased and major donors.
- Lay the groundwork for a planned giving society and plan corollary marketing materials.
- *Target goal for 2016: increase fundraising revenue by 15% over previous year.*

## 2017

- Create a new promotional video.
- Launch the new planned giving society.
- Evaluate fundraising goals and increase them as appropriate to reflect the additional staff.
- Finalize plans for commemorating and communicating about the 50<sup>th</sup> anniversary.
- Increase awareness-building activities using all staff and select volunteers.
- *Target goal for 2017: increase fundraising revenue by 20% over previous year.*

## Conclusion

Prisoner Visitation and Support has a legacy of unprecedented success with a forgotten population. We believe the organization has the expertise, wisdom and strength to push beyond its accomplishments to date. We are confident that PVS can become – and remain – the premier organization serving prisoners unseen by others.



# PRISONER VISITATION AND SUPPORT

## REACHING MORE MEN AND WOMEN IN PRISON

Every month, a very special cadre of volunteers walks through security at federal and military prisons to meet with people who very few others ever see: men and women who are serving long-term sentences. As trained volunteers, these visitors enter the prison with the simple goal of having friendly, caring conversations with prisoners.

Prisoner Visitation and Support (PVS) created this unconventional program in 1968 that now sends over 300 volunteers to more than 95 prisons across the United States. Its primary focus is on seeing those prisoners with an acute need for human contact -- those without regular visits, those serving long sentences who are far from home, those in solitary confinement and on death row, and those who are frequently transferred from prison to prison.

***“Prisoner Visitation and Support service is grandma, grandpa, aunt, uncle, neighbor and friend who come to visit once a month. Someone to talk to. Someone to listen to. Someone who offers encouragement and accepts you for who you are.”***

— JUDSON, PRISONER, FEDERAL CORRECTIONAL INSTITUTION (FCI) PEKIN IL

But there are many more individuals who are not being seen by anyone.

In fact, **more than half of the population of 220,000 in Federal prisons never receives a visit during their entire term of imprisonment.**

As the number of federal prisoners escalates, PVS is determined to reach out to more of them every year. PVS has set a remarkable goal to achieve by its 50<sup>th</sup> anniversary in 2018: to double the number of volunteers from 300 to 600. Even more impressive is PVS’s long-term vision: to have at least one PVS visitor present on every visiting day at every federal and military prison.

Realizing this ambition will mean recruiting and training many more volunteers, and coordinating with more than 25 additional prisons. PVS has a bold fundraising initiative underway to support this growth, a watershed moment in its illustrious history.

## THE VISIT

While prisoners at federal institutions are allowed visits, visiting time is limited, and distance and cost often make it too prohibitive for families to come. Thus a PVS visitor's willingness to travel many hours and many miles to keep the promise of a monthly visit is a special gift. Meeting face-to-face, the visit may represent the prisoner's only contact from outside the prison walls.

***"I like talking with my PVS visitor –she reminds me of my daughter that can't come see me. So give her a big ole Thank You."***

–WALTER, PRISONER, FCI BUTNER NC

On the surface, what happens next may not seem extraordinary – the respect of a listening ear, ability to have relaxed conversation, and feeling of being valued as a human being. PVS visitors are trained to let the prisoners set the agenda for what they discuss.

Over time, PVS visitors create something that prison staff cannot: a relationship. In the process, something is mutually given and taken. Volunteers feel changed, their lives touched and their values deepened. Prisoners feel supported and encouraged. The light from these encounters radiates everywhere.

***"Thank you for being part of this project and for giving us, the inmates hope, joy, encouragement to be a better human being every day of our lives."***

– MARIA, PRISONER, FCI DANBURY CT

## THE IMPACT

Welcomed by prison officials and prisoners alike, PVS is in a unique position.

**Prisoner Visitation and Support is the only organization in the United States that is authorized by the Federal Bureau of Prisons and the Defense Department to visit in all federal and military prisons across the country.**

Wardens appreciate the well-trained volunteers and high quality of the visits – at no cost to their budgets or to taxpayers – and their positive effect on morale. PVS is appreciated by the Federal Bureau of Prisons for providing prisoners "with the opportunity to experience healthy social behaviors and mentoring relationships."

Prisoners express again and again the increased sense of self-esteem they gain.

***“Support from a non-judgmental stranger is measured in every selfless act and smile, every person comforted, and every heartfelt conversation.”***

– BRUCE, FCI FLORENCE CO

Of all the prisoners incarcerated today, 98% will be released back into society. A growing number of independent studies show that visits – like those PVS provides – are a key factor in helping former prisoners avoid committing crimes again and returning to prison.

A compelling study in Minnesota indicated that a visit from a mentor reduced the reconviction risk by 29%. The Federal Bureau of Prisons acknowledges the impact of volunteers like PVS visitors, calling them “a great asset in assisting inmates to prepare for reentry into the community and support the Bureau’s overall reentry strategy.”

## THE CHALLENGE

More federal prisons are being built to house an ever increasing population, and the number of former prisoners attempting to reintegrate back into their communities is rising accordingly. Taken together with the current prisoners who never receive a single visit, the number of prisoners who could benefit from a PVS visitor is many times the number reached by PVS today.

But PVS is up to the challenge. No other organization in the U.S. has achieved the same level of access, on a nationwide scale, to the prison system, and with over 46 years of service, PVS continues to play a lauded role in the field of prisoner assistance.

Based in Philadelphia, PVS is a trim, efficient organization with a small staff. Every dollar invested helps to recruit and train new volunteers to provide one-to-one visits to incarcerated individuals. These men and women whom almost nobody sees are mothers, fathers, brothers, sisters, daughters, and sons . . . all of whom need human connection. PVS visitors, compassionate and dedicated, make a difference in their lives – which benefits us all.

***“You change our lives for the better while we’re here and I know I will carry my experience with PVS with me as I go home. I will now know that I am someone who is worth visiting and worth more than I thought I was...I wish to thank my visitor for giving me a vision of myself I could never have imagined before our time together!”***

– TAMMY, FORMER PRISONER, FCI DANBURY CT

To fund a significant increase in the size and scale of our programs – for volunteer recruitment, training, travel, and coordination -- we intend to dramatically strengthen our fundraising efforts. We invite individuals, foundations, and corporations to support our proven model of visitation and support.

### *List of External Interviewees*

***Mary Schaller Blaufuss***

Former Board Member  
Director of Volunteer Ministries, United  
Church of Christ

***Bud Clayman***

President  
Clayman Family Foundation

***Joe and JoAnn Elder***

Retired  
University of Wisconsin at Madison

***Patricia Glasky***

***Marian Gray***

***Atul Gupta***

President  
Advanced Technologies Group

***Diane Heckert***

***Murray Heibert***

Board Member  
Journalist

***Nancy Heisey***

Former Board Member  
Professor  
Eastern Mennonite Seminary

***Ruth Heller***

***John Hurley***

Senior Vice President  
The Geo Group

***Bill Klassen***

***Harley Lappin***

Executive Vice President and Chief  
Corrections Officer  
Corrections Corporation of America

***Rt. Rev. Edward Lee***

***Nikki Lennertz***

PVS Visitor

***Vincent McGee***

Chair  
Tides Foundation

***Jane Moeller***

***Mike Murphy***

Vice President, Corrections Marketing  
Management & Training Corporation

***Michael Quinlan***

Board Member  
Consultant  
Corrections Corporation of America

***Leila Richards, M.D.***

***John Sutherland***

Cardiologist

***Betty Woodman***

Visitor  
Former Vice President  
United Church of Christ Board

*Compilation of External Interview Responses*

## Image

**1. How did you become involved with PVS?**

- My organization became involved with PVS in the 1970s because we supported conscientious objectors; one of our leaders had a personal connection with the PVS founders. As PVS changed its focus from conscientious objectors to those rarely visited, we stayed with PVS. I was on the PVS Board for several years; my predecessor was a PVS visitor. My organization's national staff was reduced and I recently resigned from the PVS board.
- I responded to a PVS mail appeal, but I don't know how I got on their list. I make donations to a lot of Catholic causes – they might have shared my name.
- I don't remember. I have sent money to them every year for a number of years.
- My father was a PVS volunteer. I began giving because it was important to him. He joined about a year after he retired. It gave him great satisfaction.
- I first encountered PVS when I was a Warden at a facility; I met PVS volunteers who were visiting prisoners who got few, if any, visits. I was in another facility as we opened Death Row and I asked Eric whether PVS would provide visitors, so I worked with them again.
- I was in campus ministry for a local university. I knew Bob Horton and Fay Honey Knopp. I attended early organizing meetings. I visited conscientious objectors who refused alternate service and faced jail time.
- I received one of their brochures. I have an interest in the prison system and have given to other organizations that reform the prison system.
- We were members of a Quaker meeting in Madison. The chaplain asked us to visit because a prisoner had requested a Quaker faith service, and the facility was required to oblige. We went up there and held Quaker meetings until that prisoner was transferred. We met Fay Honey Knopp then and became a PVS visitor. Fay Honey was an extraordinary woman. If something was wrong, she jumped in. We met her on an AFSC board. Quaker ministry called us to visit conscientious objectors, but they said we don't need visitors – we have loving families, but there are others here who need visitors. If a CO knew someone who would profit from a visit, PVS would visit that prisoner.
- I became involved through my husband who was a visitor and staff member. I attended a couple of Board meetings and a workshop and met other visitors and trainers.
- I became involved through my church. PVS is a vital and important part of my history.
- I was a conscientious objector in prison when Honey Knopp and Robert Horton came to visit me. I was in touch with Honey after prison.
- I think a Quaker, maybe Norman or Goerlich, told me long ago.

- I became familiar with PVS at some point during my years with the federal Bureau of Prisons and four different prisons. We engaged more with PVS at a maximum security prison. I met Eric Corson over the years.
- I believe I was introduced through my work with AFSC and my own personal connections to the criminal justice world.
- I heard about it from being in the industry, but John Vanyur was the one that really drilled into me the importance of PVS and its services.
- After my own experience in prison where I was visited, I was open to being involved with an organization like PVS. A person that was very involved with PVS at the time pulled me into becoming involved with PVS.
- I was considering a new life direction and getting an advanced degree in psychology/counseling. As I was evaluating this option, I wanted to make sure I liked counseling, so I looked for volunteer opportunities, found PVS and became a visitor.
- I responded to one of their random mailings. We're all barraged from charities. This one stood out – who could object to visiting prisoners? PVS spends all of its money helping others. It's a small organization.
- I am a Quaker and Fay Honey Knobb came and led a two-day retreat about PVS at a meeting. I have been a donor ever since.
- I organized a women's retreat and in looking for a key-note speaker, I found Fay Honey Knopp. From there, I started attending other events at which she was speaking and even took one of her courses that first year. She was a great woman – a dynamo. She was the one that got me visiting, but I also feel called to do so since the Bible tells us to do so as well.

## **2. How well known is PVS? How do people come to know about PVS?**

- I have not found anybody who knows about them.
- They are not well known. [ 4 ]
- Not a lot of people know about it. That is a barrier to getting other people involved.
- Many wardens are not familiar with PVS. Eric is invited to the Warden's Conference each year so that he can meet them.
- Not well known. I had not heard of them before they sent me information. They could use a better promotional campaign. Promotion is very important in the long run; if you invest now it pays off in helping more people in the future.
- It is not very well known outside the network of people who have been involved. Visitors and former visitors have a strong network – they might have nothing else in common except their concern for prisoners. Many volunteers who stayed involved had some experience with prison in their own life, maybe a friend or family member. Recruiting volunteers is very difficult.

- Not well known at all. I am involved in the foundation and social justice world and I have not met anyone who has heard of PVS when I mention it. It's their Quaker-inspired humility, they don't want aggrandizement. They are slowly learning to be assertive. Eric has asked to see me when he comes to my area, but only in the last year or so.
- Within the federal Bureau of Prisons, it's pretty well known. I'm unaware of whether PVS is known at state levels, among Directors of Corrections and their staff.
- I think I have met a couple people that know PVS. I don't think it is very well-known. I have been affiliated with different churches – Episcopal, Presbyterian, and Quakers – I have never seen literature or heard anything about PVS in those churches.
- I don't think PVS is well-known at all. People have a negative connotation of prisons. It is scary for most people to think about interacting with prisoners unless it's motivated by spiritually or faith. It takes an investment in talking to someone or reading extensive materials for someone to get to know PVS.
- PVS is very poorly known. People ask about my visiting and I will share. I have done speaking gigs at churches. I don't know my impact from speaking at churches, but the commitment is too huge for most and scares them off. People are overwhelmed by the demands of being a volunteer.
- I have never talked to someone outside the inner circle who knows PVS. People always react that visiting is hardcore/intense. I think people think it is scary. I have come across people who say "why do you bother helping these people?" I have even been challenged by corrections officers about why I come visiting. I have told people that Jesus visited prisoners and they seem to get it. On the other hand, a head official once came to me while I was visiting to say thank you.
- It is not well known. I have made gifts to PVS in the names of my friends so they know about it. I don't need more stuff and neither do my friends.
- There is not a general awareness. There is another gentleman that does visit prisoners and comes around to our meeting once in a while to talk about his experiences, but he is not involved with PVS to my knowledge.
- It is not well known. I don't how PVS can grow its awareness. I think that probably only by visiting church groups can it build awareness. PVS should work to increase its relationships with the national offices and the regional offices of churches. I think that you need to really know someone personally before you become involved with PVS. I have done some speaking about PVS – it was well received, but kind smiles and good intentions don't often translate into volunteers and donors.
- I had never heard of PVS until John Vanyur asked me to help by doing this interview.

**3. *What is the image of PVS among those who know it/its stakeholders? For what is PVS best known?***

- The training of its volunteers is its strength. Both my organization and PVS are national in scope and are very focused on social justice. There is a great deal of discomfort with many prison visitation programs, especially those who include proselytizing and evangelization, but PVS has a mission only to be a presence, for the sake of the prisoners.

- When I saw PVS newsletters and pictures of volunteers, I was struck by the fact that they looked just like me - they look like ordinary people. I am very happy to be part of PVS as a donor.
- For prisons, it can be a mixed bag. It's a burden on staff to process volunteers, so prison leadership has to educate staff about the value of PVS. PVS is a welcome addition to the 12,000 volunteers who work with the Federal Bureau of Prisons. The value of PVS is that inmates need social contact other than with staff, with their families or with those who are not employed by the prison. There is a line with staff; they are trained to not get too close with inmates. Most inmates will return to the community, and it's critically important to their successful re-entry to have social contact. A released prisoner needs three things: a place to live, a job and a support group. On average, a released prisoner is 500 miles from home. The support group is important but the Bureau of Prisons has a policy against continued contact with a PVS visitor after release, although that was recently revised. In a prison, confrontation is possible every minute. For a prisoner to see employees resolve conflict in a non-violent way, or to see PVS volunteers as a role model for that, is important – an inmate may never have had that experience before.
- It is the only official program authorized by the BOP and DOD. That should be a strong point to share because progressive folks would ask, "Is that support from them?" Most people don't make a distinction between federal, state and county. Make clear that PVS has access at the federal level – but what if prisoners have been treated unfairly, unjustly? Some could say to PVS, "You're just cooperating with the system."
- It's the only prisoner visiting program I've heard of.
- It has a good image. There are lots of other groups who volunteer in prisons – Jewish, Muslim, Catholic groups – but PVS is the only one that just goes to chat.
- There are a number of fairly visible faith-based prison ministries in the U.S., so PVS has to be clear: PVS does not proselytize. But many volunteers are recruited from churches.
- For showing compassion for those who are hurting and lonely. It's important to fill that gap. For giving lost and incarcerated people a little hope.
- PVS has a really good reputation. I never heard of negative issues, like they are too pushy, or they are being disruptive. They only offer friendship and support; they are not trying to change prison policy. That is a concern of wardens. There are lots of well-intentioned organizations out there that mask their attempt to reform or change prison policy by saying they are doing something else. PVS is truly seen as an entity with an honest belief and mission.
- I don't really have awareness of the PVS image – there is lots of talk in PA about prison and sentence lengths.
- All I know is what John Vanyur tells me and I, along with the majority of people in this industry, highly respect John.
- Those who understand and know PVS see it as valued service.
- They are doing stuff that you feel mildly guilty that you're not doing yourself. If you see there's so much pain and suffering in the world, and they can help, you should give. I have not been in federal prison but it doesn't take much empathic skill to imagine it.

- I don't know many others that know PVS.
- PVS is known for its work – one-on-one visiting.

## Case

### **4. What are some of your reactions to the white paper case document we shared with you?**

- I did not read it. [ 3 ]
- It should be shorter. It's good to emphasize that only PVS is authorized by the Bureau of Prisons and the Department of Defense to visit prisoners. They should always use the PVS logo on all of their materials.
- It is good visually. I love the PVS quotes – it's fabulous to hear from prisoners.
- Don't render the case in the negative, by saying what we don't do. For example, what does PVS do if they hear about a prisoner who was unjustly incarcerated? The Southern Poverty Law Center would do something. To put it forward as a positive - we listen, we will be present, we need to hear the testimony we hear from prisoners. Knowing that so many more prisoners are abandoned, by their family or by the community, should inspire support for what PVS is doing.
- It is very informative. I like hearing what prisoners had to say. I hope PVS continues to grow. Recidivism is very high in this country. Prisons are not doing a good job preventing recidivism.
- The positive quotes from the prisoners are very nice. These are lonely people who have asked to have someone to meet with. Add a quote from a volunteer.
- It sounds like my understanding of what PVS is about.
- It's accurate. But it's quite limited – it wouldn't go deep into a person's soul without follow-up. Need to get it in front of those compassionate donors.
- There should be a brief analysis earlier in the document: These prisoners come out of the community and go back to the community; keeping connections with their families or with visitors is important; describe the practical and economic importance of that. Look at what public studies are showing about the impact of visits. Put those studies in your case, and get it across quickly.
- It's a great idea and sorely needed in the jails.
- I like it. The appearance is friendly on the eye. It's not cumbersome to review or read. It gets to the point. I like the quotes from the offender population – they bring home the effect PVS has. It would be good to add a quote from a Warden or Associate Warden who has dealt with PVS within the past two years. Use Eric to find someone who could make a comment. Typically, the oversight for these types of volunteer programs goes down the rungs to an Assistant or Associate Warden.
- PVS does great service. I loved it. It was very compelling.

- I felt this white paper was trying to do too much – it felt to me as if it was trying to recruit and inform. I would cut down the details about volunteers. I didn't feel it was compelling related to fundraising.
- I think we need to be more direct about how PVS' work benefits you and me. We need to be more upfront with people about what benefit/value is in it for them such as we are all paying for these people and PVS lowers recidivism which helps lower what you and I have to pay.
- I like how the three pages break into sections. It is a clear statement of what PVS does. The quotes are good. It's better looking than PVS's black-and-white letters. Graphically it's good. It avoids the pictures of starving children and sad puppies that we see too often.
- I enjoyed reading the document. It got me thinking and wanting more information about PVS.
- I think it is good. I don't want it to get too "soupy".

**5. Please comment on the primary philanthropic priority of building operating support to increase the number of visitors needed to double the number of visits made by PVS volunteers?**

- It's a capacity issue – PVS does well at its present size. Some organizations expand quantitatively but the quality gets diluted. That's my fear with PVS. They could lose their distinctiveness of the quality of the visits. PVS will need lots of regional and local infrastructure, because people give locally. Donors and volunteers often go hand in hand. Where your heart is, there your treasure will also be.
- I had no idea this was their goal before reading the document. It's an ambitious venture, but when you have 46 years as an organization behind you, 300 is not a lot of visitors. I see that's where they need the money – to get volunteers to donate their time.
- I like it. One problem is that we want to stop the increase in the prison population, but PVS does not do that – except PVS prevents them from going back in. Therefore, if it's true that prisoners don't re-offend if they're visited, PVS should emphasize that.
- I appreciate the goals they have, but recruiting will be hard, because young people aren't joining, and churches are dying out. PVS could get people in their 20s and 30s to volunteer for a certain period in their life. PVS could reach out to colleges in Philadelphia; get a volunteer to modernize the website to be more inviting to younger people, and use social media too.
- There are 38,000 employees and about 215,000 inmates in the Federal prison system. Volunteers provide a valuable service.
- It is achievable, depending on how they approach it. PVS needs to grow. They need to reach out more to the community, to government officials.
- It is very clearly stated in the case. It's an interesting idea, even though one hopes that the prison population would go down, not up.
- It's a great goal.

- The fact that they have continued to grow is encouraging.
- Add to the case how efficient PVS is, to manage 300 volunteers across the country on a \$200,000 budget. State that it costs less than \$1,000 for each volunteer.
- This seems achievable. The case should have more discussion about the classification of the offender population. Offenders in minimum and low-security facilities typically are one-time or nonviolent offenders who have maintained family ties; as you gravitate to medium and high-security populations, that narrows the number of prisoners you would visit. They have shed family members, have a long-term incarceration; there is a big need at those prisons. There are also stand-alone examples like Fort Dix, where 3,000 offenders were criminal aliens; 95 countries were represented; non-US citizens so typically have no local family communications. PVS should explain that the best use of its time and resources are in medium- to high-security prisons.
- It is a worthy goal, but doesn't sound sexy. No one wants to really give to operating costs.
- There are 220,000 people in prison and we have 300 visitors. Do the math! The case is pretty straightforward.
- I did think in the case this piece was understated.
- I understand the need – it has to be done.

**6. *What themes would you stress in making the case for supporting PVS? (test mentoring here)***

- Training of volunteers is a distinction. PVS should stress that in fundraising. PVS could offer training as consultants to other groups, as earned revenue. "Presence" is not a strong enough word to use. "Mentoring" is close but would mean a readjustment of the PVS visitor having no agenda. The visitors might like it though, because it gives them direction.
- I would not use "mentoring." That means a volunteer has responsibility for that person, even when they get out of prison. PVS does not do that, and should not say they do mentoring.
- Most prisoners will get out of prison someday, but they will be as weird as when they went in if they don't get education or services while they are in prison. My state gives no money for prison education. That's why PVS is important. I like the term "visiting." "Mentoring" is loaded – as if the visitor is a model for what you want people to become. As PVS quotes a prisoner, they want someone with no agenda. Recruiting mentors to visit prisoners would be a different thing; that's asking them to do more than visit. Mentors try to steer someone to do something, versus a "non-judgmental stranger" as in the quote from Bruce in the case.
- The idea of a prisoner never having a visitor is compelling. Stories are better than statistics, or maybe use just one simple chart. The Bureau of Prisons' endorsement is only important to corporate sponsors, not to the ordinary person. But it does mean that the PVS mission will work.

- PVS volunteers are good role models for prisoners. Inmates see that a PVS visitor is paid nothing, is volunteering in a place that requires sacrifice (background checks, processing). Inmates get from them advice on the next steps to take and what to do upon re-entry. Most inmates have dysfunctional families, or know the wrong type of people or are in a poor social group. PVS brings optimism, good ethics and they want to see the prisoner succeed. “Mentoring” is close to what they do, but there are a lot of different definitions. PVS visitors care about disadvantaged people.
- Share data showing that recidivism is reduced. We are there for the prisoner, not for the system. Does PVS have the ability to show that it has not been co-opted by the system? What are the boundaries that are set by the system? Can you bring books or cookies? Do volunteers have permission to call on a prisoner’s relative to say I visited your x? Reassure donors that PVS does not believe in any way we have been co-opted. PVS remains consistent with the traditions of its Quaker origins. Matthew 25: you “visited” me while I was in prison. PVS doesn’t bring a saw in a cake or a lawyer. They just visit. “Mentoring” could mean someone will get you a job or get you ready for the business world. Are other organizations doing that? Can PVS cross-reference with them? So a PVS visitor can say to the other organization, for instance, “I have a prisoner who is ready to pursue job training.”
- A prisoner can count on someone coming to see them once a month. I like saying “prisoner visitation.” I’m not a fan of “mentoring.”
- Mentoring is a good word but it is the wrong word. Listening is a better word. We listen. We do not proselytize. It’s about appreciating the people you’re talking to. American Indians are difficult because they are so taciturn, they don’t talk much; I’m surprised they signed up for a visitor.
- The reduction of recidivism should be right up front. It is not mentoring, although sometimes it comes to that. It’s friendship and active listening, with feedback on what you’re hearing. Many prisoners don’t have friends or family. The Mennonites have a training program for working with survivors of trauma; some PVS trainers could take that. Youth ministry studies show that for a young adult to successfully transition into adulthood, they need 5 adults to touch them somehow. That’s like the prisoner-visitor relationship – someone to listen to your concerns.
- There’s a lot of injustice in our justice system. PVS can reach a lot of people who are bitter or feel persecuted by the system. PVS can point out to the public the need for human compassion. “Mentoring” is the next step after visitation. As a release date or parole is approached, the volunteer helps guide the prisoner in ways to re-enter.
- Visitors open up the horizon of prisoners being visited. It keeps them in touch and alleviates their struggles when they return outside. To make the transition from the total existence in prison to the outside is difficult. If a prisoner has no motivation to make it, it begins a negative spiral. “Mentoring” could work if described thoroughly. Use in a general proposal for support with a bit more depth; use a cover letter to be tailored to the specific prospect.
- It has lots to support their case.
- I think it might be too much of a stretch to say that PVS has an impact on recidivism. The National Institute of Corrections has funded and validated studies. Everyone assumes that prisoners with bonds outside prison tend to do better when they’re outside. It’s worthwhile to study this and determine what PVS can cite.

- I think PVS has to talk about the impact on the individual hand-in-hand with the impact on society. I do think for individual donors, they will respond to individual stories of prisoners. PVS has multiple impacts – individual impact (giving prisoner hope and making him more grounded and more likely for a success outcome when realized), prison benefits (role model within the prison to other prisoners and helping to improve prison culture), and society benefits (reducing recidivism and lowering tax payer costs). There is so much discussion around the country of the uselessness of the prisons and warehousing people. So little done in prison to prepare prisoners for getting out. We need to make them useful members of society – safer for you and me and saves the states money.
- The busier you keep inmates, the safer the prisons. People who have no hope or isolation are in horrible situations, which can lead to suicides, violence, etc. The prisoners need PVS. Prisoners need to be engaged with people outside the prison. There is a lot of talk right now about isolation and restrictive/segregated housing in jails and the fact that PVS visits those people is important to share. I think it is important to also talk about the impact that PVS has on recidivism.
- I am trying to think about what makes someone want to donate to make prisoners' lives better when so much of society says they deserve the life in prison. I know it is easier to explain to Christian groups, because you have the fact that the Bible tells how Jesus visited prisoners. It is also easier with people who are more liberal – they respond to the issues related to isolation and overcrowding in prisons. Now is a great time to be talking about this stuff. There is a lot of discussion about it with all the pre-election political activity. There is a bit of recognition within society of long sentences and costs on society. If PVS could find a way to get involved with this conversation, it would be helpful. I think saying visiting is like mentoring is okay. Prisoners use visitors as sounding boards. Visitors are encouragers. Visitors are a window to the outside. Yet, it is not technically mentoring. Having a visitor is like having the sun shining.
- PVS visitors are not counselors or ministers; we are just there to care. I don't know if am mentoring; I think encouragement is a better term. What I am really – I am more of a sounding board. I think it implies more than what I do. Maybe, we do a type of coaching. Eric always tells me let the prisoners set the tone. We could say maybe we do peer advising - life enhancement. This makes me think of the Max Factor positioning line – “we don't sell cosmetics, we sell hope.” I have come appreciate what we do during a visit – every prisoner needs a visit. It has become so much more than a volunteer experience. These are just regular people that have made mistakes, but still deserve dignity. But, it also benefits the corrections system with reducing recidivism. About 90% of prisoners will be released. But when people are rightfully touched, they won't come back to prison. Every time I hear what a prisoner has to say, I am more impressed with him and his goals. I wish everybody went into a prisoner visitation room just once. It is normal and not scary or strange. The criminals look just like me or you but in beige. All prisoners are human beings – walking into a prison humanizes them and then you understand immediately. The prisoners never take our visits for granted. Every time I leave, I feel very reflective about life and all its blessings. What isn't lost on me is the chaplain and the counselors within the system are not trusted by the prisoners.
- This is hand-crafted work. We are not sending care packages. This is hand work. The Minnesota study made me ask, “What gets you into federal prison versus the local lockup?” Most of us don't know. Are they white-collar criminals? Knowing more about prisoners would help.

- I think both talking about reducing recidivism and sharing quotes from prisoners is compelling. I find personally since I am not a visitor, just a donor, the commitment of the visitors is compelling. I would like to meet a PVS visitor.
- Each time I have talked about PVS, I always tell an individual prisoner story. Women stories are very emotional and horrible. Women lose their children when they go to prison and then this impacts the kids' futures. Mentoring is some of what we do. Visitors engage in a variety of tactics – some do more mentoring than others. The stupidity of mass incarceration and the impact on tax payers should start a blaze under some people.

### **7. In your view, what motivates donors to support PVS?**

- PVS has access to visit prisoners who are the most isolated. I'm not sure that's what people want to give money to, especially in our culture, which is punitive. The Board has a hard time getting donors.
- When I read their letters, like the July letter by a PVS visitor at Danbury, what gets you is how dedicated and generous the visitors are. They are doing something the rest of us cannot do. But we can give our dollars.
- I like their letters. They send handwritten thank you notes. Not many organizations do this. It comes on different stationery, not in a business envelope.
- I like the goal. Requests are coming from prisoners to meet people; donors will respond to that. They are lonely; maybe no one has visited them for 15 years. And remember how much it means to have a visitor come. Prisons are scary places.
- Eric knows me and he is a persistent fellow! Our company looks for organizations to support where we have a belief in their mission, like PVS.
- I think donor motivated based on familiarity with the problem. Those with church or social justice background are the prime donor candidates.
- I think the case related to impact on prisoners and impact of society related to preventing recidivism is what I would focus on.
- I don't know about motivating those who don't know PVS, but once you visit, you are compelled to support this organization.
- We are living in a country where more and more things will end you up in prison. I remember the Vietnam years and the conscientious objectors. I signed anti-war documents. You get a feeling that the PVS people are the people next door. There is nothing glossy or slick that says to donors, "Look what we're spending your money on." It's a counter-to-usual marketing approach. Don't lose that as you grow.
- I see the value in visiting and am so glad that people are doing it.
- I don't know. I have talked to my friends, I know they are think it is a wonderful ministry, and I don't think any give. But I don't directly ask.

### **8. What would compel you to increase your support of PVS?**

- My organization has decreased revenue streams and can't give any more as a sponsor, but we could encourage individual members to give.
- Knowing that they need more money to expand. PVS letters are all so gentle. I can see that the visitors are really kind people. They are not imposing on us – they are asking us to join them. Showing pictures of volunteers, in small groups, who look like ordinary people. If these people can do so much good, we should support them.
- I want PVS to thrive and expand, but I don't think I can give more.
- I continue to give to PVS because I know it meant something to a volunteer I knew. Now I have more money so I give more.
- I think learning more about PVS and hearing from visitors and perhaps prisoners too.
- I probably would quit giving if I wasn't so personally invested in the work because this organization is so tired. I would like people to come visit me and engage me with the organization more.
- I am at the top of my range. I don't know how to compel donors, but I think an annual report of donors will help with categories of donors in order to help bump up giving. People might like to bump to the next category. Donors want to see their names. Donors want to know who the donors are. PVS feels like a dead end in terms recognition.

## Leadership and Volunteers

### **9. Do you view PVS a well-run organization?**

- There is institutional inertia. PVS is not interested in doing things in a different way.
- Yes, I do. [ 3 ]
- I learn through the Annual Reports that there are so few staff members. They need more. If you build a board and bring on more volunteers, they need to be supported by staff. PVS needs a volunteer support person and a development person. But the organization should not get too big.
- They should bring in a younger presence to help with communications.
- I do not know PVS well enough to say. From their literature they seem well run.
- Yes, just by the fact that Eric called to set up this interview.
- The big issue is the small staff. Who has the access to the Bureau of Prisons that allows this work? It's Eric. It would be great to have someone else with that credibility. How will it work if trainers, recruiters and volunteers increase? It will be more than the current small staff can handle. Expanding the recruitment, training and maintaining BOP relations would be too much for the current staff.

- Yes. It has to be, to operate on a shoestring and be as successful as it is.
- Yes, except they are too shy.
- I haven't really thought about it. But Eric is one of the most genuine people I've ever met. His heart and his motivation are in the right place.
- Yes, I think it is well run. [ 2 ]
- This organization is tired. I respect it, but everything is old, tired and tedious feeling. The age of the volunteers is old. It isn't very with it. It needs to increase the energy level – has to emanate from the leadership, including the board. We need more staff to help, but need a larger budget to hire that staff. Probably need a much larger budget to get the right leadership.
- Yes, it is well-run. I would just like to see Eric and the organization broaden its horizons.
- Yes! For years, it has been consistently well-run from what I see through the publications. I appreciate the small budget on which it operates.
- I think it is incredibly well-run for the resources/staff we have. The dedication of Eric is impressive. He keeps in touch with everyone amazingly. I think most forgive PVS for any mom/pop management styles because they are just glad the organization exists.

**10. Do you know members of the Board? And of the staff (show lists)? How would you characterize their work on behalf of PVS?**

- The Board has some members with a limited vision of how PVS can be run. The Board includes strong workers in prison reform and chaplaincy who are doing PVS on the side as a volunteer. The Board wants to operate on a consensus model following its Quaker tradition, but I believe the one who speaks the loudest gets his or her way. Eric likes to have everything move through him. That is impossible for an organization that wants to expand. Eric's strength is that the BOP and DOD trust him, and therefore trust PVS. We don't want to cut those ties; PVS could have a successor who meets with them and Eric. Individual prisons know their local National Trainers, but at the federal level, it is personality-driven.
- No. When I see the sponsors on the list, I only know the Catholic ones. I like to see all the different faiths that are represented.
- It is amazing that Eric can pull all this off. He has been there a while. What will happen when he retires?
- I do not know any Board members. Eric has been involved a very long time. I don't know him personally but sometimes a person takes so much ownership that it becomes difficult to others to come in with ideas and help. Maybe young people can help with conferences, or collating responses from volunteers for him, so that he can focus on things at a level the Executive Director should focus on.
- Eric is so committed. He gives 110% every day. John Vanyur is impressive.
- It's good to see visitors and ex-offenders on the Board.

- Eric sent me a nice email but we haven't met. For the Board and staff to succeed, everybody's got to be on the same page, working together; there has to be communication. There's no reason not to add staff. Definitely add staff in the promotion area – someone to get the word out, to go to DC, to get in front of the right people.
- Eric has done a wonderful job. Fay Honey was a confronter, more aggressive for a Quaker. She spoke truth to power.
- PVS needs a succession plan. It's the most critical thing a strategic Board process can do. Whenever Eric needs to move on, PVS will not move forward. The access to federal prisons and other pieces could be lost. Succession planning is one of the hardest things an organization has to do. Eric has been the face of PVS for so long. How much can the Board tell the staff what to do? PVS is largely staff-driven, like many small organizations. The Board needs an honest conversation with Eric about the next 5-10 years, because the way you staff depends on that plan. Eric is gifted at maintaining relationships, and those don't transfer over to someone else. They need to bring in someone to work on it with Eric; but it can be undercut if Eric maintains the work alone. Eric needs to allow others in to develop relationships with prisons and the Board needs to approve that. The Board should focus its energy on senior staff. There should be real clear accountability between the 1 or 2 top staff and their external relationships, like with BOP.
- I do not know the staff or Board well enough to answer. There has to be a lot of dedication at the top level and the lower level.
- Rick Boardman is very articulate, very assertive. As a Board member, he could put a note on Eric's thank-you to me; if Rick called me, I would see him. Ultimately, the Executive Director should do the fundraising. The difficulty is that donors don't want to deal directly with a development person. That staff person should be behind the scenes, getting Eric ready for donors, letting the program people talk. Donors want to see the people providing services, not the Vice President of Development.
- They are very dedicated people.
- John Vanyur – you cannot find a more respectable person than John. I believe John Clark is also involved. All the people I know who are associated with PVS are very strong individuals.
- I don't know any board members. [ 2 ]
- PVS has benefited John Vanyur and his relationship with BOP.
- Board members are expected to donate and get money from friends – our board is a bunch of nice guys and girls. PVS needs to put more demands on Board members. Term limits would be good, but they would be need to about 4-5 years.
- I don't know them well. I am impressed with their focus.
- I know there was a UCC representative at one time. I have met Mary Schaller Blaufuss. They really do the best they can with the funds they have. The Board is very earnest.

**11. Who else should be part of the volunteer leadership for PVS (i.e. on the board or possible fundraising committee volunteer)?**

- Having ex-prisoners as Board members is fantastic. It's a big task to recruit and support volunteers and Board members. All Board members have to give.
- Get younger folks involved. A lot of visitors tend to be liberal – they want to treat prisoners like human beings – versus conservatives, who want to lock them away. You can find liberals in college towns, at universities located near federal prisons – like Bucknell near Lewisburg. Start small – use social media to spread the word. Increased participation will lead to increased support. College students can raise funds, too – they have lots of energy.
- The Board could have a representative from a for-profit company, one with social responsibility. Lots of nonprofits include someone from the corporate side like law firms so they can build relationships. Consider a vendor; they can reach other vendors. For example, Trinity established a food service vocational program in prisons; if they have a job in a location where a released prisoner goes who has been through the program, they will give him a job.
- There should be more ex-prisoners and visitors to comment on how to keep the balance in the relationship with BOP and DOD. Is there an ongoing way to keep in touch with released prisoners? They could be “constituency of advisors” and not on the full Board. They could be a resource for PVS visitors, showing them how to listen and sharing any practical ways to help the prisoners.
- Trained volunteers should be on the Board.
- Eric goes to ACA meetings. He has a presence there and could build relationships there that might lead to volunteers or Board members. I'm involved in a local charity and our fundraising is different. I really don't know how to do fundraising on a national scale.
- The Board needs corporate people.
- David Baxter – Farmington CT Meeting non-PVS visitor (young retiree).
- Linda McHorter, visitor in CT region. And, there are younger, enthusiastic people that visit at Danbury FCI – Caddy Parker.

## Fundraising Program

**12. What fundraising are you aware of that has been done by PVS?**

- Appeal letters.
- Letters. I am tired of nonprofits begging for money too often. I want to get an appeal just once a year from PVS – I like them.
- In their appeal letters, there are vignettes. They should put those on the website and contribute to blogs on other similar sites. I decide at the beginning of the year what I will donate, so I don't need an additional appeal letter.

- I have not seen a lot of it. I get a request by mail every year, but that only started a few years ago. The Combined Federal Campaign has restrictions on how nonprofits can promote themselves; Eric knows what it is.
- I was committed to PVS from day one. PVS was there at the beginning.
- Their fundraising is okay. Once I started giving, I didn't read through everything they sent; I know what they do.
- The appeal letter. We sit down once a year to make a decision about giving. We need a paper letter in front of us to help make the decision.
- The appeal letter. Is the rate of return keeping up with national norms? I have my own giving plans. We make our own decisions regardless of when the letter comes.
- Eric is a silver-tongued orator the way he presents reports. Only existing or past PVSers receive this stuff. It would be great to "reach the unchurched" as we say – to "reach the un-PVSeD".
- It's fine. No lengthy letters. To the point.
- I have seen very professional requests, with a very friendly tone.
- The funding model is just sending a letter – the visitor is both a donor and volunteer – which doesn't work for everybody.
- From what I have seen, PVS has never been aggressive with fundraising. I think there are more ways in which we can challenge and engage those who know PVS in a more exciting way to make them contribute more. I feel like sometimes PVS limits its own possibilities by thinking small. For example, focus on soliciting volunteers at the conference is good, but remember not all visitors go to the conference. I would like PVS to think about additional ways to raise support from eScript to boxtops to planned giving.
- The appeal letters are good as far as they go. Each reads somewhat like the last one. Having donated, I see no reason to stop.
- I get the appeal and envelopes and save them.
- I am aware of the letters and newsletters.

**13. Do you receive PVS communications? If so, how would you describe PVS' communications with donors and prospects?**

- The tenor of the letters is endearing; it shows absolute generosity by the volunteers. It's the same with the letters that update me and the thank yous too. I have received handwritten letters as a donor; that's wonderful. The mailings are just frequent enough. I actually read everything all the way through. I don't use the computer at all so I have not been to the PVS website.
- I love getting a letter from the volunteers, and from Eric and the President of the Board. I appreciate hearing from volunteers and what they have to say.

- 
- I went to the PVS website for the first time today. The appearance of it made me think that young people are prisoners and old people are volunteers. If you want to recruit the younger generation, that is a challenge. The website fonts are “old people” fonts. A younger volunteer could maintain a Facebook page. You wouldn’t see a return on the investment right away, but you could let people post about how they felt after their visit and the impact they had.
  - I’ve received more in the last year and a half than before.
  - Yes. I always read it to see what’s happening. I just read that 98% of the prisoners will be released. There should be videos and dramatization through social media – the younger generation is wired. Use social media to make your case – it must be well done, effective and professional.
  - I don’t recall receiving them. They should use email more, along with postal mail. A 20-year-old video is too old. They should do a new one, short, put it on YouTube. They could commission someone to interview prisoners who have been helped, who are respectable members of society now. Put a human face on it.
  - We are assaulted by email from other organizations and political organizations. It’s nice to get a paper document from PVS with stories.
  - The website should be promoted everywhere. Encourage people to contribute on the website. Facebook is good for reaching people my age. But someone has to be regularly putting up stories and quotes.
  - The writing by inmates themselves strikes the heartstrings.
  - Their communication is adequate. There should be a little more as they look to increase fundraising. But don’t call it a capital campaign, because you’re not raising endowment.
  - I can’t remember receiving any.
  - I get the newsletters. It reflects the sincerity and determination of a small nonprofit. Man and wife insert who were visitors – that piece was so compelling. I cut it out and showed others. I like that PVS is a small grassroots organization and we are hearing from those doing the work rather than those sitting in a corporate office. PVS needs a compelling brochure to leave in churches and at other organizations.
  - PVS needs to spread its horizon and expose people to the work it does.
  - The website is terrible. In general, PVS’ communications are too low key. They need to get people fired up. PVS is too far below the radar. We need to start becoming a player in our space. We need to be known by other organizations and supporters of criminal justice issues.
  - I have received emails from PVS. PVS needs to recognize its supporters. I would like to see that in its communications.
  - Eric writes a note; I get a card from a visitor saying thank you. PVS reports on very specific goals and activities; they say “here’s what we’ve done; oh look, we’re running out of money.” They are a shoestring organization. The website should be au courant, not so 1980s like it is now.

- I think appeals and newsletters are excellent. I read it every time and feel informed. The message is always there too about the need. The case is clear.
- The communications have gotten better. It is often the same story with different people, but I think there is nothing to help that since the mission is simple in the best of ways. I think they should have more frequent communications. I also think they should have an annual report of donors.

#### **14. In your opinion, what will it take to make PVS a more significant philanthropic choice?**

- Connect with re-entry programs, and use them to get data on the impact of PVS. Not maintaining contact with prisoners is important, because it follows BOP guidelines. The reality of having a consulting firm involved is significant and positive, because the leadership has been the same people saying the same thing over and over. It takes an outside presence to bring outside voices.
- Promote it more. We are all concerned about prisons right now in my state – young people are being incarcerated, some people think prisoners should stay in prison forever but others believe in prisoners who say “we made a mistake.” PVS shows how prisoners anticipate their visits, and the quotes and stories are very informative. The Christian Science Monitor is an excellent magazine. They have a feature on “People Making a Difference” centered on one person in the world. PVS should consider being profiled there. There is information on how readers can support the cause being profiled.
- People have to know that it exists. They should get some well-known people to support them like Michelle Alexander who wrote “The New Jim Crow”; Tavis Smiley just interviewed an author about private prisons. Do a new video.
- I am on the board of a nonprofit that hired a fundraiser. It will be interesting to see what happens, because fundraising is about relationships. Another nonprofit I know does better with fundraising because they have a charismatic founder who has created relationships within a wealthy community who have become long-term contributors.
- Share the positives about how we impact visitors.
- Getting the word out. Don’t be afraid to get it out there.
- Build a bridge to those working on re-entry. If PVS helps to decrease recidivism, the other organizations will want to work with PVS. It’s a catch-22. Outreach costs money and we don’t have a lot of money.
- PVS needs to be more assertive. The first rule of fundraising is to ask. They should do an increasing amount of promotion, without getting involved in too much direct mailing or emailing.
- It sounds simplistic but stick to the simple message. Here’s who we are; we’ve been around for many years at multiple locations. We are working in support of connecting to incarcerated individuals who would not otherwise have contact with the outside world, who are now in a situation where they have severed ties with loved ones or those ties have been severed by the loved ones. PVS does make a difference. It’s the right thing to do, the human thing to do. Like any endeavor, it takes resources to get that done.

- PVS feels abstract in some ways. The environment that PVS works in feels like a black box. PVS needs to explain better who they are visiting and where they are doing their work – make it less generic.
- PVS needs to get its story out there. It should look for more spokespeople to endorse it publically.
- It is tough to get people to donate to PVS. People respect that what PVS is doing is helpful. People often say the prisoners get what they deserve. So it takes a long conversation to get them to understand. There is some understanding of benefit related to recidivism. Not everyone gets or will get it.
- We need to engage more people. I like the idea of crowd funding and getting many people involved.
- I cannot envision PVS being huge like the United Way. Their mission is tight enough that they'll never get too big, unless they open halfway houses and add re-entry services, etc. The beauty of PVS is that the mission can be stated in one sentence, which is the second sentence of the case document: entering prison with the simple goal of having friendly, caring conversations with prisoners. PVS is a process-oriented organization, not a goal-oriented organization. You are not working toward a prize for seeing the most prisoners in an hour. You are a snowball on the avalanche slope; a single visit can have profound impact. Focus on the process of preventing re-offending in the first place.

## Prospect Pool

### **15. As PVS hopes to build a more robust fundraising to support its goals, how can PVS attract new donors?**

- Use regional hubs to attract younger visitors. Current visitors are aging out. Younger visitors won't stay for a long time, but they could become donors. Most volunteers I see in other organizations are young white females. That is not your ideal demographic for PVS visitors.
- Through churches.
- Make a new video. I would help to distribute DVDs. Use a Kickstarter campaign and make it a very specific project – to create a new video.
- Does PVS access other volunteer programs, to leverage off of those organizations' work? They could make a presentation and offer PVS as one option. Not taking on each other's mission – to collaborate rather than compete.
- Make the case with sponsors. How do you do that? "We value your endorsement but we need your tangible participation." It's an impressive list but internally, what are the criteria for being a sponsor? Get their support and lean on them to make the case to others.
- Get students who are studying criminal justice to be PVS interns. Pay them something to help with the program.

- There are tons of programs in colleges and universities – peace and remediation, criminal justice. Not all criminal justice majors want to be prison guards. Some want to do restorative justice. There are a lot of younger leaders in mega-church evangelical groups who are getting a conscience about this part of American society. Independent guys are running big churches. They have networks of socially conscious Christians. Some groups are more sophisticated about the needs.
- Recruit more volunteers. If prisons are in isolated areas, find strong religious or Christian organizations nearby. Lots of young people from area colleges near me visit state prisoners. They could be volunteers.
- There is a small world that would be sympathetic to their mission – individuals, small family foundations.
- Ask in churches and Quaker meetings.
- I think the individual stories help to put a face to prisoners, but it isn't like a saving puppies and sick children. You have to fight society's view that a prisoner must deserve what they get.
- PVS should coordinate with other groups visiting prisoners for other reasons or in the state prisons. I think PVS should talk with Volunteers of America for example.
- PVS needs a compelling spokesperson or spokespeople. We should be very much out there on social media. We need have events with great speakers
- PVS needs to tell more people what it does.
- Facebook. Social media but not Pinterest, PVS doesn't have so many visuals. Facebook might be a more direct way to reach people than the website. Millennials have a social conscience; Gen X is a black hole.
- I think PVS should work with college and university students. I also think PVS visitors should road trip to different churches, meetings and groups to speak about their work. I would think being on social media would help them too. PVS should build relationships with like groups and have links on their website to those groups and ask that those groups do the same.
- I think if PVS wants the attention of the prison vendors, it should be at the ACA conference. I am not sure it is necessary to have a booth, though. PVS should try to present to the Directors. If they do well, word will spread and they will earn the respect and attention of the vendors.

#### **16. How can PVS find other donors like you?**

- As a donor, I can talk to my friends, and talk to my pastor.
- Research vendors to the prison system. American Correctional Association magazine – see the ads from all the companies that do business in corrections. The ACA puts out a contractor catalogue once a year. At the ACA conventions twice a year, vendors set up booths. PVS could set up a booth and get to know other vendors. Many will say, "This is noteworthy, I'll contribute and I'll recruit volunteers." There are 400-500 vendors. Summer is the biggest convention. Eric may have been there before.

- Volunteers. As volunteers, it's rewarding to know we made a difference in someone's life. Prisoners are real people, they have real stories.
- Look at other organizations and see who gives to them.
- I would like visitors to come to speak to churches. Ideally, a released prisoner could come too.
- PVS should attend industry-related tradeshows such as ACA. They should have a booth in the vendor room and ask key people to help represent them. I think prison vendors would be open with the right messaging and introduction to support PVS.
- I would look at other organizations such as Veterans for Peace, retired Peace Corp volunteers, War Resisters League, AFSC, Central Committee for Conscientious Objectors, etc.

#### **16. How can PVS find other donors like you?**

- I think prison vendors would be open to making gifts to nonprofits, but there is criteria you have to meet to get support from corporate vendors – (1) they are likely to get business from you, (2) the nonprofit is connected to people that the corporation wants to get business from, (3) employees are involved with the organization as volunteers, and (4) it is a program being run by a reputable college or university that increases the confidence that the organization is doing what it says it is doing. There is a mentality that if I scratch your back, you will scratch mine with getting corporate grants.

#### **17. Beyond currently identified prospects, what individuals or groups do you think would be interested in supporting PVS?**

- Companies – I am leery about aligning too closely with those involved with prisons because they gain financially from prisoners. Sponsors – the PVS letterhead is a concrete example of the old model and of PVS' not being willing to move away from the old model. It gave moral authority to PVS. Staff in those denominations has decreased, including the ones who used to coordinate social justice efforts. Use the regional hub mechanism, with sponsors as a base for each hub – for example, a Methodist diocese near one prison, a Lutheran synod near another prison.
- The money people give is already being given to other causes like homelessness.
- Do the states with federal prisons have money to give for re-entry programs – because the prisoners are theirs? They should help to fund programs like PVS. Foundations should do more. The Combined Federal Campaign – federal employees don't know all the choices; anybody who is a federal employee can contribute. The PVS newsletter says they are trying to inform more federal employees that PVS is an option to give to.
- Keefe Group – runs commissaries in prisons. Trinity – food service.

- Sponsors – that is a long list on the letterhead. Check whether they are all still giving, like the Episcopal Church. Privately run prisons and vendors – this can be difficult because they may see it as good business to house prisoners. Their work has less to do with justice or rehabilitation. PVS says, “We stay in touch with prisoners to be a presence; we are reconciling not mobilizing; we are building something the prisoner needs.”
- Any foundation dedicated to social causes should be interested. Rutgers has a rehabilitating prisoners program; PVS could partner with them. Corporations – even those involved with the prison system should give, because everyone involved in the prison system benefits when you make the system better. Lynn Honickman Foundation – helps the homeless and social justice causes in the area. Sr. Mary Scullion – Project HOME has grown over the last 20 years from one small home to where it is today.
- Corporations and vendors. We do need corporate support. We agree that prisons are overfilled. The pitch should be that there is so much investment in harsh prisons, but people do so much better when they are visited. It’s a criticism of the system that so many people cycle back in; corporations should help to fund any effort that indicates no returning to prison. It is a waste of money to build more prisons instead of rehabilitating people. Matthew 25: you visited me in prison.
- Foundations – they are a tough game. Most grants are one-time, not for ongoing programs. Corporations – it never hurts to try. Sponsors – the Board was put together from peace groups working with COs; how many denominations still do that work? The Central Mennonite Committee has staff in Philadelphia; its Peace and Justice ministries continue; they should be on the Board.
- It is very discouraging to have the Gates Foundation turn a deaf ear. Their motto is about helping people. PVS is a program that helps people once they have paid their debt to society. PVS needs to hit harder on the Gates Foundation. Companies – those that are in metropolitan areas could be viable. The Kroger Corporation is involved in charitable things. Suppliers of catering services to prisons.
- Religious communities – have a PVS person speak to a congregation. You might get \$1,000 or \$2,000 but that’s a lot for PVS. Smaller family foundations and individuals with the same interest in the prison system. Corporations – look at prison vendors but stay below the radar. It’s like an inner city group taking money from Philip Morris. Correctional officers unions – could be a way to get contributions from them.
- There are a small number of private sector prisons. Because of acquisitions, there are now four main players: CCA, Geo, MTC and LaSalle. Expand your view to prison vendors – for example commissary companies, food services, phone companies. There are tons of foundations out there that have a heart and have a desire to make an impact. Individual donors you are most likely to find through national church organizations, by going to those that are within range of a federal facility.
- I think PVS should tap into other social justice organizations, interfaith groups and inner-city activist groups.
- Each prison has community advisory councils. I think those people might be open to supporting or becoming involved with PVS.

- I don't have names to give to PVS for them to just mail. PVS would have to engage people more actively through events and meetings for me to share names. I do tell people about PVS, but I can't really seal the deal because no one wants to pay for overhead. We need business people to support us and should make friends with the political spokespeople. It would be so helpful for a celebrity spokesperson to speak about PVS. PVS should be getting on the radio talking about its work.
- I would think PVS should work on soliciting people who are higher up in the prison system.
- Sponsors – this is a Matthew:28 list, they deal with the “least of these.” The denominations here make sense, but PVS is not trying to appeal to us based on religion. That is what sets them apart from religious organizations. Prison-related companies in my state means graft and corruption. Most foundations have become very narrowly focused – on MS or Alzheimer's – and raise money for laboratory research.
- I can't think of too many ideas for prospects. Prison visiting is something people say they admire, but many wouldn't think of doing it themselves.
- The private prison companies are more philanthropic than other vendors. I would recommend trying to get invited to their big mission related events such as CCA's golf outing. Many big vendor CEOs and top staff go to those events and there is probably an opportunity for PVS to get a 3-4 minute speaking opportunity during the reception.

## Other Comments, Suggestions or Questions

### **18. Do you have any other comments?**

- PVS's goal should be to maintain the relational quality of its work, while having a broader institutional presence.
- PVS is a good group. I couldn't give a better recommendation for any group.
- I like the PVS logo. I wouldn't want a graphic designer to jazz it up. And they should not change their name – Prisoner Visitation and Support is exactly what they do, not “Mentoring for the Future” or something like that.
- Has PVS reached out to other organizations that have expanded? They could ask, “How did you do it? What are the lessons you learned?” It could be an organization with a completely different mission.
- Episcopal Peace Fellowship has a lean staff too. If they can do a weekly posting, PVS should too.
- PVS should use the 50<sup>th</sup> anniversary to create awareness in the community that this project has been around a long time. A lot of people don't like to publicize themselves, but the ends justify the means. It's going to help you. You're selling something important.
- The mission is on target. We are great admirers of PVS. Another area for PVS to work on: there are so many African-Americans in prison; find African-American volunteers. Get more volunteers of color.

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- We care a lot about PVS. We have seen their struggles.
  - We pray for their continued success and support them as we can. It was frustrating that we were not allowed any contact with prisoners after release. If you are friends with someone for 20 years, it doesn't just stop. I can see while we're a volunteer, it could be a security risk to use your home address, so when the prisoner gets out, they don't come back on you. But we never felt threatened.
  - At the 50<sup>th</sup> anniversary, the work of PVS should be "observed" not "celebrated." The work is important, but it would be offensive to celebrate. Perhaps a Quaker meeting or a religious group could host an event and staff the event for PVS as volunteers.
  - It is great organization but just needs to be re-booted.
  - The message is simple. Find a way to make it relevant without over-stating it. "More people are in federal prisons than ever. We help." Poof! Make it persuasive. It might tie in to what is in the news – now it's immigration.

**S&W Consulting Project (non-DM)**

**ACLU- American Civil Liberties Union**

MEMBERS OF THE ACLU PLACE GREAT VALUE ON THE RIGHTS OF ALL INDIVIDUALS TO EXPRESS THEIR BELIEFS, TO BE GUARANTEED EQUAL RIGHTS AND TO BE TREATED FAIRLY. WITH THE CURRENT POLITICAL CLIMATE, THESE CHARITABLE INDIVIDUALS ARE MORE AWARE THAN EVER THAT PERSONAL FREEDOM IS A RARE COMMODITY, AND THEY DONATE ON AVERAGE \$46.60 TO PRESERVE IT.

**MEDIA TYPE**

Consumer

**SOURCE**

Direct mail sold

**GEOGRAPHY**

United States

**MAINTENANCE**

MARKET ENTRY

NEW TO MANAGER

COUNTS THROUGH

08/01/2014

**DATA CARD MAINTENANCE**

NEW TO SYSTEM

08/02/2010

LAST UPDATE

08/08/2014

NEXT UPDATE

09/02/2014

UPDATE FREQUENCY

Monthly

**SEGMENTS**

<b>442,755</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$75/M
<b>27,468</b>	3 Month \$5+ Donors	\$95/M
<b>26,960</b>	3 Month \$10+ Donors	\$8/M
<b>56,923</b>	6 Month \$5+ Donors	\$90/M
<b>55,945</b>	6 Month \$10+ Donors	\$8/M
<b>119,429</b>	12 Month \$5+ Donors	\$85/M
<b>117,325</b>	12 Month \$10+ Donors	\$8/M
<b>174,761</b>	24 Month \$5+ Donors	\$80/M
<b>171,067</b>	24 Month \$10+ Donors	\$8/M

**DESCRIPTION**

Members of the ACLU place great value on the rights of all individuals to express their beliefs, to be guaranteed equal rights and to be treated fairly. With the current political climate, these charitable individuals are more aware than ever that personal freedom is a rare commodity, and they donate to preserve it.

**USAGE**

None

**SELECTS**

\$10+	\$8/M
\$25+	\$15/M
\$50+	\$20/M
Gender/Sex	\$8/M
SCF	\$8/M
State	\$8/M
Zip	\$8/M
Non-Reciprocal	\$20/M

**UNIT OF SALE**

AVERAGE	\$35
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**GENDER**

MALE	53%
FEMALE	38%

**AVERAGE INCOME**

VALUE	0
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**MINIMUM ORDER**

MINIMUM QUANTITY	5,000
MINIMUM PRICE	\$0

**NET NAME ARRANGEMENTS**

<b>NET NAME IS ALLOWED</b>	
FLOOR	85
MINIMUM QUANTITY	50,000
RUN CHARGES	\$10/M

**EXCHANGES**

**EXCHANGE IS ALLOWED**

**REUSE**

<b>REUSE IS ALLOWED</b>	
MINIMUM QUANTITY	0
RUN CHARGE	\$0/M

**CANCELLATION**

CHARGES	\$50/F
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**KEY CODING**

<b>KEY CODING IS AVAILABLE</b>	
CHARGES	\$3/M

**ADDRESSING**

ZIP TAPE	\$10/F
EMAIL	\$50/F

**SPECIAL INSTRUCTIONS**

**S&W Consulting Project (non-DM)**

**Amnesty International**

AMNESTY INTERNATIONAL USA MEMBERS GIVE AN AVERAGE OF \$25.00 TO SUPPORT THEIR BELIEF IN INDIVIDUAL HUMAN DIGNITY AND THE RIGHT TO BE SAFE AND SECURE. THEY NOT ONLY CONTRIBUTE, THEY ACTIVELY PARTICIPATE TO ENSURE GLOBAL HUMAN RIGHTS. THESE DONORS ARE WORLDLY AND KNOWLEDGEABLE.

**MEDIA TYPE**  
 Consumer

**SOURCE**  
 Direct mail sold

**GEOGRAPHY**  
 United States

**MAINTENANCE**

**MARKET ENTRY**  
**NEW TO MANAGER**  
**COUNTS THROUGH** **08/05/2014**

**DATA CARD MAINTENANCE**  
**NEW TO SYSTEM** **06/26/2007**  
**LAST UPDATE** **08/08/2014**  
**NEXT UPDATE** **09/05/2014**  
**UPDATE FREQUENCY** **Monthly**

SEGMENTS		
<b>101,755</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$80/M
<b>10,931</b>	3 Mo \$10+ Donors	\$95/M
<b>28,426</b>	6 Mo \$10+ Donors	\$90/M
<b>56,964</b>	12Mo \$10+ Donors	\$85/M
<b>101,755</b>	24 Mo \$10+ Donors	\$80/M
<b>61,873</b>	24 Mo \$25+ Donors	\$20/M
<b>18,274</b>	24 Mo \$50+ Donors	\$25/M
<b>21,613</b>	Pet Owners	\$15/M
<b>8,009</b>	Jewish Donors	\$20/M
<b>4,607</b>	Hispanic Donors	\$20/M

**DESCRIPTION**

Amnesty International USA members give to support their belief in individual human dignity and the right to be safe and secure. They not only contribute, they actively participate to ensure global human rights. These donors are worldly and knowledgeable. Donors are avid readers.

Women's Action Council, a group within Amnesty International, strives to eliminate all forms of discrimination against women and helps to protect and defend women's human rights in every part of the world.

**USAGE**

None

SELECTS	
GENDER/SEX	\$8/M
SCF	\$8/M
STATE	\$8/M
ZIP	\$8/M
Non-Reciprocal	\$20/M
Zip Set Up	\$10/F

**AVERAGE INCOME**  
**VALUE** **0**

**MINIMUM ORDER**  
**MINIMUM QUANTITY** **5,000**  
**MINIMUM PRICE** **\$0**

**NET NAME ARRANGEMENTS**  
**NET NAME IS ALLOWED**  
**FLOOR** **0**  
**MINIMUM QUANTITY** **0**  
**RUN CHARGES** **\$0/M**

**EXCHANGES**  
**EXCHANGE IS ALLOWED**

**REUSE**  
**REUSE IS ALLOWED**  
**MINIMUM QUANTITY** **0**  
**RUN CHARGE** **\$0/M**

**CANCELLATION**  
**CHARGES** **\$0/M**

**KEY CODING**  
**KEY CODING IS NOT AVAILABLE**

**ADDRESSING**  
**EMAIL** **\$50/F**  
**FTP** **\$50/F**

**SPECIAL INSTRUCTIONS**

**UNIT OF SALE**  
**AVERAGE** **\$24**

**GENDER**  
**MALE** **40%**  
**FEMALE** **46%**

**S&W Consulting Project (non-DM)**

**Brady Campaign to Prevent Gun Violence - Donors/Members**

Founded in 1974 (Formerly known as Handgun Control) this public citizens lobby works for legislative controls and governmental regulations on the manufacture, importation, sale, transfer, and civilian possession of guns. Activists are individuals who have responded by mail on a gun control issue.

**MEDIA TYPE**

Consumer

**SOURCE**

Direct mail

**GEOGRAPHY**

United States

**MAINTENANCE**

MARKET ENTRY

NEW TO MANAGER

COUNTS THROUGH

07/01/2014

**DATA CARD MAINTENANCE**

NEW TO SYSTEM

05/04/2005

LAST UPDATE

07/01/2014

NEXT UPDATE

10/01/2014

UPDATE FREQUENCY

Quarterly

**SEGMENTS**

0	TOTAL UNIVERSE / UNIVERSE RATE	\$75/M
0	Donors/Members (Total File)	\$75/M
0	Donors/Members (24 Mos)	\$80/M
0	Donors/Members (12 Mos)	\$85/M

**DESCRIPTION**

(FORMERLY: Handgun Control), Founded in 1974 this public citizens lobby works for legislative controls and governmental regulations on the manufacture, importation, sale, transfer, and civilian possession of guns. Activists are individuals who have responded by mail on a gun control issue.

**USAGE**

None

**SELECTS**

Gender	\$8/M
State	\$8/M
SCF	\$8/M
Zip	\$8/M
Zip+4	\$8/M
Pre-Sort	\$1.5/M
Non-Reciprocal Fee	\$25/M
Catholic	\$15/M
Jewish	\$15/M

**AVERAGE INCOME**

VALUE

**MINIMUM ORDER**

MINIMUM QUANTITY

5,000

MINIMUM PRICE

\$0

**NET NAME ARRANGEMENTS**

**NET NAME IS NOT ALLOWED**

**EXCHANGES**

**EXCHANGE IS ALLOWED**

**REUSE**

**PLEASE INQUIRE**

**CANCELLATION**

CHARGES

\$100/F

**KEY CODING**

**KEY CODING IS AVAILABLE**

CHARGES

\$5/M

**ADDRESSING**

FTP

\$60/F

Email

\$60/F

**SPECIAL INSTRUCTIONS**

Full payment is required on orders not cancelled prior to the mail date. If exchange, status will remain as ordered. Orders cancelled by mailer prior to mail date are subject to a \$100/F cancellation fee plus running and shipping charges.

**UNIT OF SALE**

AVERAGE	\$40
---------	------

**GENDER**

MALE	43%
FEMALE	47%

**Center for Victims of Torture**

THE CENTER FOR VICTIMS OF TORTURE WORKS TOWARD A FUTURE IN WHICH TORTURE CEASES TO EXIST AND ITS VICTIMS HAVE HOPE FOR A NEW LIFE

SEGMENTS	
<b>8,852</b>	TOTAL UNIVERSE / UNIVERSE RATE
	\$85/M

<b>MEDIA TYPE</b>	Consumer
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<b>SOURCE</b>	Direct mail sold
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<b>GEOGRAPHY</b>	United States
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<b>MAINTENANCE</b>	
<b>MARKET ENTRY</b>	
<b>NEW TO MANAGER</b>	
<b>COUNTS THROUGH</b>	<b>03/05/2014</b>

<b>DATA CARD MAINTENANCE</b>	
<b>NEW TO SYSTEM</b>	<b>01/21/2003</b>
<b>LAST UPDATE</b>	<b>03/20/2014</b>
<b>NEXT UPDATE</b>	<b>09/01/2014</b>
<b>UPDATE FREQUENCY</b>	<b>Unknown</b>

**DESCRIPTION**

The center consists of dedicated professionals (doctors, psychotherapists, and social workers) who help victims of torture regain a normal life. Provides medical examinations and care, counseling, psychotherapy, as well as advocacy and support by a social worker.

**USAGE**

None

SELECTS	
<b>GENDER/SEX</b>	<b>\$8/M</b>
Non-Reciprocal	\$20/M
SCF	\$8/M
STATE	\$8/M
ZIP	\$8/M
Zip Set Up	\$10/F

<b>AVERAGE INCOME</b>	
VALUE	<b>0</b>

<b>MINIMUM ORDER</b>	
MINIMUM QUANTITY	<b>5,000</b>
MINIMUM PRICE	<b>\$0</b>

<b>NET NAME ARRANGEMENTS</b>	
<b>NET NAME IS ALLOWED</b>	
FLOOR	<b>0</b>
MINIMUM QUANTITY	<b>0</b>
RUN CHARGES	<b>\$0/M</b>

<b>UNIT OF SALE</b>	
AVERAGE	<b>\$21</b>

<b>GENDER</b>	
MALE	<b>48%</b>
FEMALE	<b>48%</b>

<b>EXCHANGES</b>	
<b>EXCHANGE IS ALLOWED</b>	

<b>REUSE</b>	
<b>REUSE IS NOT ALLOWED</b>	

<b>CANCELLATION</b>	
CHARGES	<b>\$0/M</b>

<b>KEY CODING</b>	
<b>KEY CODING IS NOT AVAILABLE</b>	

<b>ADDRESSING</b>	
EMAIL	<b>\$50/F</b>

**SPECIAL INSTRUCTIONS**

**Common Cause**

Common Cause is a nonpartisan advocacy organization founded in 1970 as a vehicle for citizens to make their voices heard in the political process and to hold their elected leaders accountable to the public interest. It's one of the most active, effective, and respected nonprofit organizations working for political change in America.

**MEDIA TYPE**

Consumer

**SOURCE**

Direct mail sold

**GEOGRAPHY**

United States

**MAINTENANCE**

**MARKET ENTRY**

NEW TO MANAGER

**05/17/2010**

COUNTS THROUGH

**04/14/2014**

**DATA CARD MAINTENANCE**

NEW TO SYSTEM

**05/17/2010**

LAST UPDATE

**05/13/2014**

NEXT UPDATE

**08/08/2014**

UPDATE FREQUENCY

**Quarterly**

**SEGMENTS**

<b>41,197</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$75/M
<b>41,197</b>	Members/Donors	\$75/M
<b>27,778</b>	12 Month Members/Donors	\$5/M
<b>17,768</b>	6 Month Members/Donors	\$7/M
<b>10,514</b>	3 Month Members/Donors	\$10/M
<b>0</b>	Consumer Mailers	\$65/M
<b>0</b>	Non-reciprocal rental fee	\$20/M

**DESCRIPTION**

Common Cause is a nonpartisan advocacy organization founded in 1970 as a vehicle for citizens to make their voices heard in the political process and to hold their elected leaders accountable to the public interest.

**USAGE**

MAILER	DATE REPORTED	TYPE
Al Franken For Senate	08/25/2014	Continuation
American Association of University Women (AAUW)	08/25/2014	Continuation
American Civil Liberties Union	08/25/2014	Continuation
American Friends Services	08/25/2014	Continuation
Americans United for the Separation of Church and State	08/25/2014	Continuation
Americans for Responsible Solutions	08/25/2014	Continuation
Brady Campaign to Prevent Gun Violence	08/25/2014	Continuation
Bruce Braley for Iowa	08/25/2014	Test
Carl Bloom Associates	08/25/2014	Continuation
Catching The Dream	08/25/2014	Test
Cathedral of St John Divine	08/25/2014	Test
Center for Victims of Torture	08/25/2014	Continuation
Chesapeake Bay Foundation	08/25/2014	Continuation
Citizens Utility Board of Illinois	08/25/2014	Continuation
Commonwealth Club of California	08/25/2014	Continuation
Compassion And Choices	08/25/2014	Test
Corporate Accountability International	08/25/2014	Continuation
Cory Booker For Senate	08/25/2014	Test
Debbie Wasserman Schultz for Congress	08/25/2014	Continuation
Democratic Congressional Campaign Committee	08/25/2014	Continuation
Democratic National Committee	08/25/2014	Continuation
Democratic Senatorial Campaign Committee	08/25/2014	Continuation
Democrats Win Seats PAC	08/25/2014	Continuation
Drug Policy Alliance	08/25/2014	Continuation
Ed Markey For Senate	08/25/2014	Continuation
Emily's List	08/25/2014	Continuation
Environmental Defense Fund	08/25/2014	Test
FINCA International	08/25/2014	Continuation
Feminist Majority Foundation	08/25/2014	Continuation
Food & Water Watch	08/25/2014	Continuation
Free Inquiry	08/25/2014	Test
Friends Committee on National Legislation	08/25/2014	Continuation
Government Accountability Project	08/25/2014	Continuation
Harvard Health Letter	08/25/2014	Continuation
Help Me See	08/25/2014	Continuation
Human Rights Watch	08/25/2014	Continuation
Jeanne Shaheen	08/25/2014	Test

**S&W Consulting Project (non-DM)**

Jeff Merkley For Senate	08/25/2014	Test
League of Conservation Voters	08/25/2014	Continuation
League of Women Voters	08/25/2014	Continuation
MS Foundation for Women	08/25/2014	Continuation
Michelle Nunn for Senate	08/25/2014	Continuation
Mother Jones	08/25/2014	Test
NARAL Pro-Choice America	08/25/2014	Test
NARAL Pro-Choice New York	08/25/2014	Continuation
National Museum of the American Indians	08/25/2014	Test
National Organization for Women	08/25/2014	Continuation
National Women's History Museum	08/25/2014	Continuation
Natural Resource Defense Council	08/25/2014	Continuation
Newport Creative Plan USA	08/25/2014	Test
O Say Can You See PAC	08/25/2014	Test
Oregon Public Broadcasting	08/25/2014	Test
Oxfam America	08/25/2014	Continuation
PBS of Southern California	08/25/2014	Continuation
Pathfinder International	08/25/2014	Test
People For The American Way	08/25/2014	Continuation
Planned Parenthood Federation of America	08/25/2014	Continuation
Population Connection	08/25/2014	Continuation
Progressives United	08/25/2014	Test
Project on Government Oversight	08/25/2014	Test
Public Broadcasting Stations	08/25/2014	Continuation
Public Citizen	08/25/2014	Continuation
Ready For Hillary	08/25/2014	Test
Schomburg Center for Research in Black Culture	08/25/2014	Test
Sierra Club	08/25/2014	Test
Tenderloin Neighborhood Development	08/25/2014	Continuation
The Economist	08/25/2014	Continuation
The Hightower Lowdown	08/25/2014	Continuation
The Nation	08/25/2014	Continuation
The New York Times	08/25/2014	Continuation
Union of Concerned Scientists	08/25/2014	Continuation
WTTW Public TV Chicago	08/25/2014	Continuation
Warren for Senate	08/25/2014	Continuation
Wellstone Action	08/25/2014	Continuation
Wendy Davis for Governor of Texas	08/25/2014	Continuation
Wilderness Society	08/25/2014	Continuation
Women for Women	08/25/2014	Test
Yes Journal	08/25/2014	Test

<b>SELECTS</b>	
\$10+ Donors	\$10/M
Gender	\$8/M
SCF	\$8/M
State	\$8/M
Zip	\$8/M
Zip + 4	\$5/M
Zip Processing Fee	\$10/F
12 Month Hotline	\$5/M
6 Month Hotline	\$7/M
3 month Hotline	\$10/M
Date Select	\$0/M

<b>GENDER</b>	
MALE	52%
FEMALE	39%

<b>AVERAGE INCOME</b>	
VALUE	0

<b>MINIMUM ORDER</b>	
MINIMUM QUANTITY	5,000
MINIMUM PRICE	\$0

<b>NET NAME ARRANGEMENTS</b>	
<b>NET NAME IS ALLOWED</b>	
FLOOR	0
MINIMUM QUANTITY	0
RUN CHARGES	\$10/M

<b>EXCHANGES</b>	
<b>EXCHANGE IS ALLOWED</b>	

<b>REUSE</b>	
<b>PLEASE INQUIRE</b>	

<b>CANCELLATION</b>	
CHARGES	\$150/F

<b>KEY CODING</b>	
<b>KEY CODING IS AVAILABLE</b>	
CHARGES	\$5/M

ADDRESSING	
PRESORT	\$1.5/M
EMAIL	\$50/F
FTP	\$50/F

**SPECIAL INSTRUCTIONS**  
 Mail piece for every request must be subitted.

**Disarm Education Fund - Donors**

The Disarm Education Fund promotes peace, social justice, and human rights. Founded in 1976 as a gun-control group, they have since broadened their mission and transformed into an internationally recognized advocacy and medical assistance organization. All of Disarm's programs center around one core principle: an immoral and unjust U.S. foreign policy, particularly the practice of "punishing" foreign governments by withholding medicine from civilians. Disarm focuses on countries in Central America and the Caribbean, and have already delivered life-saving medicine and funds to both Cuba and Mexico, and more than \$71 million dollars worth of medicine and medical supplies to Cuba alone.

**MEDIA TYPE**  
 Consumer

**SOURCE**  
 Direct mail

**GEOGRAPHY**  
 United States

SEGMENTS	
<b>5,027</b> TOTAL UNIVERSE / UNIVERSE RATE	\$85/M
<b>5,027</b> Donors	\$85/M

**MAINTENANCE**  
 MARKET ENTRY  
 NEW TO MANAGER  
 COUNTS THROUGH **05/31/2013**

**DATA CARD MAINTENANCE**  
 NEW TO SYSTEM **09/09/2003**  
 LAST UPDATE **12/30/2013**  
 NEXT UPDATE **05/31/2014**  
 UPDATE FREQUENCY **Annually**

**DESCRIPTION**

The Disarm Education Fund promotes peace, social justice, and human rights. Founded in 1976 as a gun-control group, they have since broadened their mission and transformed into an internationally recognized advocacy and medical assistance organization. All of Disarm's programs center around one core principle: An immoral and unjust US foreign policy, particularly the practice of "punishing" foreign governments by withholding medicine from civilians. Disarm focuses on countries in Central America and the Caribbean, and have already delivered life-saving medicine and funds to both Cuba and Mexico, and more than \$71 million dollars worth of medicine and medical supplies to Cuba alone.

**USAGE**

None

SELECTS	
Gender	\$8/M
State	\$8/M
Scf	\$8/M
Zip	\$8/M
Key coding	\$5/M
P/S Labels	\$0/M
Mag Tape	\$0/F
Email Delivery	\$0/M

**AVERAGE INCOME**  
 VALUE **0**

**MINIMUM ORDER**  
 MINIMUM QUANTITY **0**  
 MINIMUM PRICE **\$0**

**NET NAME ARRANGEMENTS**  
**PLEASE INQUIRE**

**EXCHANGES**  
**EXCHANGE IS NOT ALLOWED**

**REUSE**  
**REUSE IS NOT ALLOWED**

**CANCELLATION**  
 CHARGES

**KEY CODING**  
**KEY CODING IS AVAILABLE**  
 CHARGES **\$0/M**

**ADDRESSING**  
 Email **\$60/F**

**SPECIAL INSTRUCTIONS**

UNIT OF SALE	
AVERAGE	\$22

GENDER	
MALE	<b>62%</b>
FEMALE	<b>36%</b>

**Drug Policy Alliance**

null

**MEDIA TYPE**

Consumer

**SEGMENTS**

**22,035** TOTAL UNIVERSE / UNIVERSE RATE \$95/M  
**22,035** Total Individuals \$95/M

**SOURCE**

Direct mail sold

**GEOGRAPHY**

United States

**MAINTENANCE**

**MARKET ENTRY**

**NEW TO MANAGER**

**COUNTS THROUGH 11/15/2012**

**DATA CARD MAINTENANCE**

**NEW TO SYSTEM 03/26/2007**

**LAST UPDATE 11/15/2012**

**NEXT UPDATE**

**UPDATE FREQUENCY**

**Quarterly**

**DESCRIPTION**

The Drug Policy Alliance is a non-profit organization working to broaden the public debate on drug policy and promote alternatives to the war on drugs based on compassion, education, public health, and human rights. The Drug Policy Alliance's mission is to advance those policies and attitudes that best reduce the harms of both drug misuse and drug prohibition, and to promote the sovereignty of individuals over their minds and bodies.

**USAGE**

None

**SELECTS**

**AVERAGE INCOME**

**VALUE 0**

**GENDER**

**MALE 76%**  
**FEMALE 19%**

**MINIMUM ORDER**

**MINIMUM QUANTITY 5,000**

**MINIMUM PRICE \$0**

**NET NAME ARRANGEMENTS**

**PLEASE INQUIRE**

**EXCHANGES**

**EXCHANGE IS ALLOWED**

**REUSE**

**REUSE IS NOT ALLOWED**

**CANCELLATION**

**CHARGES \$0/M**

**KEY CODING**

**KEY CODING IS NOT AVAILABLE**

**ADDRESSING**

**SPECIAL INSTRUCTIONS**

**S&W Consulting Project (non-DM)**

**Friends Committee on National Legislation**

THE FRIENDS COMMITTEE ON NATIONAL LEGISLATION (FCNL) IS THE LARGEST NONPARTISAN TEAM OF REGISTERED PEACE LOBBYISTS IN WASHINGTON, DC. FOUNDED IN 1943 BY MEMBERS OF THE RELIGIOUS SOCIETY OF FRIENDS (QUAKERS), THEY WORK WITH A NATIONWIDE NETWORK OF MANY DIFFERENT RACES, RELIGIONS, AND CULTURES TO ADVOCATE SOCIAL AND ECONOMIC JUSTICE, EQUALITY AND PEACE.

**MEDIA TYPE**

Consumer

**SOURCE**

Direct mail sold

**GEOGRAPHY**

United States

**MAINTENANCE**

MARKET ENTRY **01/18/2012**

NEW TO MANAGER **01/18/2012**

COUNTS THROUGH **03/27/2014**

**DATA CARD MAINTENANCE**

NEW TO SYSTEM **01/18/2012**

LAST UPDATE **03/27/2014**

NEXT UPDATE **04/27/2014**

UPDATE FREQUENCY **Daily**

**SEGMENTS**

**6,064** TOTAL UNIVERSE / UNIVERSE RATE \$0/M

**6,064** \*\*\* Exchange Only \*\*\* \$0/M

**DESCRIPTION**

THE FRIENDS COMMITTEE ON NATIONAL LEGISLATION (FCNL) IS THE LARGEST NONPARTISAN TEAM OF REGISTERED PEACE LOBBYISTS IN WASHINGTON, DC. FOUNDED IN 1943 BY MEMBERS OF THE RELIGIOUS SOCIETY OF FRIENDS (QUAKERS), THEY WORK WITH A NATIONWIDE NETWORK OF MANY DIFFERENT RACES, RELIGIONS, AND CULTURES TO ADVOCATE SOCIAL AND ECONOMIC JUSTICE, EQUALITY AND PEACE.

FCNL IS THE OLDEST REGISTERED, ECUMENICAL LOBBY IN WASHINGTON, DC. THEIR MULTI-ISSUE ADVOCACY CONNECTS HISTORIC QUAKER TESTIMONIES ON PEACE, EQUALITY, SIMPLICITY, AND TRUTH WITH PEACE AND SOCIAL JUSTICE ISSUES WHICH THE UNITED STATES GOVERNMENT IS OR SHOULD BE ADDRESSING. IT IS NEITHER A POLITICAL ACTION COMMITTEE (PAC) NOR A SPECIAL INTEREST LOBBY.

**USAGE**

None

**SELECTS**

**UNIT OF SALE**

AVERAGE \$36

**GENDER**

MALE 0%

FEMALE 0%

**AVERAGE INCOME**

VALUE

**MINIMUM ORDER**

MINIMUM QUANTITY **5,000**

MINIMUM PRICE **\$0**

**NET NAME ARRANGEMENTS**

**NET NAME IS NOT ALLOWED**

**EXCHANGES**

**EXCHANGE IS ALLOWED**

**REUSE**

**REUSE IS ALLOWED**

MINIMUM QUANTITY **0**

RUN CHARGE \$0/M

**CANCELLATION**

CHARGES \$0/F

**KEY CODING**

**KEY CODING IS NOT AVAILABLE**

**ADDRESSING**

**SPECIAL INSTRUCTIONS**

**S&W Consulting Project (non-DM)**

**Human Rights Watch**

Human Rights Watch is dedicated to protecting the human rights of people around the world. We stand with victims and activists to prevent discrimination, to uphold political freedom, to protect people from inhumane conduct in wartime, and to bring offenders to justice.

**MEDIA TYPE**

Consumer

**SEGMENTS**

0	TOTAL UNIVERSE / UNIVERSE RATE	\$0/EA
8,079	12 month \$5+ donors (exchange only)	\$0/EA
7,739	12 month \$10+ donors (exchange only)	\$0/M
13,003	24 month \$5+ donors (exchange only)	\$0/M
12,298	24 month \$10+ donors (exchange only)	\$0/M
16,631	36 month \$5+ donors (exchange only)	\$0/M
15,590	36 month \$10+ donors (exchange only)	\$0/M

**SOURCE**

Direct mail sold

**GEOGRAPHY**

United States

**MAINTENANCE**

MARKET ENTRY	09/01/2008
NEW TO MANAGER	06/13/2012
COUNTS THROUGH	08/01/2012

**DATA CARD MAINTENANCE**

NEW TO SYSTEM	06/06/2012
LAST UPDATE	02/07/2013
NEXT UPDATE	12/01/2012
UPDATE FREQUENCY	Quarterly

**DESCRIPTION**

Human Rights Watch is one of the world's leading independent organizations dedicated to defending and protecting human rights. By focusing international attention where human rights are violated, we give voice to the oppressed and hold oppressors accountable for their crimes.

**USAGE**

MAILER	DATE REPORTED	TYPE
American Civil Liberties Union	02/06/2014	
American Friends Service Committee	02/06/2014	
Americans United for the Separation of Church and State	02/06/2014	
Berea College	02/06/2014	
Bread for the World	02/06/2014	
Center for Reproductive Rights	02/06/2014	
Center for Victims of Torture	02/06/2014	
FINCA International	02/06/2014	
Fonkoze	02/06/2014	
Food Bank of New York City	02/06/2014	
Fountain House	02/06/2014	
Friends Committee on National Legislation	02/06/2014	
Gay Men's Health Crisis	02/06/2014	
Grassroots International	02/06/2014	
Gutmacher Institute	02/06/2014	
Handicap International	02/06/2014	
Hebrew Immigrant Aid Society (HIAS)	02/06/2014	
Help Me See	02/06/2014	
Human Rights Campaign	02/06/2014	
Humane Farming Association	02/06/2014	
International Campaign for Tibet	02/06/2014	
International Planned Parenthood	02/06/2014	
Lambi Fund Of Haiti	02/06/2014	
Madre	02/06/2014	
Marijuana Policy Project	02/06/2014	
Mercy Corps	02/06/2014	
Mines Advisory Group MAG	02/06/2014	
Museum Of African American History	02/06/2014	
New Israel Fund	02/06/2014	
Oxfam America	02/06/2014	
SOS Children's Villages	02/06/2014	
Southern Poverty Law Center	02/06/2014	
Trees Water & People	02/06/2014	
Union of Concerned Scientists	02/06/2014	
United Farm Workers of America	02/06/2014	
Wonderwork	02/06/2014	

**SELECTS**

**AVERAGE INCOME**

VALUE

**75,000**

<b>UNIT OF SALE</b>	
AVERAGE	\$50
<b>GENDER</b>	
MALE	50%
FEMALE	50%

<b>MINIMUM ORDER</b>	
MINIMUM QUANTITY	5,000
MINIMUM PRICE	\$0

<b>NET NAME ARRANGEMENTS</b>	
<b>NET NAME IS ALLOWED</b>	
FLOOR	85
MINIMUM QUANTITY	0
RUN CHARGES	\$8/M

<b>EXCHANGES</b>	
<b>EXCHANGE IS ALLOWED</b>	

<b>REUSE</b>	
<b>REUSE IS ALLOWED</b>	
MINIMUM QUANTITY	0
RUN CHARGE	\$0/M

<b>CANCELLATION</b>	
CHARGES	\$100/F

<b>KEY CODING</b>	
<b>UNIT OF SALE INFORMATION IS NOT AVAILABLE</b>	

<b>ADDRESSING</b>	
RUN CHARGE	\$8/M
EMAIL	\$50/F
FTP	\$50/F

**SPECIAL INSTRUCTIONS**  
 Sample mail piece required. Allow 3-5 working days to process order. Payment due 30 days from mail date. All cancelled orders are subject to a \$100/F cancellation fee, plus \$8/M run charges, shipping & material fees. File run against NCOA with updates. 20% commission to authorized brokers on base rate. DMA mail preference names omitted.

**Interfaith Alliance - Donors**

Can Select at \$20/M: Jewish Donors

SEGMENTS			MEDIA TYPE
<b>9,012</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$75/M	Consumer
<b>9,012</b>	Donors (36 Mos)	\$75/M	<b>SOURCE</b>
<b>5,915</b>	Donors (24 Mos)	\$5/M	Direct mail
<b>3,330</b>	Donors (12 Mos)	\$10/M	<b>GEOGRAPHY</b>
			United States
			<b>MAINTENANCE</b>
			MARKET ENTRY
			NEW TO MANAGER
			COUNTS THROUGH <b>06/09/2014</b>
			<b>DATA CARD MAINTENANCE</b>
			NEW TO SYSTEM <b>09/09/2003</b>
			LAST UPDATE <b>06/25/2014</b>
			NEXT UPDATE <b>12/09/2014</b>
			UPDATE FREQUENCY <b>Semi-annually</b>

**DESCRIPTION**

(FORMERLY: Interfaith Center Corporate Responsibility Donors), The Interfaith Alliance is the largest national organization giving voice to the interfaith and progressive religious movement. TIA promotes the positive, healing role of religion and faith in public life by encouraging civic participation, community activism, and defeating the divisive agenda of the "religious right."

**USAGE**

None

SELECTS		AVERAGE INCOME	
Gender	\$8/M	VALUE	<b>0</b>
State	\$8/M	<b>MINIMUM ORDER</b>	
SCF	\$8/M	MINIMUM QUANTITY	<b>5,000</b>
Zip	\$8/M	MINIMUM PRICE	<b>\$0</b>
Zip+4	\$5/M	<b>NET NAME ARRANGEMENTS</b>	
Zip Tape	\$10/F	<b>NET NAME IS ALLOWED</b>	
<b>GENDER</b>		FLOOR	<b>0</b>
MALE	<b>50%</b>	MINIMUM QUANTITY	<b>0</b>
FEMALE	<b>45%</b>	RUN CHARGES	<b>\$0/M</b>

**EXCHANGES**  
**EXCHANGE IS ALLOWED**

**REUSE**  
**PLEASE INQUIRE**

**CANCELLATION**  
CHARGES **\$100/F**

**KEY CODING**  
**KEY CODING IS AVAILABLE**  
CHARGES **\$5/M**

**ADDRESSING**  
FTP **\$60/F**  
Email **\$60/F**

**SPECIAL INSTRUCTIONS**  
Mailers choosing not to make their list available may be subject to a nonreciprocal fee on rentals. Any quantity below minimum is subject to a flat fee plus applicable base, select and additional charges. On quantities below 5,000 a \$100/flat fee is imposed, Below 1,000 the fee is \$200/flat. Full payment is required on orders not cancelled prior to the mail date. If exchange, status will remain as ordered. Orders cancelled by mailer prior to mail date are subject to a \$100/F cancellation fee plus running and shipping charges.

**INTERNATIONAL CAMPAIGN FOR TIBET**

null

SEGMENTS		MEDIA TYPE
<b>31,306</b> TOTAL UNIVERSE / UNIVERSE RATE	\$80/M	Consumer
<b>359</b> SUPPORTERS	\$75/M	<b>SOURCE</b>
<b>12,772</b> 12 MO \$5-\$99.99	\$90/M	Direct mail sold
<b>18,482</b> 18 MO \$5-\$99.99	\$85/M	<b>GEOGRAPHY</b>
<b>31,306</b> 36 MO \$5-99.99	\$80/M	United States
		<b>MAINTENANCE</b>
		MARKET ENTRY
		NEW TO MANAGER <b>04/01/2011</b>
		COUNTS THROUGH <b>06/30/2014</b>
		<b>DATA CARD MAINTENANCE</b>
		NEW TO SYSTEM <b>04/01/2011</b>
		LAST UPDATE <b>07/23/2014</b>
		NEXT UPDATE
		UPDATE FREQUENCY <b>Monthly</b>

**DESCRIPTION**

International Campaign for Tibet donors and supporters are committed to promoting human rights, religious freedom and self-determination for Tibetans and to protecting the Tibetan culture and environment.

**USAGE**

MAILER	DATE REPORTED	TYPE
American Friends Service Committee	01/10/2014	Continuation
American Indian College Fund	01/10/2014	Test
Americans for Responsible Solutions	01/10/2014	Continuation
Amnesty International	01/10/2014	Continuation
Berea College	01/10/2014	Continuation
Doctors Without Borders	01/10/2014	Continuation
Drug Policy Alliance	01/10/2014	Continuation
FINCA International	01/10/2014	Continuation
Friends of the Earth	01/10/2014	Test
Greenpeace	01/10/2014	Continuation
Heifer Project International	01/10/2014	Continuation
Human Rights Watch	01/10/2014	Continuation
International Rescue Committee	01/10/2014	Continuation
Kripalu Center for Yoga and Health	01/10/2014	Continuation
Mines Advisory Group MAG	01/10/2014	Test
Natural Resource Defense Council	01/10/2014	Continuation
Nature Conservancy	01/10/2014	Continuation
Poetry Magazine	01/10/2014	Continuation
Seva Foundation	01/10/2014	Continuation
Shambhala Sun	01/10/2014	Continuation
The Sun - A Magazine of Ideas	01/10/2014	Continuation
The Teaching Company	01/10/2014	Continuation
Women for Women	01/10/2014	Continuation

SELECTS	AVERAGE INCOME
\$10+	VALUE <b>0</b>
12 Month Hotline	<b>\$5/M</b>
Commercial Mailers	<b>\$65/M</b>
NON-RECIP FEE	<b>\$20/M</b>
RUN CHARGE	<b>\$10/M</b>
SCF	<b>\$8/M</b>
State	<b>\$8/M</b>
Zip	<b>\$8/M</b>
ZIP Set-up Fee	<b>\$50/F</b>
<b>UNIT OF SALE</b>	<b>MINIMUM ORDER</b>
AVERAGE	<b>MINIMUM QUANTITY</b> <b>0</b>
	<b>MINIMUM PRICE</b> <b>\$0</b>
<b>GENDER</b>	<b>NET NAME ARRANGEMENTS</b>
MALE	<b>NET NAME IS ALLOWED</b>
FEMALE	FLOOR <b>0</b>
	MINIMUM QUANTITY <b>0</b>
	RUN CHARGES <b>\$0/M</b>
	<b>EXCHANGES</b>
	<b>EXCHANGE IS ALLOWED</b>
	<b>REUSE</b>
	<b>REUSE IS NOT ALLOWED</b>

**CANCELLATION**

CHARGES \$100/F

**KEY CODING**

**KEY CODING IS AVAILABLE**

CHARGES \$0

**ADDRESSING**

FTP \$55/F

EMAIL \$55/F

**SPECIAL INSTRUCTIONS**

Orders cancelled/cutback after shipment must be approved in writing by list owner/manager. All orders cancelled after mail date will be subject to payment at full rental price. All cancelled orders, whether run or not, will be subject to a \$100/F cancellation fee. \$20/M Non-reciprocal Fee applies to all Mailers who do not release their list. All Mailers using this file must adhere to the Standards of Conduct for Non-profit List Rentals and Exchanges.

**S&W Consulting Project (non-DM)**

**League of Women Voters**

Donors to the League of Women Voters are well-educated, compassionate and concerned with the world around them. The League is a nonpartisan political organization that encourages informed and active participation in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.



SEGMENTS		
<b>72,609</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$80/M
<b>72,609</b>	24 Month Donors	\$80/M
<b>39,123</b>	12 Month Donors	\$9/M
<b>20,538</b>	6 Month Donors	\$11/M
<b>22,431</b>	25-36 Month Donors	\$75/M
<b>12,101</b>	36+ Month Donors	\$70/M
<b>6,477</b>	24 Month Catholic Donors	\$16/M
<b>0</b>	**Special All-Inclusive Catalog Mailer Rate	\$75/M
<b>0</b>	**Special All-Inclusive Publisher Mailer Rate	\$75/M
<b>0</b>	Non Reciprocal Fee	\$20/M
<b>0</b>	Political Candidates	\$100/M

<b>MEDIA TYPE</b>	
Consumer	
<b>SOURCE</b>	
Direct mail sold	
<b>GEOGRAPHY</b>	
United States	
<b>MAINTENANCE</b>	
MARKET ENTRY	01/05/2012
NEW TO MANAGER	01/05/2012
COUNTS THROUGH	05/31/2014
<b>DATA CARD MAINTENANCE</b>	
NEW TO SYSTEM	01/05/2012
LAST UPDATE	08/07/2014
NEXT UPDATE	09/05/2014
UPDATE FREQUENCY	Quarterly

**DESCRIPTION**

The League of Women Voters operates at national, state, and local levels through more than 800 state and local Leagues in all 50 states. While the League does not endorse or oppose candidates, they do take on other important work. Formed from the movement that secured the right to vote for women, the centerpiece of the League's efforts remains to expand participation and give a voice to all Americans.

**USAGE**

MAILER	DATE REPORTED	TYPE
Al Franken For Senate	08/25/2014	Continuation
Alison for Kentucky	08/25/2014	Continuation
Alliance For Retired Americans	08/25/2014	Test
Allyson Schwartz For Governor (PA)	08/25/2014	Test
American Association of University Women (AAUW)	08/25/2014	Continuation
American Civil Liberties Union	08/25/2014	Continuation
American Diabetes Association	08/25/2014	Test
American Friends Services	08/25/2014	Continuation
Americans United for the Separation of Church and State	08/25/2014	Test
Americans for Responsible Solutions	08/25/2014	Continuation
Amnesty International	08/25/2014	Continuation
Berea College	08/25/2014	Continuation
Brady Campaign to Prevent Gun Violence	08/25/2014	Continuation
Brennan Center for Justice at NYU	08/25/2014	Continuation
Bruce Braley for Iowa	08/25/2014	Test
Campaign For Community Change	08/25/2014	Test
Carl Bloom Associates	08/25/2014	Continuation
Carolyn's List	08/25/2014	Continuation
Center for Reproductive Rights	08/25/2014	Continuation
Chesapeake Bay Foundation	08/25/2014	Continuation
ChildFund International	08/25/2014	Test
Colleen Hanabusa for Congress	08/25/2014	Test
Common Cause	08/25/2014	Continuation
Community Food Bank of New Jersey	08/25/2014	Continuation
Compassion And Choices	08/25/2014	Continuation
Cory Booker For Senate	08/25/2014	Test
DEI Public Radio Co Op	08/25/2014	Test
DMW Public TV Co Op	08/25/2014	Continuation
Debbie Wasserman Schultz for Congress	08/25/2014	Continuation
Democratic Congressional Campaign Committee	08/25/2014	Continuation
Democratic National Committee	08/25/2014	Continuation
Democratic Senatorial Campaign Committee	08/25/2014	Continuation
Democrats Win Seats PAC	08/25/2014	Continuation

**S&W Consulting Project (non-DM)**

Ed Markey For Senate	08/25/2014	Continuation
Emily's List	08/25/2014	Continuation
Environmental Defense Fund	08/25/2014	Continuation
FINCA International	08/25/2014	Continuation
Family Equality Council	08/25/2014	Test
Feminist Majority Foundation	08/25/2014	Continuation
Food & Water Watch	08/25/2014	Continuation
Food Bank Programs	08/25/2014	Continuation
Food Banks	08/25/2014	Test
Food For The Poor	08/25/2014	Test
Free Library Of Philadelphia	08/25/2014	Test
Fresh Air Fund	08/25/2014	Continuation
Friends of Dick Durbin	08/25/2014	Test
Friends of Joe Sestak	08/25/2014	Test
Friends of Kathleen Rice	08/25/2014	Test
Friends of the Earth	08/25/2014	Continuation
Girl Scouts of the USA	08/25/2014	Continuation
Guttmacher Institute	08/25/2014	Test
Harvard Health Letter	08/25/2014	Continuation
Human Rights Watch	08/25/2014	Test
International Planned Parenthood	08/25/2014	Continuation
International Rescue Committee	08/25/2014	Test
Jason Carter for Governor	08/25/2014	Test
Jeanne Shaheen	08/25/2014	Continuation
Jeff Merkley For Senate	08/25/2014	Continuation
Kay Hagan for Senate	08/25/2014	Continuation
King FM Radio	08/25/2014	Test
League of Conservation Voters	08/25/2014	Continuation
Legal Momentum	08/25/2014	Test
MS Foundation for Women	08/25/2014	Test
Mark Udall For Congress	08/25/2014	Test
Mark Warner For Senate	08/25/2014	Continuation
Mary Burke for Wisconsin Governor	08/25/2014	Continuation
McPherson Multi Station Public Television	08/25/2014	Continuation
Metropolitan Museum of Art	08/25/2014	Continuation
Michelle Nunn for Senate	08/25/2014	Continuation
Ms Magazine	08/25/2014	Continuation
NARAL Pro-Choice America	08/25/2014	Continuation
NARAL Pro-Choice New York	08/25/2014	Continuation
National Center For Missing And Exploited Children	08/25/2014	Test
National Committee to Preserve Social Security and Medicare (NCPSSM)	08/25/2014	Continuation
National Democratic Governor's Association	08/25/2014	Continuation
National Organization for Women	08/25/2014	Continuation
National Parks Conservation Association	08/25/2014	Continuation
National Women's History Museum	08/25/2014	Test
National Womens Health Network	08/25/2014	Test
Natural Resource Defense Council	08/25/2014	Continuation
Nature Conservancy	08/25/2014	Continuation
O Say Can You See PAC	08/25/2014	Test
Off The Sidelines PAC	08/25/2014	Test
Oxfam America	08/25/2014	Continuation
Parents Families Friends Of Lesbians and Gays (PFLAG)	08/25/2014	Continuation
People For The American Way	08/25/2014	Continuation
Physicians for Reproductive Choice & Health	08/25/2014	Test
Planned Parenthood Action Fund	08/25/2014	Continuation
Planned Parenthood Co-Op	08/25/2014	Continuation
Planned Parenthood Federation of America	08/25/2014	Continuation
Population Connection	08/25/2014	Continuation
Progressives United	08/25/2014	Continuation
Public Broadcasting Consortium	08/25/2014	Continuation
Public Broadcasting Stations	08/25/2014	Continuation
Public Citizen	08/25/2014	Continuation
Public Radio / Public Television	08/25/2014	Test
Reading is Fundamental RIF	08/25/2014	Test



**S&W Consulting Project (non-DM)**

**Mother Jones**

Since 1976, Mother Jones has published award-winning, cutting-edge reporting that promotes societal change through its influential audience and media impact.



SEGMENTS		MEDIA TYPE	
<b>155,443</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$110/M	Consumer
<b>67,431</b>	Last 6 Month Subs	\$11/M	
<b>43,128</b>	Last 3 Month Subs	\$16/M	
<b>58,677</b>	Total Female Subs	\$11/M	<b>SOURCE</b>
<b>75,045</b>	Total Male Subs	\$11/M	85% Direct to Publisher; 14% Agent Sold
<b>347,901</b>	Expires	\$80/M	<b>GEOGRAPHY</b>
<b>0</b>	Catalog Base Rate	\$85/M	Canada United States
<b>0</b>	Fundraiser Base Rate	\$85/M	<b>MAINTENANCE</b>
<b>0</b>	Political Fundraiser Rate	\$95/M	MARKET ENTRY <b>01/28/2002</b>
			NEW TO MANAGER
			COUNTS THROUGH <b>07/31/2014</b>
			<b>DATA CARD MAINTENANCE</b>
			NEW TO SYSTEM <b>01/28/2002</b>
			LAST UPDATE <b>08/01/2014</b>
			NEXT UPDATE <b>09/15/2014</b>
			UPDATE FREQUENCY <b>Monthly</b>

**DESCRIPTION**

Since 1976, Mother Jones has published award-winning, cutting-edge reporting that promotes societal change through its influential audience and media impact. Mother Jones readers are affluent, highly educated, and interested in the latest ideas, both in what they read and in what they buy.

**USAGE**

MAILER	DATE REPORTED	TYPE
Al Franken For Senate	07/29/2014	Continuation
Alison for Kentucky	07/29/2014	Continuation
American Association of University Women (AAUW)	07/29/2014	Continuation
Carl Bloom Associates	07/29/2014	Continuation
Center for Science in The Public Interest	07/29/2014	Continuation
Conde' Nast Publications	07/29/2014	Continuation
Consumer Reports	07/29/2014	Continuation
Cornell Lab of Ornithology	07/29/2014	Continuation
Council For Secular Humanism	07/29/2014	Continuation
Credo Mobile	07/29/2014	Continuation
Democratic Congressional Campaign Committee	07/29/2014	Continuation
Democratic National Committee	07/29/2014	Continuation
Democratic Senatorial Campaign Committee	07/29/2014	Continuation
Dennis Publishing	07/29/2014	Continuation
Doctors Without Borders	07/29/2014	Continuation
Edward R Hamilton Books	07/29/2014	Continuation
Emily's List	07/29/2014	Continuation
Feminist Majority Foundation	07/29/2014	Continuation
Food & Water Watch	07/29/2014	Continuation
Food Banks	07/29/2014	Continuation
Free Library Of Philadelphia	07/29/2014	Continuation
Funny Times	07/29/2014	Continuation
Harvard Health Letter	07/29/2014	Continuation
High Country News	07/29/2014	Continuation
In These Times	07/29/2014	Continuation
Jeff Merkley For Senate	07/29/2014	Continuation
League of Women Voters	07/29/2014	Continuation
Mental Floss	07/29/2014	Continuation
Mercy Corps	07/29/2014	Continuation
Natural Resource Defense Council	07/29/2014	Continuation
Nature Conservancy	07/29/2014	Continuation
Next Generation Fundraising	07/29/2014	Continuation
Pacific Standard	07/29/2014	Continuation
People For The American Way	07/29/2014	Continuation
Pine Street Inn	07/29/2014	Continuation

**S&W Consulting Project (non-DM)**

Planned Parenthood Federation of America	07/29/2014
Poetry Magazine	07/29/2014
Progressive Magazine	07/29/2014
Public Broadcasting Stations	07/29/2014
Public Citizen Donors	07/29/2014
Salvation Army	07/29/2014
Sierra Club	07/29/2014
Smithsonian Information	07/29/2014
Southern Poverty Law Center	07/29/2014
The American Prospect	07/29/2014
The Hightower Lowdown	07/29/2014
The Nation	07/29/2014
The New York Review of Books	07/29/2014
The New York Times	07/29/2014
The Sun	07/29/2014
Tufts Media	07/29/2014
Washington Spectator	07/29/2014
Wendy Davis for Governor of Texas	07/29/2014
Yes Journal	07/29/2014

Continuation  
 Continuation

<b>SELECTS</b>	
1 MONTH HOTLINE	\$21/M
3 MONTH HOTLINE	\$16/M
6 MONTH HOTLINE	\$11/M
GENDER/SEX	\$11/M
PAID	\$11/M
RENEWALS	\$15/M
SCF	\$11/M
SOURCE	\$11/M
STATE	\$11/M
ZIP	\$11/M
ZIP/ SCF SET-UP (5 or more strings)	\$50/F

<b>UNIT OF SALE</b>	
AVERAGE	\$12

<b>GENDER</b>	
MALE	43%
FEMALE	35%

<b>AVERAGE INCOME</b>	
VALUE	<b>78,100</b>

<b>MINIMUM ORDER</b>	
MINIMUM QUANTITY	<b>7,500</b>
MINIMUM PRICE	<b>\$350</b>

<b>NET NAME ARRANGEMENTS</b>	
<b>NET NAME IS ALLOWED</b>	
FLOOR	<b>85</b>
MINIMUM QUANTITY	<b>50,000</b>
RUN CHARGES	\$10/M

<b>EXCHANGES</b>	
<b>EXCHANGE IS ALLOWED</b>	

<b>REUSE</b>	
<b>REUSE IS ALLOWED</b>	
MINIMUM QUANTITY	<b>1,000</b>
RUN CHARGE	\$250/F

<b>CANCELLATION</b>	
CHARGES	\$100/F

<b>KEY CODING</b>	
<b>KEY CODING IS AVAILABLE</b>	
CHARGES	\$2/M

<b>ADDRESSING</b>	
ZIP TAPE	\$30/F
P/S LABELS	\$10/M
MAG TAPE	\$25/F
EMAIL	\$60/F
CHESHIRE LABELS	\$0
CARTRIDGE	\$30/F

**SPECIAL INSTRUCTIONS**  
 Any order with 5 or more ZIP or SCF strings will incur a \$50/F ZIP/SCF Set Up Fee

**Progressive - Subscribers**

The Progressive is a monthly political magazine of investigative reporting, political commentary, cultural coverage, activism, interviews, poetry, and humor.

SEGMENTS		
<b>52,493</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$95/M
<b>30,590</b>	Subs (incl. Business/Lib)	\$95/M
<b>28,919</b>	Subs (omit Business/Lib)	\$95/M
<b>21,903</b>	Expires	\$50/M
<b>0</b>	Commercial Mailers	\$105/M

MEDIA TYPE
Consumer

SOURCE
Direct mail, Space.

GEOGRAPHY
United States

MAINTENANCE	
MARKET ENTRY	
NEW TO MANAGER	
COUNTS THROUGH	<b>08/12/2014</b>

DATA CARD MAINTENANCE	
NEW TO SYSTEM	<b>09/09/2003</b>
LAST UPDATE	<b>08/12/2014</b>
NEXT UPDATE	<b>09/12/2014</b>
UPDATE FREQUENCY	<b>Monthly</b>

**DESCRIPTION**

Founded in 1909 by Robert Lafollette, this gutsy political monthly takes on giant corporations, exposes U.S. intervention abroad, highlights grassroots activism and spices its coverage with more than a dash of humor and hope.

**USAGE**

None

SELECTS	
Gender	\$8/M
State	\$8/M
SCF	\$8/M
Zip	\$8/M
Non-Reciprocal Fee	\$25/M

AVERAGE INCOME	
VALUE	<b>0</b>

MINIMUM ORDER	
MINIMUM QUANTITY	<b>5,000</b>
MINIMUM PRICE	<b>\$0</b>

GENDER	
MALE	%
FEMALE	<b>30%</b>

NET NAME ARRANGEMENTS	
<b>NET NAME IS ALLOWED</b>	
FLOOR	<b>0</b>
MINIMUM QUANTITY	<b>0</b>
RUN CHARGES	<b>\$0/M</b>

EXCHANGES
<b>EXCHANGE IS ALLOWED</b>

REUSE
<b>PLEASE INQUIRE</b>

CANCELLATION	
CHARGES	<b>\$100/F</b>

KEY CODING	
<b>KEY CODING IS AVAILABLE</b>	
CHARGES	<b>\$5/M</b>

ADDRESSING	
Email	<b>\$60/F</b>

**SPECIAL INSTRUCTIONS**

Mailers choosing not to make their list available may be subject to a nonreciprocal fee on rentals.  
 \*Any quantity below minimum is subject to a flat fee plus applicable base, select and additional charges. On quantities below 5,000 a \$100/flat fee is imposed, Below 1,000 the fee is \$200/flat.  
 Full payment is required on orders not cancelled prior to the mail date. If exchange, status will remain as ordered. Orders cancelled by mailer prior to mail date are subject to a \$100/F cancellation fee plus running and shipping charges.

**Public Citizen Donors**

PROTECTING HEALTH, SAFETY AND DEMOCRACY.

SEGMENTS		MEDIA TYPE	
0 TOTAL UNIVERSE / UNIVERSE RATE	\$75/M	Consumer	
0 3 Month Donors	\$95/M	<b>SOURCE</b>	
0 6 Month Donors	\$90/M	Direct response	
0 12 Month Donors	\$85/M	<b>GEOGRAPHY</b>	
0 24 Month Donors	\$80/M	United States	
0 36 Month Donors	\$75/M	<b>MAINTENANCE</b>	
0 Former Donors	\$65/M	MARKET ENTRY	
		NEW TO MANAGER	
		COUNTS THROUGH	08/11/2014
		<b>DATA CARD MAINTENANCE</b>	
		NEW TO SYSTEM	09/21/2010
		LAST UPDATE	08/12/2014
		NEXT UPDATE	09/11/2014
		UPDATE FREQUENCY	Monthly

**DESCRIPTION**

Public Citizen supporters are generous donors who understand the value of their contributions. They seek to assist the vital work the organization performs as a consumer watchdog. Through citizen action, grass root activism and individual involvement, these donors believe they can be a force for change in society.

**USAGE**

None

SELECTS	AVERAGE INCOME	
Gender/Sex	VALUE	0
SCF	<b>MINIMUM ORDER</b>	
State	MINIMUM QUANTITY	5,000
Zip	MINIMUM PRICE	\$0
\$10+ Donors	<b>NET NAME ARRANGEMENTS</b>	
\$20+ Donors	<b>NET NAME IS ALLOWED</b>	
Non-Reciprocal Fee	FLOOR	85
	MINIMUM QUANTITY	25,000
	RUN CHARGES	\$10/M
	<b>EXCHANGES</b>	
	<b>EXCHANGE IS ALLOWED</b>	
	<b>REUSE</b>	
	<b>REUSE IS NOT ALLOWED</b>	
	<b>CANCELLATION</b>	
	CHARGES	\$100/F
	<b>KEY CODING</b>	
	<b>KEY CODING IS AVAILABLE</b>	
	CHARGES	\$5/M
	<b>ADDRESSING</b>	
	EMAIL	\$60/F
	FTP	\$60/F
	<b>SPECIAL INSTRUCTIONS</b>	

ADDITIONAL SELECTS: \$10+ DONORS @ \$10/M, \$20+ DONORS @ \$20/M  
 TELEMARKETING IS NOT AVAILABLE. PUBLIC CITIZEN REQUIRES ALL CANDIDATES TO RECIPROCATE. Mailers choosing not to make their list available may be subject to a nonreciprocal fee on rentals. \*Any quantity below minimum is subject to a flat fee plus applicable base, select and additional charges. On quantities below 5,000 a \$100/flat fee is imposed, Below 1,000 the fee is \$200/flat.  
 Full payment is required on orders not cancelled prior to the mail date. If exchange, status will remain as ordered. Orders cancelled by mailer prior to mail date are subject to a \$100/F cancellation fee plus running and shipping charges.

**Resist**

RESIST FUNDS ACTIVIST ORGANIZING AND EDUCATION WORK WITHIN MOVEMENTS FOR SOCIAL CHANGE AND IS A RESOURCE CENTER, PROVIDING GRASSROOTS ORGANIZATIONS WITH TECHNICAL ASSISTANCE AND INFORMATION ABOUT OTHER FUNDING SOURCES.

**MEDIA TYPE**

Consumer

**SOURCE**

Direct mail sold

**GEOGRAPHY**

United States

**MAINTENANCE**

**MARKET ENTRY**

NEW TO MANAGER

08/22/2011

COUNTS THROUGH

04/15/2014

**DATA CARD MAINTENANCE**

NEW TO SYSTEM

08/24/2011

LAST UPDATE

04/22/2014

NEXT UPDATE

10/15/2014

UPDATE FREQUENCY

Semi-annually

**SEGMENTS**

<b>6,676</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$0/M
<b>5,143</b>	24 Month Donors	\$0/M
<b>6,676</b>	36 Month Donors	\$0/M
<b>0</b>	**** Exchange Only ****	\$0/M

**DESCRIPTION**

RESIST BEGAN IN 1967 WITH A "CALL TO RESIST ILLEGITIMATE AUTHORITY" IN SUPPORT OF DRAFT RESISTANCE AND IN OPPOSITION TO THE VIETNAM WAR.

RESIST FUNDS ACTIVIST ORGANIZING AND EDUCATION WORK WITHIN MOVEMENTS FOR SOCIAL CHANGE AND IS A RESOURCE CENTER, PROVIDING GRASSROOTS ORGANIZATIONS WITH TECHNICAL ASSISTANCE AND INFORMATION ABOUT OTHER FUNDING SOURCES. THEIR WORK INCLUDES REACHING OUT TO ACTIVIST ORGANIZATIONS AND RESEARCHING THEIR CAMPAIGNS AND PROJECTS AND CHALLENGING GRANTEEES TO CONNECT THEIR OWN ISSUES WITH THE CONCERNS OF OTHER ACTIVISTS.

**USAGE**

None

**SELECTS**

Scf/Zip \$0

**AVERAGE INCOME**

VALUE 0

**UNIT OF SALE**

AVERAGE \$29

**MINIMUM ORDER**

MINIMUM QUANTITY 5,000

MINIMUM PRICE \$0

**GENDER**

MALE 0%

FEMALE 0%

**NET NAME ARRANGEMENTS**

NET NAME IS NOT ALLOWED

**EXCHANGES**

EXCHANGE IS ALLOWED

**REUSE**

REUSE IS ALLOWED

MINIMUM QUANTITY 0

RUN CHARGE \$0/M

**CANCELLATION**

CHARGES \$0/M

**KEY CODING**

KEY CODING IS NOT AVAILABLE

**ADDRESSING**

EMAIL \$0

**SPECIAL INSTRUCTIONS**

**Southern Poverty Law Center**

The Southern Poverty Law Center is a small civil rights law firm and is internationally recognized today for its path-breaking litigation and its tolerance education programs.

**SEGMENTS**

<b>134,992</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$75/M
<b>134,992</b>	36 Month Donors	\$75/M
<b>98,783</b>	24 Month Donors	\$80/M
<b>49,101</b>	12 Month Donors	\$85/M
<b>32,422</b>	6 Month Donors	\$90/M
<b>18,215</b>	3 Month Donors (Consumer Use Only)	\$100/M

**MEDIA TYPE**

Consumer

**SOURCE**

Direct response

**GEOGRAPHY**

United States

**MAINTENANCE**

**MARKET ENTRY**

NEW TO MANAGER

**06/02/2008**

COUNTS THROUGH

**08/14/2014**

**DATA CARD MAINTENANCE**

NEW TO SYSTEM

**11/18/2008**

LAST UPDATE

**08/15/2014**

NEXT UPDATE

**11/14/2014**

UPDATE FREQUENCY

**Quarterly**

**DESCRIPTION**

The Southern Poverty Law Center began in 1971 as a small civil rights law firm and is internationally recognized today for its path-breaking litigation and its tolerance education programs. SPLC's legal department fights discrimination in all its forms and handles innovative cases that few lawyers are willing to take, achieving landmark Supreme Court decisions and crushing jury verdicts against hate groups.

SPLC's Intelligence Project monitors more than 800 hate groups and tracks extremist activity nationwide. To combat hate and foster understanding, SPLC's Teaching Tolerance program provides award-winning tolerance education materials to schools across the country free of charge.

3 month donors only available to consumer mailers.

**USAGE**

None

**SELECTS**

GENDER/SEX	\$8/M
SCF	\$8/M
STATE	\$8/M
ZIP	\$8/M
Non-Reciprocal Fee	\$25/M

**AVERAGE INCOME**

VALUE **0**

**MINIMUM ORDER**

MINIMUM QUANTITY **5,000**

MINIMUM PRICE **\$0**

**NET NAME ARRANGEMENTS**

**NET NAME IS NOT ALLOWED**

**EXCHANGES**

**EXCHANGE IS ALLOWED**

**REUSE**

**PLEASE INQUIRE**

**CANCELLATION**

CHARGES **\$100/F**

**KEY CODING**

**KEY CODING IS AVAILABLE**

CHARGES **\$5/M**

**ADDRESSING**

EMAIL **\$60/F**

FTP **\$60/F**

**SPECIAL INSTRUCTIONS**

Mailers choosing not to make their list available may be subject to a nonreciprocal fee on rentals.

\*Any quantity below minimum is subject to a flat fee plus applicable base, select and additional charges. On quantities below 5,000 a \$100/flat fee is imposed, Below 1,000 the fee is \$200/flat.

Full payment is required on orders not cancelled prior to the mail date. If exchange, status will remain as ordered. Orders cancelled by mailer prior to mail date are subject to a \$100/F cancellation fee plus running and shipping charges.

**Union of Concerned Scientists - Donors**

Founded in 1969, environmental advocacy organization of citizens and scientists working on global warming, clean transportation and clean energy technology, food safety, nuclear power plant safety, and arms control policy. Conducts independent technical studies, educates the media, policymakers and the public, and organizes grassroots activism on these issues.

**MEDIA TYPE**  
Consumer

**SOURCE**  
Direct mail

**GEOGRAPHY**  
United States

**MAINTENANCE**  
MARKET ENTRY  
NEW TO MANAGER  
COUNTS THROUGH **12/12/2013**

**DATA CARD MAINTENANCE**  
NEW TO SYSTEM **09/09/2003**  
LAST UPDATE **02/25/2014**  
NEXT UPDATE **06/12/2014**  
UPDATE FREQUENCY **Semi-annually**

SEGMENTS		
<b>43,905</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$80/M
<b>43,905</b>	Donors	\$80/M

**DESCRIPTION**

Founded in 1969, environmental advocacy organization of citizens and scientists working on global warming, clean transportation and clean energy technology, food safety, nuclear power plant safety, and arms control policy.

**USAGE**

None

SELECTS	
Gender	\$8/M
Key coding	\$5/M
Pre-sort	\$1.5/M
Scf	\$8/M
State	\$8/M
Zip	\$8/M
Zip+4	\$5/M

**AVERAGE INCOME**  
VALUE **0**

**MINIMUM ORDER**  
MINIMUM QUANTITY **5,000**  
MINIMUM PRICE **\$100**

**NET NAME ARRANGEMENTS**  
**NET NAME IS ALLOWED**  
FLOOR **0**  
MINIMUM QUANTITY **0**  
RUN CHARGES **\$0/M**

UNIT OF SALE	
AVERAGE	\$20

**EXCHANGES**  
**EXCHANGE IS ALLOWED**

GENDER	
MALE	<b>55%</b>
FEMALE	<b>43%</b>

**REUSE**  
**REUSE IS ALLOWED**  
MINIMUM QUANTITY **5,000**  
RUN CHARGE **\$10/M**

**CANCELLATION**  
CHARGES **\$100/F**

**KEY CODING**  
**KEY CODING IS AVAILABLE**  
CHARGES **\$0/M**

**ADDRESSING**  
FTP **\$60/F**  
Email **\$60/F**

**SPECIAL INSTRUCTIONS**  
Mailers choosing not to make their list available may be subject to a nonreciprocal fee on rentals.  
\*Any quantity below minimum is subject to a flat fee plus applicable base, select and additional charges. On quantities below 5,000 a \$100/flat fee is imposed, Below 1,000 the fee is \$200/flat.  
Full payment is required on orders not cancelled prior to the mail date. If exchange, status will remain as ordered. Orders cancelled by mailer prior to mail date are subject to a \$100/F cancellation fee plus running and shipping charges.

**United Farm Workers - Donors**

Founded in 1962 by Cesar Chavez the United Farm Workers fights for those who toil in the fields. The UFW represents and organizes workers in the attempt to secure a living wage, safe working conditions, job security, medical and pension benefits, dignity and respect. The UFW challenges companies that break labor laws and works to establish collective bargaining rights for workers. As many workers as possible are educated on their rights to organize and put under union contract.

**MEDIA TYPE**  
Consumer

**SOURCE**  
Direct mail

SEGMENTS		
<b>19,615</b>	TOTAL UNIVERSE / UNIVERSE RATE	\$75/M
<b>19,615</b>	Donors (48 Mos)	\$75/M
<b>14,254</b>	Donors (24 Mos)	\$85/M
<b>9,749</b>	Donors (12 Mos)	\$95/M
<b>1,913</b>	Hispanic Donors (48 Mos)	\$20/M

**GEOGRAPHY**  
United States

**MAINTENANCE**  
**MARKET ENTRY**  
NEW TO MANAGER  
COUNTS THROUGH **05/19/2014**

**DATA CARD MAINTENANCE**  
NEW TO SYSTEM **09/09/2003**  
LAST UPDATE **05/30/2014**  
NEXT UPDATE **11/19/2014**  
UPDATE FREQUENCY **Semi-annually**

**DESCRIPTION**

Founded in 1962 by Cesar Chavez, the United Farm Workers fights for those who toil in the fields. The UFW represents and organizes workers in the attempt to secure a living wage, safe working conditions, job security, medical and pension benefits, dignity and respect.

**USAGE**

None

SELECTS	
Gender	\$8/M
Scf	\$8/M
State	\$8/M
Zip	\$8/M
Zip+4	\$5/M

**AVERAGE INCOME**  
VALUE **0**

**MINIMUM ORDER**  
MINIMUM QUANTITY **5,000**  
MINIMUM PRICE **\$0**

UNIT OF SALE	
AVERAGE	\$33.92

**NET NAME ARRANGEMENTS**  
**NET NAME IS ALLOWED**  
FLOOR **0**  
MINIMUM QUANTITY **0**  
RUN CHARGES **\$0/M**

GENDER	
MALE	<b>49%</b>
FEMALE	<b>50%</b>

**EXCHANGES**  
**EXCHANGE IS ALLOWED**

**REUSE**  
**PLEASE INQUIRE**

**CANCELLATION**  
CHARGES **\$100/F**

**KEY CODING**  
**KEY CODING IS AVAILABLE**  
CHARGES **\$5/M**

**ADDRESSING**  
FTP **\$60/F**  
Email **\$60/F**

**SPECIAL INSTRUCTIONS**  
Mailables choosing not to make their list available may be subject to a nonreciprocal fee on rentals. Any quantity below minimum is subject to a flat fee plus applicable base, select and additional charges. On quantities below 5,000 a \$100/flat fee is imposed, Below 1,000 the fee is \$200/flat. Full payment is required on orders not cancelled prior to the mail date. If exchange, status will remain as ordered. Orders cancelled by mailer prior to mail date are subject to a \$100/F cancellation fee plus running and shipping charges.

## Prisoner Visitation and Support

### ***Prospective Corporate/Foundation Donors***

This research was conducted using the Foundation Directory, with a specific focus on organizations that provide grants for direct service and program support. Key terms included “courts/judicial administration,” “crime/law enforcement, correctional facilities,” “crime/law enforcement, equal rights,” “crime/law enforcement, volunteer services,” “crime/violence prevention,” “offenders/ex-offenders, prison alternatives,” “offenders/ex-offenders, rehabilitation” and “offenders/ex-offenders, services.”

## Betsy Ross Foundation

### ***Contact Information***

Juliet Williams, Chair  
**Phone:** 731-642-6116

### ***Overview***

The Betsy Ross Foundations provides support to aid indigent individuals and prison inmates that are impoverished.

### ***Guidelines/Deadlines***

- Application form required.
- Initial approach: letter or telephone
- Deadline(s): None

## Fund for Nonviolence

### **Contact Information**

Monica Larenas, Program Officer  
**Email:** mail@fundfornonviolence.org  
**Phone:** 831-460-9321

### **Overview**

The fund cultivates and supports efforts to bring about social change that moves humanity towards a more just and compassionate coexistence. Primary interest is placed on proposals from organizations that: 1) pursue structural changes to root causes of race, class, and gender injustice; 2) value the active involvement of members of the communities most impacted by the violence and social injustice being addressed; 3) understand and articulate the impact of their work on women and promote the leadership of women within the organization; 4) work through networks, coalitions and alliances; 5) reflect the spirit of nonviolence in their organizational relations, structure, and process; and 6) demonstrate the capacity to reflect on their experience and adapt to lessons and insights.

### **Relevant Programs**

#### *Justice with Dignity*

Goals: 1) Reduce the number of people incarcerated. 2) Expose and challenge human rights abuses of incarcerated and formerly incarcerated people. The Justice with Dignity Program supports organizations and networks that seek to reduce U.S. society's dependence on incarceration and particularly those that: 1) Challenge the use of race, class, gender and other marginalizing constructions to perpetuate the violence inherent in the current U.S. justice system and its institutions. 2) Promote and strengthen the leadership and activism of the most affected communities. 3) Invest their resources towards structural change within the justice system, in particular through public policy advocacy.

### **Relevant Types of Support**

- General/Operating Support
- Program Development

### **Guidelines/Deadlines**

- Unsolicited requests for funding are currently not accepted. Check foundation web site for updates in this area.
- Application form not required.
- Board meeting date(s): Full board: Jan., Apr., and Oct.; grantmaking committees separately

## Public Welfare Foundation

### **Contact Information**

**Phone:** 202-965-1800

**Email:** info@publicwelfare.org

### **Overview**

The Public Welfare Foundation supports efforts to ensure fundamental rights and opportunities for people in need. It looks for carefully defined points where our funds can make a difference in bringing about systemic changes that can improve lives. The Public Welfare Foundation focuses on three program areas: 1) Criminal Justice, 2) Juvenile Justice and 3) Workers' Rights. A small number of grants will also be made under the Special Opportunities and President's Discretionary categories.

### **Relevant Foundation Programs**

#### *Criminal Justice*

The U.S. criminal justice system is failing. More than two million people are held in American prisons-the largest inmate population in the world. The number is growing daily, largely because of federal and state laws prescribing mandatory minimum sentences, even for non-violent offenders. Most significantly, more than 60 percent of the people in prison are now racial and ethnic minorities. Locking up increasing numbers of people-disproportionately people of color-at great expense to taxpayers, and later releasing them with little access to rehabilitation and drug treatment services, has not made our streets safe. The foundation's Criminal Justice Program supports groups working to end over-incarceration of adult offenders in America. In particular, the program makes grants to groups that are working to: 1) Reduce incarceration rates through the reform of sentencing laws and parole and probation systems, including the use of diversion and alternatives to incarceration; 2)Reduce jail populations through the reform of pretrial detention policies and practices; 3)Develop and promote innovative strategies to reduce the overrepresentation of racial and ethnic minorities in the criminal justice process.

### **Relevant Types of Support**

- Continuing Support
- General/Operating Support
- Program Development

### **Guidelines/Deadlines**

There is a two-step application process, lasting four to six months: 1) The applicant creates an account and submits an online letter of inquiry, up to five pages. Please read letter of inquiry content guide on the foundation web site. Once a letter of inquiry arrives at the foundation, the staff determines whether the proposed project fits the foundation's funding guidelines. Please read the program guidelines carefully before applying. The foundation staff will let applicants know if they are invited to submit a full proposal; and 2) Only full proposals that have been invited will be considered. Applicants will be invited by e-mail to submit full proposals and will be sent an online link to the same account login page used to submit the letter of inquiry. There, they will be able to access an online form for submitting a full proposal.

- Application form required.
- Applicants should submit the following:
  - Timetable for implementation and evaluation of project
  - Results expected from proposed grant
  - Qualifications of key personnel
  - Statement of problem project will address
  - Population served
  - Name, address and phone number of organization
  - Brief history of organization and description of its mission
  - Geographic area to be served
  - Copy of most recent annual report/audited financial statement/990
  - How project's results will be evaluated or measured
  - Explanation of why grantmaker is considered an appropriate donor for project
  - Listing of board of directors, trustees, officers and other key people and their affiliations
  - Detailed description of project and amount of funding requested
  - Contact person
  - Copy of current year's organizational budget and/or project budget
  - Listing of additional sources and amount of support
- Initial approach: Online letter of inquiry; Please see the foundation web site:  
<http://www.publicwelfare.org/ApplyGrant.aspx>
- Copies of proposal: 1
- Board meeting date(s): Board (or a committee of the board) meets 3 times annually
- Deadline(s): LOIs accepted throughout the year but it is recommended to submit a LOI 4 to 6 weeks before proposal deadlines. See web site for full and invited proposals deadlines.
- Final notification: For LOI: 30 working days; for full and invited proposals, successful applicants receive an award letter by email, and generally funds are disbursed within 45 days of approval. Entire application process generally takes 4 to 6 months
- Additional information: Steps for Renewal Funding: The foundation's review and evaluation process takes three to four months. Grantees interested in receiving uninterrupted funding must submit a letter of inquiry and required progress report prior to the end of the grant period. Applicants should decide when they would like to receive grant approval for their renewal grant and plan ahead. Renewal applicants are required to submit a letter of inquiry and narrative and financial progress report for the current grant. Progress reports are to be submitted via email to [submit@publicwelfare.org](mailto:submit@publicwelfare.org) with the organization's name and the time period covered in the subject line.

## Tesque Foundation, Inc.

### **Contact Information**

**Phone:** 650-579-7200

### **Overview**

Giving primarily for the arts, libraries, and general charitable giving, with an emphasis on homelessness, and prison rehabilitation programs.

### **Relevant Types of Giving**

- General/Operating Support
- Program Development

### **Guidelines/Deadlines**

- Application form not required.
- Initial approach: Proposal
- Deadline(s): None

## Jacob and Valeria Langeloth Foundation

### **Contact Information**

Andrea Fionda, Program Officer  
**Phone:** 212-687-1133  
**Email:** afionda@langeloth.org

### **Overview**

The foundation's grantmaking program is centered on the concepts of health and well-being. The foundation's purpose is to promote and support effective and creative programs, practices and policies related to healing from illness, accident, physical, social or emotional trauma and to extend the availability of programs that promote healing to underserved populations, with a focus on justice-involved people. The foundation believes that justice-involved people experience disproportionately higher rates of infectious and chronic diseases, substance abuse, mental illness, and trauma than the general population. As such, jails and prisons represent one of the largest target populations for public health services in America, and are important sites for improving the overall health and well-being of communities. The foundation is interested in projects that seek to improve the physical and mental health of individuals involved in the criminal justice system. Programs focusing on alternatives to incarceration, detention, and reentry will be considered. While the foundation does not support prevention projects, it is interested in programs that seek to reduce recidivism.

### **Relevant Types of Giving**

- Matching/Challenge Support
- Program Development

### **Guidelines/Deadlines**

Potential applicants must register project ideas on foundation's web site. Letters of intent and proposals are accepted by invitation only following online project registration. Unsolicited letters of intent or proposals not accepted. Registrations only accepted via foundation's online registration system.

- Application form required.
- Initial approach: Online registration for letter of intent
- Copies of proposal: 5
- Board meeting date(s): Apr. and Oct.
- Deadline(s): See foundation web site for current deadline
- Final notification: Varies

## David Rockefeller Fund, Inc.

### **Contact Information**

Marianna S. Shaffer, Director of Programs  
**Phone:** 212-649-5631  
**Email:** info@drfund.org

### **Overview**

The fund currently has four primary program areas: Community, Arts, Criminal Justice, and Environment. The Community grants program (referred to as the Citizenship Program from 1990 to 2009) continues to support more than 80 local non-profit organizations annually with grants ranging from \$500 to \$10,000. Since its inception, the Community Program has awarded grants totaling over \$3.35 million. The Arts Program focuses on access and engagement; Criminal Justice promotes a more humane and fair criminal justice system; and Environment addresses climate change and local sustainability efforts. Between 2001 and 2009, the Fund awarded grants totaling over \$3.8 million to more than 70 organizations in the Arts, Criminal Justice, and Environment program areas. Please see Programs for more detailed information. In addition to the program areas outlined above, the fund underwrites a number of initiatives designed to encourage family members' individual philanthropic involvement and interests, as well as collaborative grantmaking by the family.

### **Relevant Programs**

#### *Criminal Justice*

The goal of the Criminal Justice Program is to promote a more fair and humane criminal justice system in the United States and New York City. With an emphasis on criminal justice reform and re-entry services, the fund supports organizations that advocate on behalf of prison reform and a rethinking of our current incarceration philosophy. It also supports non-profits that provide pre- and post-release services, with a focus on family and community re-integration.

### **Relevant Types of Giving**

- Continuing Support
- General/Operating Support
- Program Development

### **Guidelines/Deadlines**

- Unsolicited proposals are not accepted for any of the fund's programs.
- Application form not required.
- Board meeting date(s): Spring and fall

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## Marilyn Augur Family Foundation

### **Contact Information**

Tracey Frattaroli, Executive Director  
**Email:** maff@maugur.org

### **Overview**

Giving primarily for basic human needs (defined by the MAFF Board as food, shelter, clothing, health, and education aimed at transforming lives of those living in poverty or prison). The foundation funds non-profits which provide services for those who are economically, physically, emotionally and spiritually needy as it seeks to accomplish the mission stated in Matthew 25:35-40.

### **Relevant Types of Giving**

- Continuing Support
- General/Operating Support

### **Guidelines/Deadlines**

- Unsolicited requests for funds not accepted. Check foundation web site for updates.
- Application form not required.
- Board meeting date(s): Spring and fall

## Pew Charitable Trusts

### **Contact Information**

Rebecca Rimel, CEO & President  
**Email:** info@pewtrusts.org  
**Phone:** 215-575-9050

### **Overview**

The Pew Charitable Trusts support nonprofit activities in the areas of culture, education, the environment, health and human services, public policy and religion. Based in Philadelphia, the trusts make strategic investments to help organizations and citizens develop practical solutions to difficult problems. Under its Public Policy initiative, the Trusts support environmental causes including wilderness protection, conservation of living marine resources, and clean energy. Under its Government Performance, the Trusts interest include state policy, health, consumer financial stability, and fiscal and economic policy. The Trust's Philadelphia Program includes arts and culture, civic initiatives, health and human services, and the Philadelphia Research Initiative. The Pew Research Center aligns with the Trust's Informing the Public program.

### **Relevant Types of Giving**

- Continuing Support
- Program Development

### **Guidelines/Deadlines**

Contact Pew for specific guidelines and limitations or visit the Trusts' web site; applicants should not send full proposals unless requested by trustee representatives. Examples of past work, articles, reports, videos or other material should not be submitted with the letter of inquiry.

- Application form required.
- Applicants should submit the following:
  - Timetable for implementation and evaluation of project
  - Results expected from proposed grant
  - Statement of problem project will address
  - Population served
  - Copy of IRS Determination Letter
  - Brief history of organization and description of its mission
  - How project's results will be evaluated or measured
  - Detailed description of project and amount of funding requested
  - Copy of current year's organizational budget and/or project budget

- Initial approach: Letter of inquiry (2 to 3 pages)
- Copies of proposal: 1
- Board meeting date(s): Mar., June, Sept., and Dec.
- Deadline(s): See foundation web site for current deadlines
- Final notification: Approximately 4 to 6 weeks

## Lynne & Harold Honickman Foundation

### **Contact Information**

Lynne Honickman  
**Phone:** 215-790-1710

### **Overview**

Giving primarily to support projects that promote the arts, education, health, social change, and heritage.

### **Relevant Types of Giving**

- General/operating support
- Grants to individuals

### **Guidelines/Deadlines**

Application form not required.

Initial approach: Proposal

Deadline(s): None

## Prisoner Visitation and Support

### ***Prospective Corporate/Foundation Donors***

This research was conducted using the Foundation Directory, with a specific focus on organizations that provide grants for capacity building. This includes organizations that provide funding for general operating support, governance

## David and Lucile Packard Foundation

### ***Contact Information***

Communications Department

**Email:** [communications@packard.org](mailto:communications@packard.org)

**Phone:** 650-948-3632

### ***Overview***

The David and Lucile Packard Foundation is a family foundation. The foundation works on the issues its founders cared about most: improving the lives of children, enabling the creative pursuit of science, advancing reproductive health, and conserving and restoring the earth's natural systems. The foundation invests in effective organizations and leaders, collaborates with them to identify strategic solutions, and supports them over time to reach its common goals.

### ***Relevant Programs***

*Organizational Effectiveness and Philanthropy Funds*

The program supports grantees to help them build core strengths in areas like strategic and business planning, financial management, board and executive leadership, and communications. It also makes grants to build these capacities among groups of leaders and cohorts of grantees, through initiatives called Partnership Projects -so that nonprofit leaders can share knowledge, learn from their peers, and grow their networks. Partnership Projects are grants focused on groups of leaders and cohorts of grantees. They are developed as a collaboration between Organizational Effectiveness and programs at the foundation, grantees and, when possible, other funders, and are designed to allow grantees to strengthen organizational capacity and learn from and connect with their peers.

### ***Relevant Types of Support***

- Consulting Services
- General/Operating Support
- Management Development/Capacity Building
- Program Development
- Program Related Investment/Loans

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## **Guidelines/Deadlines**

- Review program guidelines online; foundation does not accept proposals for all of their areas of interest.
- Application form not required.
- Applicants should submit the following:
  - Timetable for implementation and evaluation of project
  - Signature and title of chief executive officer
  - Results expected from proposed grant
  - Qualifications of key personnel
  - Name, address and phone number of organization
  - Copy of IRS Determination Letter
  - Brief history of organization and description of its mission
  - Geographic area to be served
  - Copy of most recent annual report/audited financial statement/990
  - How project's results will be evaluated or measured
  - Listing of board of directors, trustees, officers and other key people and their affiliations
  - Detailed description of project and amount of funding requested
  - Contact person
  - Copy of current year's organizational budget and/or project budget
  - Listing of additional sources and amount of support
  - Additional materials/documentation
- Initial approach: Proposal or 2- to 3-page letter of inquiry
- Copies of proposal: 1
- Board meeting date(s): Mar., June, Sept., and Dec.
- Deadline(s): None
- Final notification: Varies

## Laura and John Arnold Foundation

### **Contact Information**

**Email:** info@arnoldfoundation.org

**Phone:** 713-554-1349

### **Overview**

The foundation's core objective is to produce substantial, widespread and lasting reforms that will maximize opportunities and minimize injustice in our society. To do this, the foundation identifies challenges and addresses their root causes through innovative, multi-disciplinary solutions. The foundation aims to foster a culture in which individuals have the best chance to succeed and prosper, while encouraging a sense of responsibility, compassion and reinvestment toward their communities and society as a whole.

### **Relevant Programs**

#### *Criminal Justice*

The foundation's criminal justice initiative aims to reduce crime, increase public safety, and ensure the criminal justice system operates as fairly and cost-effectively as possible. In order to achieve these goals, the foundation works to develop, incubate, and spread innovative approaches to criminal justice challenges. It builds teams of experts from both inside and outside the criminal justice field to develop research projects, create tools for practitioners, and partner with local jurisdictions to pilot and test new policies and practices. The projects use data and technology as a means to drive innovation in the field and accelerate the adoption of proven reforms. Currently, the foundation focuses its efforts on two targeted areas: the front end of the system, which runs from arrest through sentencing, and forensic science. These areas were selected because the foundation believes that reforms in these areas can significantly impact issues of safety, cost, and fairness in the criminal justice system. These areas are also likely to benefit from a collaborative, data and technology-driven approach to transforming the criminal justice system.

### **Relevant Types of Support**

- General/Operating Support
- Management Development/Capacity Building
- Program Development

### **Guidelines/Deadlines**

- Contributes only to pre-selected organizations.
- Application form not required.

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## Newman's Own Foundation

### **Overview**

Newman's Own Foundation funds a broad geographic range of 501(c) 3 nonprofits that fit within its focus areas (listed under Program Areas). In addition, the Foundation supports grantees that: Demonstrate potential for significant impact or growth; Present innovative and effective model programs with potential for replication; Encourage philanthropy by leveraging Foundation resources to stimulate giving from other sources; Possess existing or potential for strong organizational leadership/governance; Demonstrate fiscal responsibility.

### **Relevant Foundation Programs**

#### *Empowerment*

The foundation supports programs designed to empower people to overcome extraordinary circumstances; provide equal access to human rights; and contribute to the development of a civil society.

#### *Encouraging Philanthropy*

The foundation supports programs designed to promote the practice of philanthropy and/or rely on philanthropic support to fulfill their missions.

### **Relevant Types of Support**

- General/Operating Support
- Management Development/Capacity Building
- Program Development

### **Guidelines/Deadlines**

- Grant process is by invitation only.
- Application form not required.

# American Express Foundation

## **Contact Information**

**Website:** <http://about.americanexpress.com/csr/hpc.aspx>

## **Overview**

The foundation supports programs designed to promote historic preservation; leadership; and community service.

## **Relevant Foundation Programs**

### *Community Service*

The foundation supports programs designed to cultivate meaningful opportunities for civic engagement and encourage community service. Special emphasis is directed toward capacity building of nonprofits through development, engagement, and retaining community members as volunteers; encouraging citizens to play an active role in civic processes; and the engagement of community members and American Express employees in philanthropy, volunteerism, or participation in local civic organizations. The foundation also supports disaster relief and preparedness programs that allow relief agencies to be better equipped in responding to emergencies as they occur.

### *Leadership*

The foundation supports programs designed to provide current and future nonprofit leaders with practical opportunities to learn and build leadership skills. Special emphasis is directed toward programs designed to address the leadership deficit in the nonprofit sector by enabling new executive directors or supporting the training and development of emerging leaders; diversify the current landscape of nonprofit leaders; and transform organizations through best-in-class management and leadership practices through board leadership, implementing management principles, or expanding an organization's capacity to attract, develop and retain leadership talent.

## **Relevant Types of Giving**

- General/Operating Support
- Management Development/Capacity Building
- Program Development

## **Guidelines/Deadlines**

- A full proposal may be requested at a later date. Historic preservation applications by invitation only. Organizations receiving support of at least \$7,500 are asked to provide a final report.
- Application form required.
- Applicants should submit the following:
  - Timetable for implementation and evaluation of project
  - Statement of problem project will address

- Copy of IRS Determination Letter
- Brief history of organization and description of its mission
- Explanation of why grantmaker is considered an appropriate donor for project
- Detailed description of project and amount of funding requested
- Copy of current year's organizational budget and/or project budget
- Listing of additional sources and amount of support
- Initial approach: Complete online eligibility quiz and application
- Board meeting date(s): Biannually
- Deadline(s): None
- Final notification: 3 to 4 months

# Claneil Foundation

## **Contact Information**

Mailee Walker, Executive Director  
610-941-1131

## **Overview**

Giving to create healthy communities by supporting organizations that make a difference in the lives of individuals, families and the institutions that support them, and to develop an informed, educated and engaged citizenry, and increase the understanding and appreciation of natural, built and cultural assets.

## **Relevant Foundation Programs**

### *Community Grants*

The grants are generally in amounts between \$5,000 and \$15,000 per year, and available for program and project support, as well as for general operating expenses. A letter of intent (no longer than 2 pages) is required for organizations that have not received funding within the past three years. Currently, the foundation does not consider multi-year requests in this category. The geographic areas include Chester, Delaware, Montgomery and Philadelphia counties. Organizations outside these counties may only apply if invited by a member of the foundation's Board of Directors.

### *Emerging Leaders Fund*

This fund is designed to support the critical role that the foundation feels emerging leaders play in creating positive change. To provide critical support for these leaders and their organizations, the foundation awards a 4-year general operating grant totaling \$200,000 to each recipient's organization. Recipients are selected based on their creative vision, leadership capacity, potential for impact, and commitment to innovation and learning in one or more of the foundation's interest areas. This grant program is focused primarily on emerging leaders working east of the Mississippi River. Unsolicited requests for funds are not accepted for this program.

### *Special Project Fund*

The fund provides seed funding to emerging nonprofits, or to new projects of established organizations, that have the potential for transformative change. The foundation is particularly interested in cutting-edge approaches that are timely, demonstrate potential for significant impact and can serve as a model for others. Grants are offered for one year and range from \$30,000 - \$100,000. Organizations and projects outside of the United States are not eligible. A letter of intent (no longer than 2 pages) is required before submitting a proposal.

## **Relevant Types of Support**

- General/Operating Support
- Management Development/Capacity Building
- Program Development

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## **Guidelines/Deadlines**

- Under the Community Grant Program, organizations that received funding in the past 3 years may submit a grant proposal without a letter of intent. The Emerging Leaders Fund and the Proactive Grant Program are invitation-only grant programs, unsolicited inquiries are not accepted in these areas. Only electronic submissions are accepted. See foundation web site for additional information.
- Application form required.
- Applicants should submit the following:
  - Descriptive literature about organization
  - Detailed description of project and amount of funding requested
  - Copy of current year's organizational budget and/or project budget
- Initial approach: Letter of intent via online application system on foundation web site only
- Copies of proposal: 1
- Board meeting date(s): Nov. and June
- Deadline(s): For Letters of Intent: June 30 (for fall cycle), and Dec. 1 (for spring cycle). Special Project Fund letters are accepted for consideration in the spring cycle only

### *Suggestions for Major Prospects from Interviews*

***Michelle Alexander***

Author, *The New Jim Crow*

***Rob Bell***

Pastor and Author

***Central Mennonite Committee***

***Keefe Group***

Automated Commissary Management Company

***Keith Leaphart***

Chairman, Lenfest Foundation

[http://articles.philly.com/2013-04-15/news/38531687\\_1\\_lenfest-foundation-cleaning-business-fish-market](http://articles.philly.com/2013-04-15/news/38531687_1_lenfest-foundation-cleaning-business-fish-market)

***Caddy Parker\****

Visitor, Danbury FCI

***Eboo Patel***

Founder and President, Interfaith Youth Core

***Tavis Smiley***

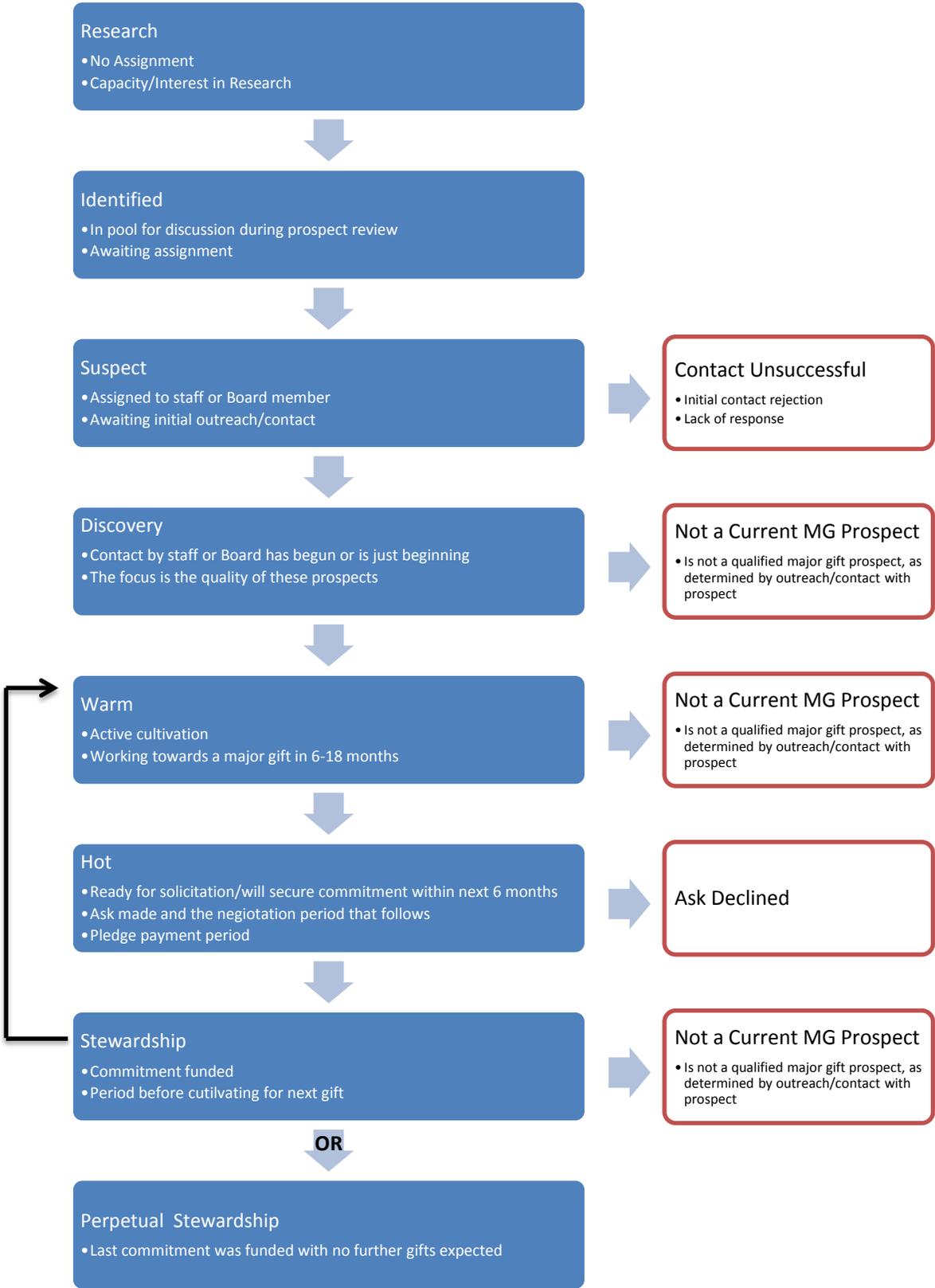
Talk Show Host

***Trinity Services Group***

Food Service Company

\*Uncertain about spelling

Cultivation Process



### *Sample Job Description: Assistant Director*

<b>Position Title:</b>	Assistant Director
<b>Reports to:</b>	Executive Director
<b>Possible Salary Range:</b>	\$60,000 - \$80,000

#### **Essential Functions:**

The Assistant Director is responsible for the development and strategic implementation of PVS' fundraising program. It is expected that this program will grow over time in the financial resources and good will it brings to PVS. Reporting to the Executive Director, the Assistant Director will work to advance the mission, values, and strategic goals of PVS through the work of development. He or she will have direct access to Board members on issues of importance to development.

#### **Key Responsibilities:**

- Overall leadership, vision and administration of fundraising programs.
- Guidance and coordination of the Executive Director's fundraising activities.
- The formulation of fundraising strategies, including efforts to increase funding from current and past donors and the expansion of fundraising efforts directed at new constituencies.
- Creation of annual plan to integrate all aspects of fundraising (annual giving, planned giving, major gifts, and grantmanship) with organizational awareness building, recruiting, and communications. Set, monitor, and reach goals in these areas.
- Translation of operating needs into funding opportunities in collaboration with Executive Director and Board.
- Oversight of top prospect solicitation activities, including individuals, sponsors, foundations and corporations.
- Oversight of the gift records and the donor recognition process.
- Regular interaction with key prospects.
- Oversight of prospect research and the rating process.
- Staff to the Development Working Group and the Board.
- Define appropriate fundraising assignments for Board members and plan training sessions as needed on development for the Board.
- Oversight of proposal preparation and of other fundraising materials.
- Planning and implementation of cultivation and stewardships events for prospects.

- Provide input on the recruitment of new PVS Board members.
- Oversight of fundraising database systems and record keeping.

**Qualifications:**

- B.A. degree and a minimum of five years of fundraising experience in a nonprofit environment
- Strong writing skills
- Familiarity with fundraising database system
- Ability to communicate effectively and persuasively with philanthropic leaders, politicians, business and community leaders, prison wardens, BOP representatives, volunteers, and donors
- Ability to think and plan strategically and creatively
- Demonstrated ability to manage programs, staff, and activities

## *List of Suggested Corporate Prospects from John Vanyur*

yellow = lengthy relationship with BOP

### **Construction (all exceed \$200 million) of new prisons**

Clark Construction <http://www.clarkconstruction.com/>

Heery International\* <http://www.heery.com/>

Hansel Phelps\* <http://www.henselphelps.com/>

Louis C. Nelson and Sons <http://lcnconstruction.com/>

P.J. Dick Corporation <http://www.trumbullcorp.com/>

Yates Construction <http://www.wgyates.com/>

Cadell Construction <http://www.caddell.com/>

Tremco (repair and maintenance) <http://www.tremco.com/>

### **Health Care (all exceed \$50 Million)**

Naphcare (medical care)\* <http://www.naphcare.com/>

McKesson Corporation (drugs/medical supplies) [http://www.mckesson.com/en\\_us/McKesson.com/](http://www.mckesson.com/en_us/McKesson.com/)

Quest Diagnostics <https://www.questdiagnostics.com/home/companies.html>

Medical Development International (billing/managed care) <http://www.medint.com/>

PGBA, LLC (medical claims adjustment) [http://pgba.com/about\\_us/](http://pgba.com/about_us/)

### **Security Equipment (all exceed \$10 million)**

Strum, Ruger and Co. (weapons) <http://ruger.com/index.html>

Point Blank Solutions (body armor, equipment) <http://www.pointblanksolutionsinc.com/>

American Science and Engineering (security equipment and repair) <http://www.as-e.com/>

Spectrum Security Services\* (guards) <http://www.spectrumdetentionservices.com/>

Tactical and Survival Specialty and Trycon, Inc. (security equipment) <http://www.tssi-ops.com/>

Motorola (radios)\* <http://www.motorola.com/>

**Other**

**UNISYS** (Telephone system – 300 million+) <http://www.unisys.com/unisys/>

**Louis Berger Group** (Environmental studies) <http://louisberger.com/>

Advanced Language Systems International (translation services) <http://alsi-inc.net/>

Mathew Bender and Co (electronic law library) <http://bender.lexisnexis.com/bender/us/catalog?action=home>

**ATG** Advanced Technologies Group (information systems for inmate services) <http://www.a-t-g.com/> Contact: Atul Gupta. BOP is 70% of their business.

**Private Prison Companies (all currently contribute)**

**Corrections Corporation of America** <http://cca.com/>  
Contact: Harley Lappin

**The GEO Group** <http://geogroup.com/>  
Contact: John Hurley

**Management and Training Corporation** <http://www.mtctrains.com/>  
Contact: Mike Murphy or Odie Washington

**Food Companies**

Benjamin Foods (\$60 million) <http://www.benjaminfoods.com>

Shaver Foods (\$13 million) <http://www.shaverfoods.com>