



Strategic Planning Documents

This package contains the following documents related to the future direction of Yokefellow Prison Ministry.

- **Mission and Vision Statements**
- **Values Statement**
- **2022-2026 Strategic Plan**

Yokefellow Prison Ministry Mission and Vision Statements

Mission

(Our purpose for existing)

In response to the call and example of Christ, Yokefellow Prison Ministry of N.C., Inc. motivates and encourages prisoners, yoked in personal relationships with community volunteers, to examine their lives; experience the forgiveness, healing and power of God's love; and return from incarceration with a covenant commitment to, and new disciplines for, personal responsibility and contribution to family and community.



Vision

(Our dream for tomorrow)

To provide every person who is or has been incarcerated in the State of NC the opportunity to "feel heard" through a Christian relational, active listening small group ministry that reduces recidivism, assists with institutional adjustment, reduces incidences of violence, and draws them closer to Christ.

<i>We will know we are capable of achieving our vision when:</i>		<i>Tier</i>
▪ We provide relational, active listening small group Yokefellow ministries for returning citizens in every county in the State of NC.		Top
▪ We provide relational, active listening small group Yokefellow ministries in every prison in the State of NC.		Top
▪ We are operating programs that provide inmates and returning citizens with the opportunity to "feel heard."		Top
▪ Yokefellow has evidence-based measurements demonstrating the effectiveness of its programs.		Top
▪ We have sustainable funding of \$150,000 annually.		Top
▪ Our Board of Directors is diverse, engaged, and capable of raising the resources necessary to ensure future sustainability.		Top
▪ Our applications for funding are viewed as important & credible and are accorded consideration.		Mid
▪ Our reputation is strong in the prisons as well as in local churches throughout the State of NC.		Mid
▪ We have adequate staffing, including a full-time Executive Director and supporting staff.		Low

Yokefellow Prison Ministry Values and Operating Principles Statement

Values (As an organization and as individuals)	
<i>In everything we do, we will conduct ourselves with caring and compassion and in keeping with biblical principles:</i>	
Through	By
A Christ-Centered Approach in Serving Others	<ul style="list-style-type: none"> • Being biblically-based and Christ-centered as an organization and as individuals. • Engaging in the seven Yokefellow Christian disciplines. • Reminding ourselves that it is God's work we are doing.
Evangelical Outreach	<ul style="list-style-type: none"> • Demonstrating Christlikeness to those we serve. • Pursuing a steady practice of quiet Christian witness rather than proclaiming the gospel or Bible study.
Our Focus	<ul style="list-style-type: none"> • Providing relational, active listening ministry to those we serve. • Supporting those who currently are or have been incarcerated.
Our Mandate	<ul style="list-style-type: none"> • Pursuing only those activities that are in keeping with our mission as an organization dedicated to providing active listening support to those who are or have been incarcerated.
Our On-going Commitment to Meeting the Needs of Our Clients	<ul style="list-style-type: none"> • Providing relational, active listening support through small group ministry. • Treating every client and person with whom we interface with dignity, compassion, and sensitivity. • Demonstrating professionalism in all work. • Serving everyone regardless of gender, age, race, religion, or national origin.
Our Approach	<ul style="list-style-type: none"> • Recruiting a volunteer base that is interdenominational and racially-diverse. • Working cooperatively with prison personnel in providing support for inmates. • Basing every activity on strategic considerations that support our mission, vision, and values.
Our Stewardship of Contributed Resources	<ul style="list-style-type: none"> • Effectively and economically managing the resources entrusted to us. • Assuring that benefits of any activity are in keeping with the human and financial costs of delivery. • Seeking ways of leveraging every activity to support additional goals included in our plans. • Avoiding at all costs the practice of deficit budgeting. • Maintaining a strong, diverse, and committed Board of Directors as well as excellent financial controls and oversight.
A Pursuit of Excellence in All We Do	<ul style="list-style-type: none"> • Constantly seeking to improve our skills, techniques, materials, and approaches. • Utilizing the services of individuals who have demonstrated success, maturity, and leadership in the professions from which they are drawn.

Yokefellow Prison Ministry Strategic Plan 2022-2026

Principal Goal Areas	Long-Term Goals (Where we'd like to be in 3-5 years)	Annual Goals for 2022 (Major targets for current planning year)	Barriers/Opportunities (Inhibitors, boosters to progress toward goals this year.)	Strategies (Best approaches for addressing barriers, opportunities.)
Fundraising	Each year, raise sufficient funds on an annualized basis to provide the dollars needed to support the ministry and fund a growing reserve.	<ul style="list-style-type: none"> ▪ Raise \$70,500 in total contributed support in 2022. ▪ Increase individual donations. ▪ Retain more donors. ▪ Seek more foundational support. 	<ul style="list-style-type: none"> ▪ Giving has increased during COVID-19. ▪ Churches suffering financially from COVID – less to give. ▪ Volunteers' connection with local churches and community businesses. 	<ul style="list-style-type: none"> ▪ Encourage volunteers to connect locally with churches and businesses. ▪ Hold Annual Direct mail campaign. ▪ Apply for grants. ▪ Modify Yokefellow Sunday. ▪ Hold online fundraisers. ▪ Recruit & retain individual donors.
Marketing	Within five years, make prison personnel and the community aware of the Yokefellow movement.	<ul style="list-style-type: none"> ▪ Increase public awareness of the ministry. ▪ Target more younger people. 	<ul style="list-style-type: none"> ▪ No prison ministry has taken place in almost two years. ▪ Indifference of churches. ▪ Many churches & prisons closed due to COVID-19. ▪ Churches already spread too thin. 	<ul style="list-style-type: none"> ▪ Change the narrative. ▪ Develop marketing videos. ▪ Utilize social media. ▪ Explore podcasts.
Board Strengthening	Build a diverse governing board composed of 12 to 24 members who collectively bring to the table the ability to ensure the sustainability and health of the ministry.	<ul style="list-style-type: none"> ▪ Materially strengthen the Board in terms of membership, commitment, and ability to raise resources. ▪ Grow the Board to 16 active members by YE 2022 with a focus on diversity and needed skills. 	<ul style="list-style-type: none"> ▪ Some Board members are not active in meetings and/or carrying their share of the fundraising burden. ▪ Board member burnout. ▪ Current Board lacks diversity and needed skills. ▪ Only Baptists, United Methodists, & Non-Denominational represented. ▪ Committees are active and making more ministry decisions. 	<ul style="list-style-type: none"> ▪ Encourage more equitable distribution of Board responsibilities. ▪ Recruit candidates with needed backgrounds and skills.
Program Rebuilding after COVID-19	Within three years, rebuild Yokefellow's statewide ministry back to where it was pre-COVID.	<ul style="list-style-type: none"> ▪ Rebuild each local ministry, as needed. ▪ Provide training opportunities. ▪ Ensure adequate volunteer ratio in prisons. 	<ul style="list-style-type: none"> ▪ No control over when prisons reopen to volunteers. ▪ Prisons may delay new volunteer training. ▪ Unknown how volunteers will return. ▪ Encouraging all volunteers to do refresher training. ▪ Effect of vaccine mandates on volunteers. 	<ul style="list-style-type: none"> ▪ Hold multiple online and regional trainings. ▪ Recruit more volunteers. ▪ Assess status of volunteers & Local Coordinators at each prison ministry.

Yokefellow Prison Ministry (Fundraising) Tactical Plan 2022

2022 Goals	<ul style="list-style-type: none"> • Raise \$70,500 in total contributed support in 2022. • Increase individual donations. • Retain more donors. • Seek more foundational support.
-------------------	--

Target/Strategy	Action Steps for Each Target and/or Strategy	Date Due	Primary Responsibility	Team Members	Priority Top Mid Low	Current Status On Plan Behind At Risk Done
Annual Direct Mail Campaign Launch a direct mail campaign.	1. Recruit success story for letter.	1/31	JB	F&B Comm		
	2. Solicit potential donor names from Board.	1/31	JB	F&B Comm		
	3. Write annual appeal letter.	2/28	JB	F&B Comm		
	4. Compile list of potential donor names/contact info.	2/28	JB	F&B Comm		
	5. Compile materials (response envelopes, etc.).	3/31	JB	F&B Comm		
	6. Launch direct mail campaign.	5/1	JB	F&B Comm		
Recruit Individual Donors Broaden donor base through recruiting more individual donors.	1. Identify ideal donor characteristics.	1/31	JB	F&B Comm		
	2. Brainstorm diverse ways to donate money.	2/28	JB	F&B Comm		
	3. Implement 1 new way to raise funds.	6/30	JB	F&B Comm		
	4. Implement 2 nd new way to raise funds.	9/30	JB	F&B Comm		
	5. Implement 3 rd new way to raise funds.	12/31	JB	F&B Comm		
Build Support from Individual Donors Take proactive steps to build support from current donors.	1. Add tier to Faithful Friends program.	1/15	JB	F&B Comm		
	2. Brainstorm how funds are being used.	2/28	JB	F&B Comm		
	3. Implement 1 new way share how funds being used.	6/30	JB	F&B Comm		
	4. Implement 2 new way share how funds being used.	12/31	JB	F&B Comm		
	5. Send prompt thank you letters with each donation received.	12/31	VA	F&B Comm		
Grants Apply for grants.	1. Apply for 25 Walmart grants (\$1,000/each).	9/30	JB	F&B Comm		
	2. Apply for Bob Barker Foundation grant (\$25,000).	10/31	JB	F&B Comm		
	3. Apply for other grants, as applicable.	12/31	JB	F&B Comm		
Online Fundraisers Promote online fundraisers.	1. Advertise Facebook birthday fundraisers.	3/31	JB	F&B Comm		
	2. Advertise Facebook birthday fundraisers.	6/30	JB	F&B Comm		
	3. Advertise Facebook birthday fundraisers.	9/30	JB	F&B Comm		
	4. Advertise #GivingTuesday.	10/31	JB	F&B Comm		
	5. Advertise Amazon Smile fundraisers.	10/31	JB	F&B Comm		
Yokefellow Sunday Modify Yokefellow Sunday.	1. Brainstorm ideas for modifying Yokefellow Sunday.	3/31	JB	F&B Comm		
	2. Hold event.	12/31	JB	F&B Comm		
Volunteer Engagement Encourage volunteers to connect locally with churches and businesses.	1. Brainstorm volunteer engagement ideas.	3/31	JB	F&B Comm		
	2. Build volunteer engagement ideas into trainings.	12/31	JB	F&B Comm		

Yokefellow Prison Ministry (Marketing) Tactical Plan 2022

2022 Goal	<ul style="list-style-type: none"> • Increase public awareness of the ministry. • Target more younger people.
------------------	---

Target/Strategy	Action Steps for Each Target and/or Strategy	Date Due	Primary Responsibility	Team Members	Priority Top Mid Low	Current Status On Plan Behind At Risk Done
Change the Narrative Change focus from what is not happening to what is.	1. Brainstorm shift in narrative. 2. Implement 1 new way to change the narrative. 3. Implement 2 nd new way to change the narrative. 4. Implement 3 rd new way to change the narrative.	2/28 6/30 9/30 12/31	JB JB JB JB	Mkt Comm Mkt Comm Mkt Comm Mkt Comm		
Utilize Social Media Use Social Media to increase awareness of Yokefellow model of ministry.	1. Share marketing videos on Facebook with Donate button. 2. Launch Snapchat account. 3. Post consistently on all platforms.	3/31 6/30 12/31	JB JB JB	Mkt Comm Mkt Comm Mkt Comm		
Develop Marketing Videos Develop marketing videos that explain Yokefellow model of ministry.	1. Develop a marketing theme for videos. 2. Build marketing videos. 3. Distribute marketing videos to public.	6/30 10/31 12/31	JB JB JB	Mkt Comm Mkt Comm Mkt Comm		
Explore Podcasts Explore possibility of promoting Yokefellow through podcasts.	1. Brainstorm scope of podcast. 2. Launch podcast.	3/31 6/30	JB JB	Mkt Comm Mkt Comm		
Recruit Younger People Reach out to people of younger generations to join our mission.	1. Brainstorm ideas for recruiting younger people. 2. Implement 1 new way to reach younger people. 3. Implement 2 nd new way to reach younger people. 4. Implement 3 rd new way to reach younger people.	3/31 6/30 9/30 12/31	JB JB JB JB	Mkt & Prog Mkt & Prog Mkt & Prog Mkt & Prog		

Yokefellow Prison Ministry (Board Strengthening) Tactical Plan 2022

2022 Goals	<ul style="list-style-type: none"> • Materially strengthen the Board in terms of membership, commitment, and ability to raise resources. • Grow the Board to 16 active members by YE 2022 with a focus on diversity and needed skills.
-------------------	--

Target/Strategy	Action Steps for Each Target and/or Strategy	Date Due	Primary Responsibility	Team Members	Priority Top Mid Low	Current Status On Plan Behind At Risk Done
Board Burnout Encourage more equitable distribution of Board responsibilities.	1. Brainstorm ideas for how to recruit new Board members.	3/31	DM	Nom Comm		
	2. Implement 1 new way to recruit more Board members.	6/30	DM	Nom Comm		
	3. Implement 2 nd new way to recruit more Board members.	9/30	DM	Nom Comm		
	4. Implement 3 rd new way to recruit more Board members.	12/31	DM	Nom Comm		
Board Diversity Recruit candidates with needed backgrounds and skills.	1. Brainstorm needs (race, gender, skills, background, denom).	2/28	DM	Nom Comm		
	2. Recruit new Board member.	3/31	DM	Nom Comm		
	3. Recruit new Board member.	6/30	DM	Nom Comm		
	4. Recruit new Board member.	9/30	DM	Nom Comm		
	5. Recruit new Board member who is a returning citizen.	12/31	DM	Nom Comm		

Yokefellow Prison Ministry (Program Rebuilding after COVID-19) Tactical Plan 2022

2022 Goals	<ul style="list-style-type: none"> • Rebuild each local ministry, as needed. • Provide training opportunities. • Ensure adequate volunteer ratio in prisons.
-------------------	---

Target/Strategy	Action Steps for Each Target and/or Strategy	Date Due	Primary Responsibility	Team Members	Priority Top Mid Low	Current Status On Plan Behind At Risk Done
Determine Prison Reopening Plan Find out plan for reopening prisons & when volunteers will be invited back.	1. Determine decisionmaker for reopening prisons to volunteers.	1/31	CG	Prog Comm		
	2. Talk with DPS Leadership decisionmaker re: reopening plan.	1/31	CG	Prog Comm		
	3. Talk with BOP Leadership decisionmaker re: reopening plan.	1/31	CG	Prog Comm		
	4. Communicate what we learn to volunteers.	2/28	CG	Prog Comm		
Regional & Online Trainings Hold multiple online and regional trainings.	1. Build calendar of 2022 trainings.	1/15	CG	Prog Comm		
	2. Local Reentry Council Zoom training.	1/31	CG	Prog Comm		
	3. Hold Zoom training.	3/31	CG	Prog Comm		
	4. Hold Zoom training.	6/30	CG	Prog Comm		
	5. Hold Western training w/RSVP of 20.	10/31	CG	Prog Comm		
	6. Hold Central training w/RSVP of 20.	10/31	CG	Prog Comm		
	7. Hold Eastern training w/RSVP of 20.	10/31	CG	Prog Comm		
Assess Ministry Status Assess status of volunteers & Local Coordinators at each prison ministry.	1. Inquire about status of Local Coordinators throughout state.	3/30	CG	Prog Comm		
	2. Determine how many volunteers lost since prisons closed.	6/30	CG	Prog Comm		
	3. Identify local ministries with concerning volunteer % loss.	9/30	CG	Prog Comm		
	4. Inquire about blue card status of volunteers at each ministry.	12/31	CG	Prog Comm		
Volunteer Recruitment Recruit volunteers for local prison ministries in greatest need.	1. Assess volunteer ratio for each local ministry.	9/30	CG	Prog Comm		
	2. Compile list where more volunteers needed.	9/30	CG	Prog Comm		
	3. Identify local ministries with greatest need.	9/30	CG	Prog Comm		
	4. Recruit & train more volunteers.	12/31	CG	Prog Comm		