

# Strategic planning

May 2023



**PRISON BOOK PROGRAM**

# Vision

A world where prison walls are not a barrier to books, information or community.

# Mission

To support people in prison by sending them free books and print resources that meet their specific needs and interests, and to connect people inside and outside of the American prison system through our highly engaging volunteer experience.



# Our 5-year strategic plan is to achieve the following **goals** by 2028:

- ① **Expand our reach**, sending 25,000 packages in 2028
- ② **Enhance our program** for readers and volunteers
- ③ **Increase our influence and visibility** as an organization



# To achieve these **goals**, we have identified the following **objectives**.

## ① **Expand our reach,** sending 25,000 packages by 2028

- More requests
- More & better books
- More volunteers
- Increased financial resources

## ② **Enhance our program** for readers & volunteers

- Better service for readers
- Improvements and additions to our volunteer program
- Improved internal processes

## ③ **Increase our influence & visibility** as an organization

- Broader awareness of PBP
- Connections with similar organizations in Boston and nationally



# These **actions** will help us meet our **objectives** and **goals**

## I **Expand our reach,** sending 25,000 packages in 2028

- More requests
- More & better books
- More volunteers
- Increased financial resources

- a) Advertise PBP in Prison Legal News at least once a year
- b) Develop and roll out a communications campaign targeting corrections professionals
- c) Secure approved vendor status at 1,400 facilities
- d) Begin serving state and local facilities in CA and TX
- e) Partner with correctional technology companies to facilitate incoming requests



# These **actions** will help us meet our **objectives** and **goals**

## I **Expand our reach,** sending 25,000 packages in 2028

- More requests
- More & better books
- More volunteers
- Increased financial resources

- a) Increase the number of book fairies to 10 people, and increase their budget to \$1,000/year per book fairy
- b) Add three new partner bookstores, with a local volunteer managing the partnership
- c) Solicit at least three publishers each year for donations (or deep discounts) of high-demand titles
- d) Increase our book purchasing budget by 10% each year
- e) Work with groups to hold at least 5 coordinated book drives each year with custom wishlists and websites
- f) Secure additional program and storage space within our current location



# These **actions** will help us meet our **objectives** and **goals**

## I **Expand our reach,** sending 25,000 packages in 2028

- More requests
- More & better books
- More volunteers
- Increased financial resources

- a) Increase total volunteer hours completed to 12,000
- b) Create marketing pieces to present volunteer opportunities to interested groups and circulate annually
- c) Experiment with pop-up sessions in alternative locations, holding at least 3 per year
- d) Invite lapsed PBP volunteers back into the community
- e) Increase “regulars” rate ( $\geq 3x/month$ ) to hold steady at 15%

# These **actions** will help us meet our **objectives** and **goals**

## I **Expand our reach,** sending 25,000 packages in 2028

- More requests
- More & better books
- More volunteers
- Increased financial resources

- a) Increase the resources in the annual operating budget to cover staff and program expenses without using reserves
- b) Create and implement a fundraising plan which includes two large campaigns a year plus increased grants and corporate donations
- c) Task a board team with creating a leadership circle of large donors and empower them to advise on prospects
- d) Incentivize recurring donations and increase number of recurring donors each year
- e) Engage an investment manager to explore turning the Campana bequest into an endowment



# These **actions** will help us meet our **objectives** and **goals**

## ② Enhance our program for readers & volunteers

- Better service for readers
- Improvements & additions to our volunteer program
- Improved internal processes

- a) Respond to everyone who writes to us, even if we can't send to them
- b) Assess possibilities for tracking requests
- c) Create a process for prison librarians to order copies of the NPRL and legal primer for their facilities
- d) Make NPRL, legal primer, and other print resources available digitally on tablets
- e) Explore funding sources and logistics to offer textbook scholarships to incarcerated college students
- f) Complete revamp and Spanish translation of legal primer
- g) Develop and publish at least one more flagship print resource
- h) Maintain 60-90 day turnaround time and avoid future backlogs



# These **actions** will help us meet our **objectives** and **goals**

## ② Enhance our **program** for readers & volunteers

- Better service for readers
- Improvements & additions to our volunteer program
- Improved internal processes

- a) Host an annual volunteer appreciation event
- b) By 2028, design and execute 2 systematic assessments of our volunteer program
- c) Host 6 sessions/year for returning volunteers only
- d) Hold at least one visit to a MA prison with board members and volunteers each year
- e) Invite volunteers to participate in at least 4 special events/year (films, talks, reading groups)
- f) Connect volunteers to advocacy campaigns advanced by impacted communities

# These **actions** will help us meet our **objectives** and **goals**

## ② Enhance our **program** for readers & volunteers

- Better service for readers
- Improvements & additions to our volunteer program
- Improved internal processes

- a) Grow staff to 2.5 FTE by 2028
- b) Achieve 2% or lower return rate by 2028
- c) Ensure redundancies in knowledge about every step in the fulfillment process
- d) Involve more volunteers in processing returns, DNS mail, and prior approvals
- e) Create brief video tutorials on each step of the fulfillment process
- f) Create a board subcommittee by 2025 tasked with assess PBP's space needs, with recommendations to be presented by 2028

# These **actions** will help us meet our **objectives** and **goals**

## ③ Increase our influence & visibility as an organization

- Broader awareness of PBP
- Connections with similar organizations in Boston and nationally

- a) Develop a social media strategy that includes fundraising, book buying, and information about the prison system
- b) Maintain an active presence on the top social media platforms and increase followers each year
- c) Enhance merch program by adding new or signature items
- d) Deploy staff and board to speak or present to interested groups at least once a month
- e) Get coverage of PBP in at least one media outlet per year
- f) Have an in-person presence at one or more community events each year
- g) Host or co-host one or more book talks each year at local bookstores



# These **actions** will help us meet our **objectives** and **goals**

## ③ Increase our **influence & visibility** as an organization

- Broader awareness of PBP
- Connections with similar organizations in Boston and nationally

- a) Display “Art from Inside” at 3 or more new locations each year and establish permanent display locations within the church
- b) Maintain strong connections with other BtPiP groups
- c) Seek out partnerships with other organizations doing prison-facing work in Massachusetts & New England and seek ways to facilitate communication among these groups
- d) Seek out partnerships with library and literacy focused groups