

Overview

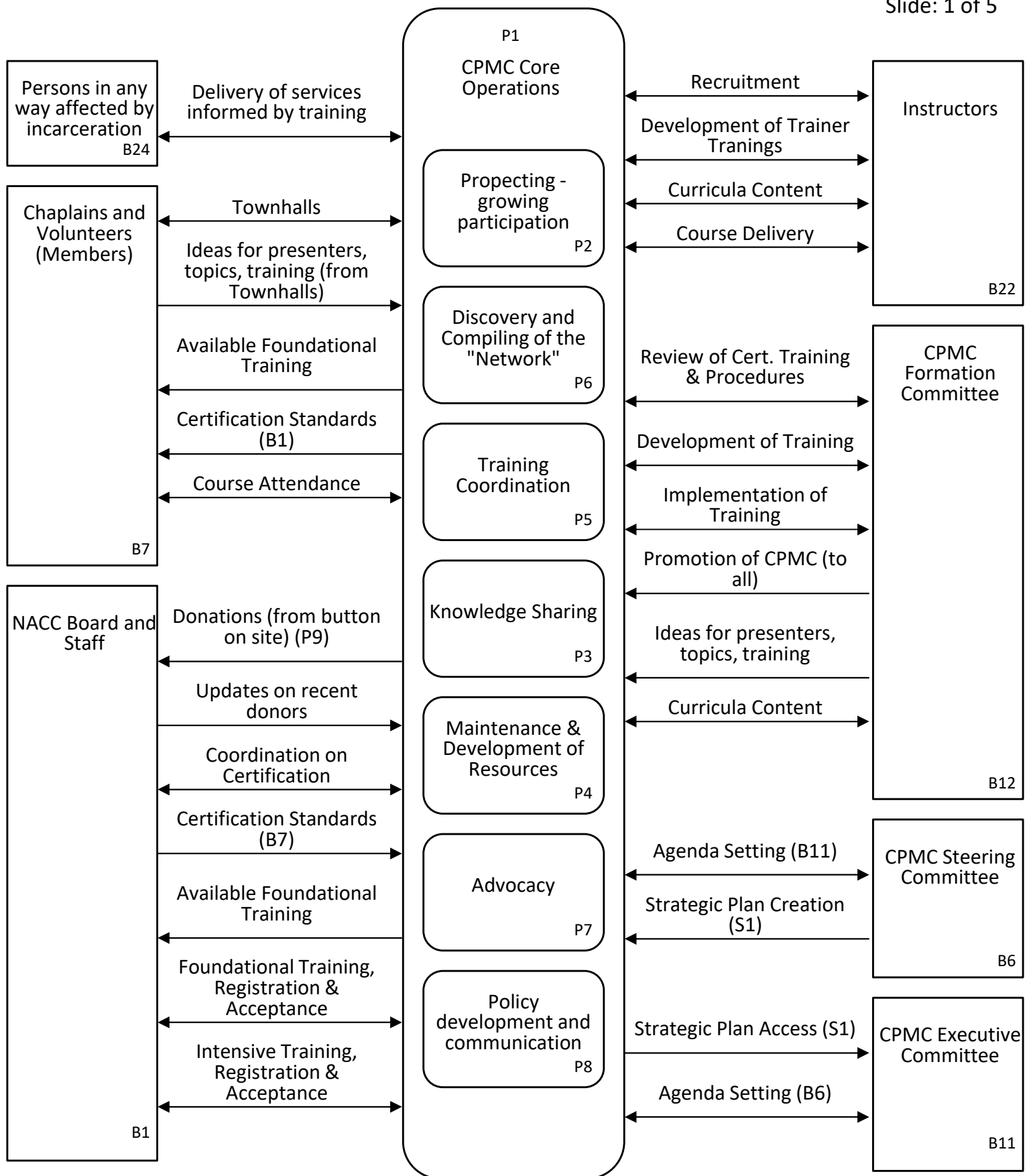
The client for this example is the Catholic Prison Ministries Coalition (CMPC). CMPC's mission is to provide general counseling to persons who are incarcerated or otherwise in detention.

These work products were created in the fall of 2021. during a series of online workshops plus a few hours of off-line work in the delivery of an organizational planning project.

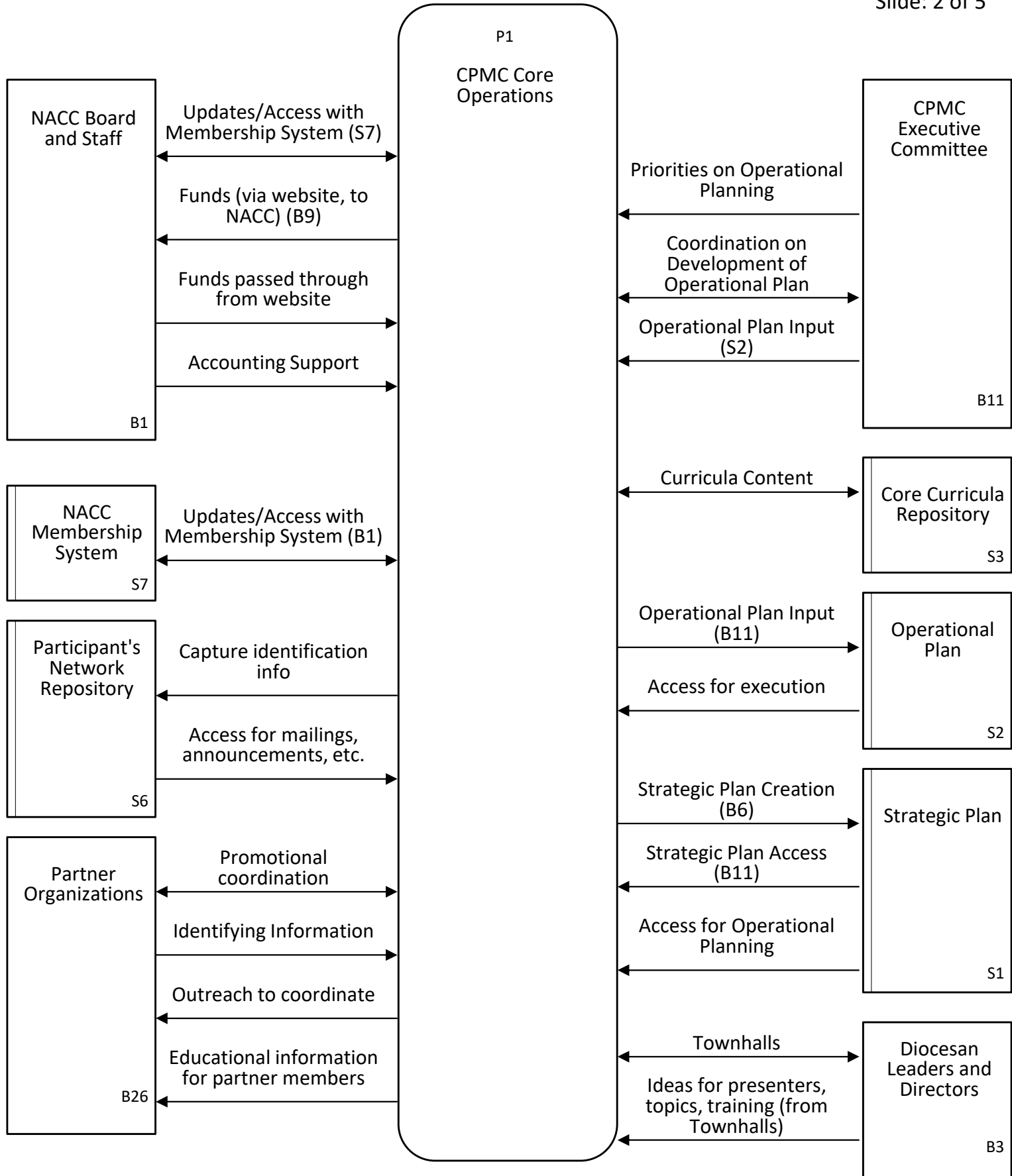
Table of Contents

Map	page 2
List	page 7
Plan	page 19

Area Title:	Catholic Prison Ministries Coalition	ID:	XP5N83D6
Map Title:	CPMC Core Operations	Map ExtID:	SW2ZK4U8
Map Type:	Map	Date/Time:	2021/11/03 07:08:50 PM

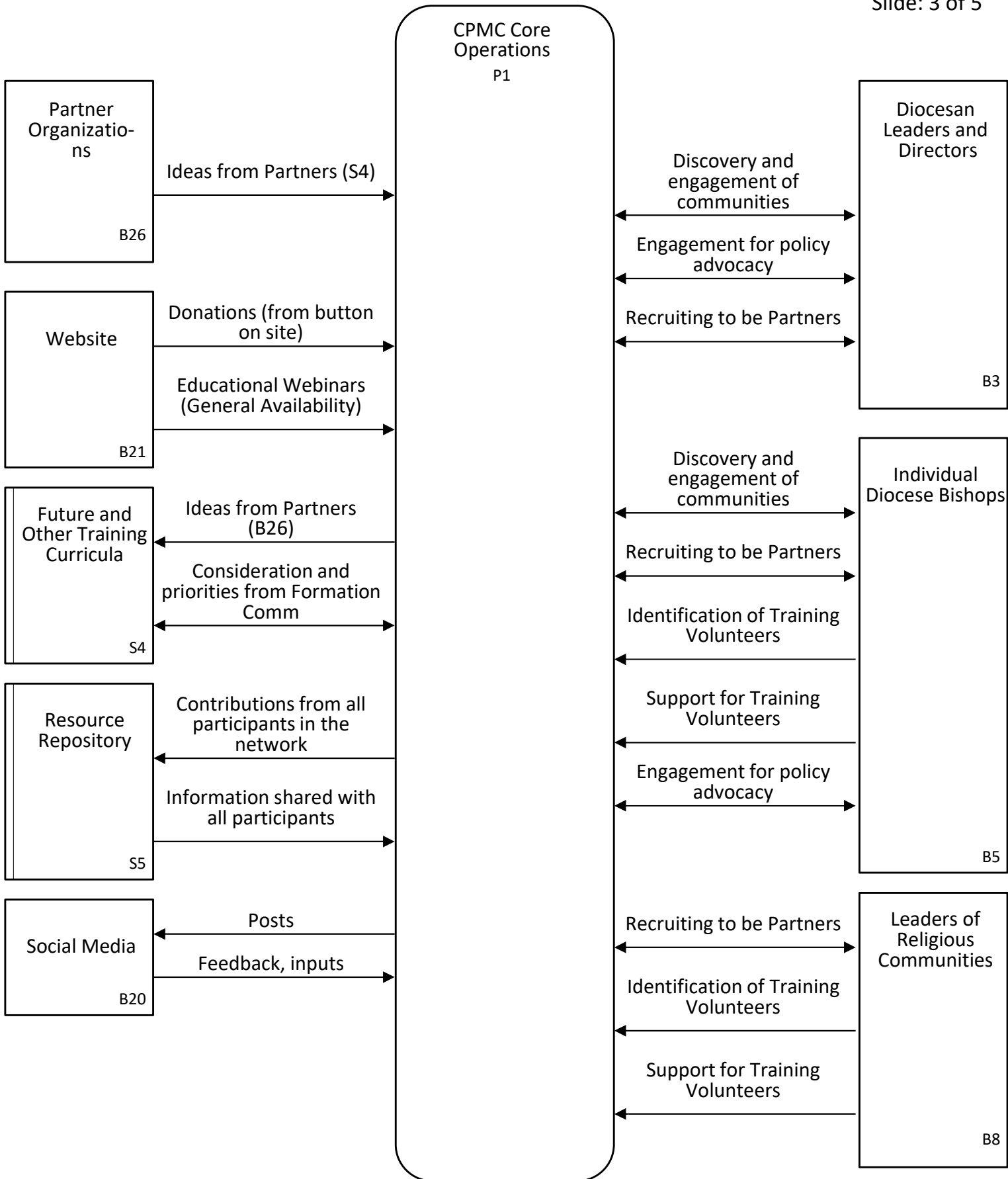


Area Title:	Catholic Prison Ministries Coalition	ID:	XP5N83D6
Map Title:	CPMC Core Operations	Map ExtID:	SW2ZK4U8
Map Type:	Map	Date/Time:	2021/11/03 07:08:50 PM

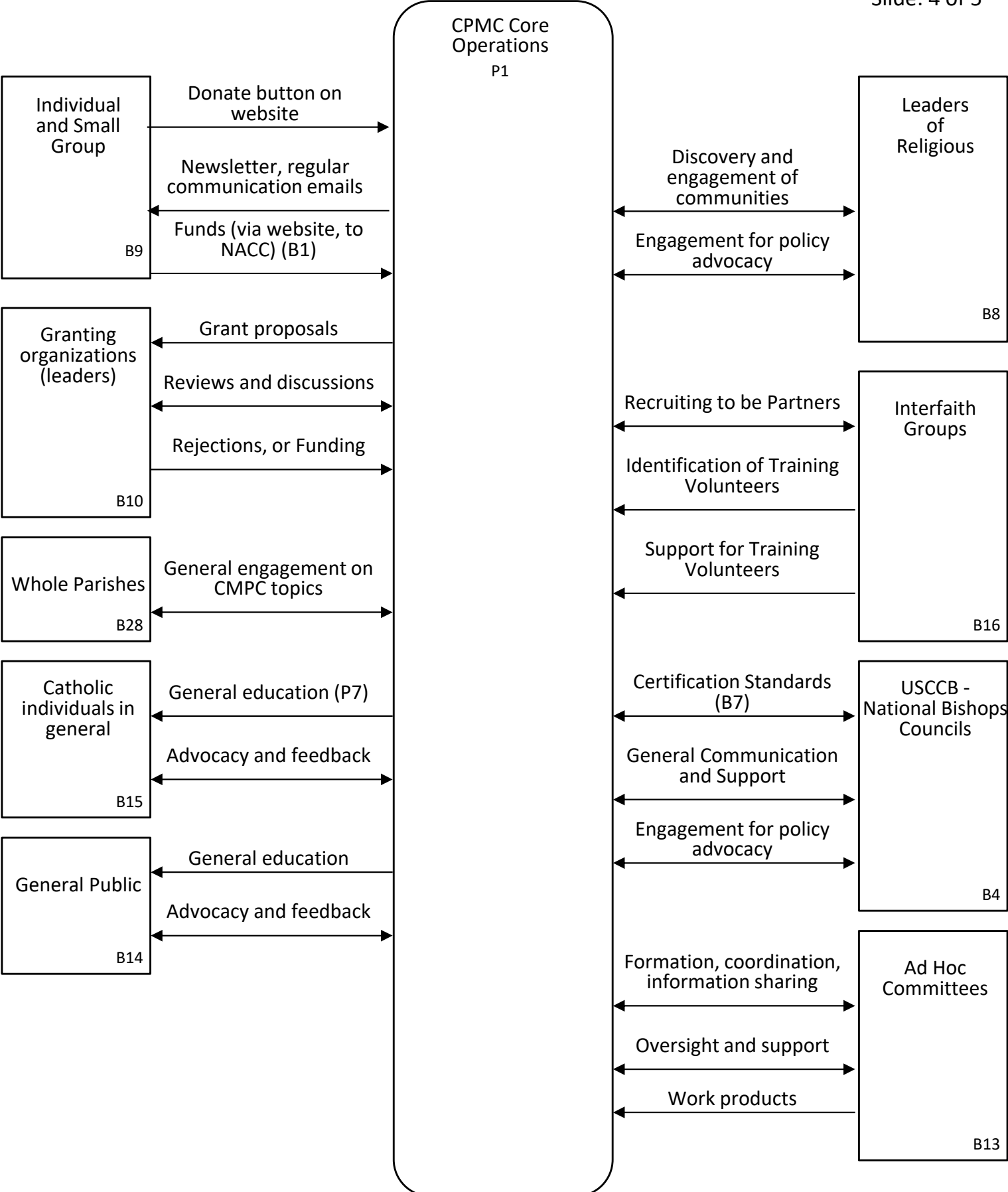


Area Title:	Catholic Prison Ministries Coalition	ID:	XP5N83D6
Map Title:	CPMC Core Operations	Map ExtID:	SW2ZK4U8
Map Type:	Map	Date/Time:	2021/11/03 07:08:50 PM

Slide: 3 of 5



Area Title:	Catholic Prison Ministries Coalition	ID:	XP5N83D6
Map Title:	CPMC Core Operations	Map ExtID:	SW2ZK4U8
Map Type:	Map	Date/Time:	2021/11/03 07:08:50 PM



Area Title: Catholic Prison Ministries Coalition

ID: XP5N83D6

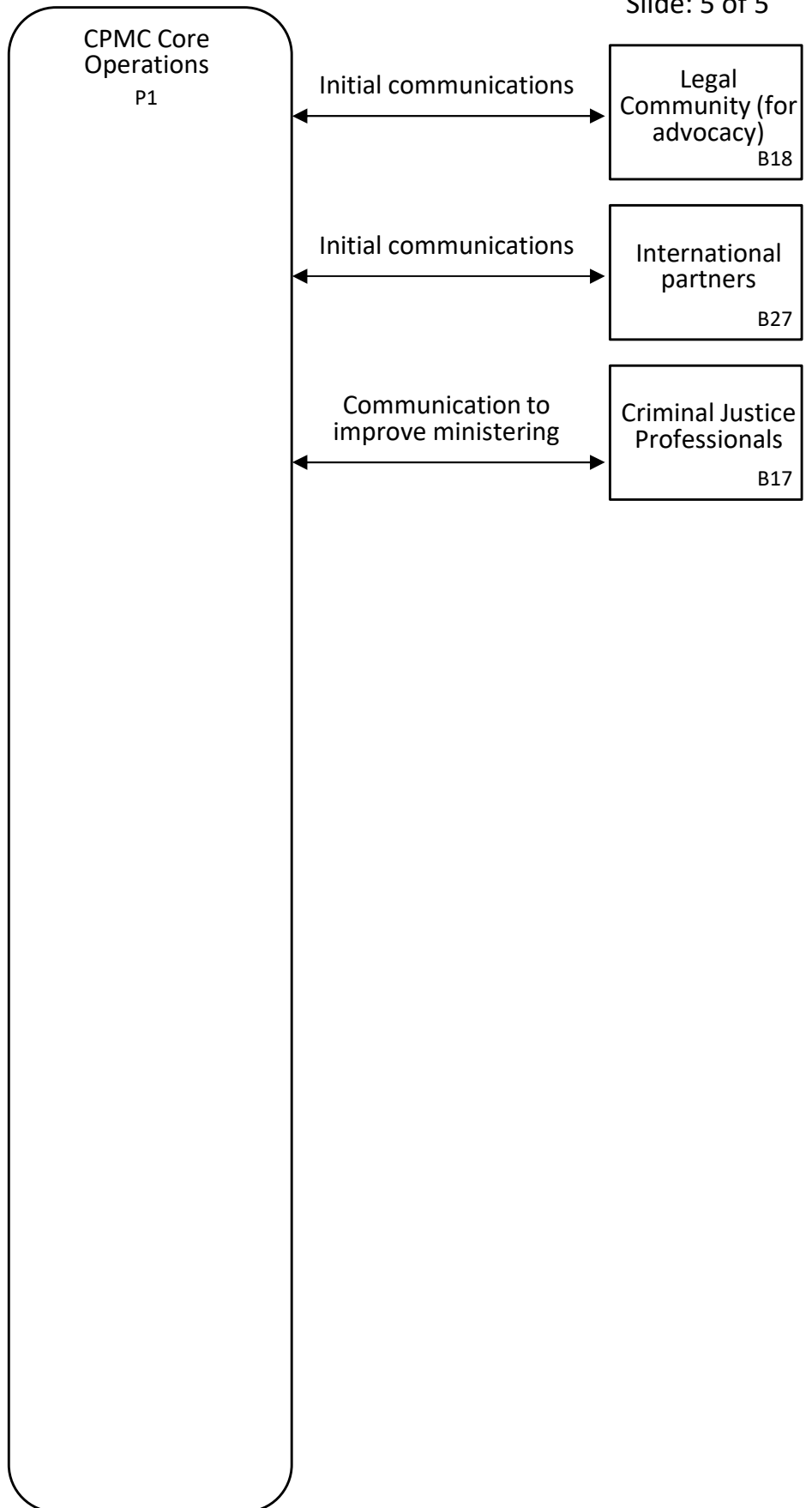
Map Title: CPMC Core Operations

Map ExtID: SW2ZK4U8

Map Type: Map

Date/Time: 2021/11/03 07:08:50 PM

Slide: 5 of 5



Map and Plan Area: **Catholic Prison Ministries Coalition**
 Map and Plan Area ID: **XP5N83D6**
 Map Title: **CPMC Core Operations**
 List Title: **Map Parts, Evaluations, Priorities**
 Date/Time: **2021/11/03 07:08:50 PM**

The lines in this section were captured in the "List" side of the ActionMap Toolkit software application Main Page. It includes map parts, evaluations (goal, issues, change ideas), notes and priorities.

Flow codes: ==>[] : to Central Process; <==[] : from Central Process; <==> : to/from Central Process

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
Catholic Prison Ministries Coalition <i>Map and Plan Area Name</i>	0	0	0	Note	N1	MPA
CPMC Core Operations <i>Map Central Process</i>	0	0	0	CentralProcess	P1	Map
<i>Note</i> Organization or Group	0	0	0	Note	N2	P1
<i>Note</i> Current/Future Exploration	0	0	0	Note	N3	P1
<i>Note</i> All Operations	0	0	0	Note	N4	P1
<i>Note</i> CPMC Core Staff	0	0	0	Note	N5	P1
<i>Major Goal</i> Educate Catholics on the effect of mass incarceration	8	0	0	Evaluation	E1	P1
<i>Major Goal</i> Training Catholics at all levels for competent prison ministry	7	1	0	Evaluation	E2	P1
<i>Major Goal</i> Networking Catholic prison ministers to share best practices	6	1	0	Evaluation	E3	P1
<i>Major Goal</i> CMPC serves as a hub for information and method for CPM activities nationwide.	3	5	0	Evaluation	E4	P1
<i>Note</i> Access to resources by chaplains, families, etc.	0	0	0	Note	N22	E4
<i>Major Goal</i> Solicit and train our next generation of prison ministers	6	0	1	Evaluation	E5	P1
<i>Major Goal</i> Advocate for change in the correctional system	2	5	0	Evaluation	E6	P1
<i>Note</i> Promote restorative justice	0	0	0	Note	N6	E6
<i>Major Goal</i> Development and sustainability for CPMC operations	7	0	0	Evaluation	E9	P1
<i>Major Goal</i> Grow the number of trainers	8	0	0	Evaluation	E15	P1
<i>Major Goal</i> Standardization and quality assurance of training	0	8	0	Evaluation	E21	P1
<i>Note</i> "Do no harm"	0	0	0	Note	N24	E21
<i>Major Issue</i> Dearth of ministers to do the work	2	6	1	Evaluation	E7	P1
<i>Major Issue</i> Finances	8	0	0	Evaluation	E8	P1
<i>Major Issue</i> Unexamined assumptions about prisons, incarcerated persons	0	4	4	Evaluation	E10	P1
<i>Major Issue</i> Insufficient priority among Catholic groups, individuals	0	6	1	Evaluation	E11	P1
<i>Note</i> "Why spend time helping prisoners?" "They deserve it."	0	0	0	Note	N7	E11
<i>Major Issue</i> Lack of awareness, ignorance of the needs	0	0	8	Evaluation	E12	P1
<i>Major Issue</i> Over incarceration, mass incarceration; too much need, too little resource to help	1	6	1	Evaluation	E13	P1
<i>Major Issue</i> Challenge of Variation in needs for training	0	4	4	Evaluation	E22	P1

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
<i>Major Change Idea</i> CPMC "membership" - more specific relationship	8	0	0	Evaluation	E14	P1
<i>Major Change Idea</i> Change the relationship with sponsoring entities, NACC	2	5	0	Evaluation	E16	P1
<i>Major Change Idea</i> Explore supportive relationships in the overall network, in the intersection with other ministers	4	3	1	Evaluation	E17	P1
<i>Note</i> Hold commitment to CPMC	0	0	0	Note	N8	E17
<i>Change Idea</i> Support NACC in development of ministries beyond health care by providing template	8	0	0	Evaluation	E41	P1
<i>Note</i> Core Group includes: paid staff & consultants: communications, part time; executive coordinator p/t; active executive comm: 14 people;	0	0	0	Note	N27	P1
<i>Note</i> The "core group" (if that's a good term) is small and largely part time; the committees are all "working groups" that actively coordinate and contribute	0	0	0	Note	N29	P1
<i>Note</i> Started with Steering Committee, then added Staff, Formation, and Core	0	0	0	Note	N40	P1
Projecting - growing participation P2	0	0	0	SubProcess	P2	P1
<i>Goal</i> Growing several groups:	5	3	0	Evaluation	E60	P2
<i>Note</i> Different town hall groups; based on ministerial areas	0	0	0	Note	N100	P2
Discovery and Compiling of the "Network" P6	0	0	0	SubProcess	P6	P1
<i>Note</i> Focused more on compiling the information, technically	0	0	0	Note	N65	P6
Training Coordination P5	0	0	0	SubProcess	P5	P1
Knowledge Sharing P3	0	0	0	SubProcess	P3	P1
Maintenance & Development of Resources P4	0	0	0	SubProcess	P4	P1
<i>Note</i> Including guides for how to access resources	0	0	0	Note	N66	P4
<i>Note</i> Differentiation training/formation resources vs web-content resources	0	0	0	Note	N67	P4
Advocacy P7	0	0	0	SubProcess	P7	P1
<i>Note</i> Focused on policy	0	0	0	Note	N73	P7
Policy development and communication P8	0	0	0	SubProcess	P8	P1
<i>Goal</i> Further develop policy	8	0	0	Evaluation	E59	P8
<i>Note</i> Applies to all CMPC activities	0	0	0	Note	N64	P8
Financing / Fund Raising P9	0	0	0	SubProcess	P9	P1
<i>Note</i> Including fund raising	0	0	0	Note	N68	P9
<i>Note</i> NACC provide accounting support	0	0	0	Note	N69	P9
Left Side Column	0	0	0	Column	C1	Map
Persons in any way affected by incarceration B24	0	0	0	Boundary	B24	C1
<i>Goal</i> Detailed analysis and compilation of issues affecting incarcerated persons	1	7	0	Evaluation	E63	B24
<i>Note</i> With respect to the direct experience of being incarcerated	0	0	0	Note	N76	E63

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
<i>Note</i> These exist in different network entities	0	0	0	Note	N77	E63
<i>Goal</i> Expressing the experience of incarcerated persons: support & amplify	6	2	0	Evaluation	E64	B24
<i>Goal</i> Amplify stories of redemption	6	2	0	Evaluation	E65	B24
<i>Goal</i> Advocate for change in their experiences	2	5	1	Evaluation	E66	B24
<i>Goal</i> Detailed analysis and compilation of the causes of incarceration	0	6	1	Evaluation	E67	B24
<i>Change Idea</i> Key measures for improvement (future)	2	5	0	Evaluation	E68	B24
<i>Goal</i> Gather and distribute narratives	6	1	0	Evaluation	E70	B24
<i>Note</i> Detained and incarcerated persons (immigration, juvenile, correctional victims; institutional staff; families of all	0	0	0	Note	N25	B24
<i>Note</i> Book: "When We Visit Jesus in Prison" - list of pain points	0	0	0	Note	N74	B24
<==> Delivery of services informed by training	0	0	0	Flow	F41	B24
<i>Goal</i> Need for high quality in training	6	1	0	Evaluation	E23	F41
<i>Goal</i> Need for greater delivery capacity	6	1	0	Evaluation	E24	F41
Chaplains and Volunteers (Members) B7	0	0	0	Boundary	B7	C1
<i>Goal</i> Getting them through one of the pathways, with commitment to continue	7	2	0	Evaluation	E80	B7
<i>Goal</i> Move Chaplains through certifications	7	2	0	Evaluation	E81	B7
<i>Goal</i> Recruit and grow number of chaplains	7	2	0	Evaluation	E82	B7
<i>Change Idea</i> Support chaplains in advocacy	3	6	0	Evaluation	E83	B7
<i>Change Idea</i> Communicate the value of the role to Catholic community	5	3	1	Evaluation	E84	B7
<i>Change Idea</i> Communicate the value of the role to the justice, law enforcement and prison system	5	2	1	Evaluation	E85	B7
<i>Change Idea</i> Create a value statement for the work of the chaplains	4	4	1	Evaluation	E86	B7
<i>Note</i> Certificate of training is useful in this	0	0	0	Note	N79	E86
<i>Note</i> Elevator talk	0	0	0	Note	N84	E86
<i>Change Idea</i> Interact with prison officials to determine how to best allow access	5	3	1	Evaluation	E87	B7
<i>Note</i> Re NACC and Hospitals: Chaplains are seen as part of care team	0	0	0	Note	N80	E87
<i>Change Idea</i> Engage bishops in advocating to the system for the chaplains	7	1	1	Evaluation	E88	B7
<i>Note</i> Reluctance for a variety of reasons	0	0	0	Note	N81	E88
<i>Change Idea</i> Establish methods to support a community of interest for chaplains	3	5	1	Evaluation	E89	B7
<i>Note</i> Webinars, townhalls, online forum (?) (e.g. how to talk to wardens)	0	0	0	Note	N82	E89
<i>Issue</i> How to do the top-down conversations to build up credibility and value for the chaplaincy	3	2	3	Evaluation	E90	B7
<i>Note</i> focus should be bottom-up for better results	0	0	0	Note	N114	E90
<==> Townhalls	0	0	0	Flow	F29	B7

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
==>[] Ideas for presenters, topics, training (from Townhalls)	0	0	0	Flow	F34	B7
<==[] Available Foundational Training	0	0	0	Flow	F9	B7
<==[] Certification Standards (B1)	0	0	0	Flow	F6	B7
<==> Course Attendance	0	0	0	Flow	F40	B7
NACC Board and Staff B1	0	0	0	Boundary	B1	C1
<i>Goal</i> Greater integration	7	0	0	Evaluation	E18	B1
<i>Issue</i> Required to use NACC data system to store and access information about donors	7	0	0	Evaluation	E31	B1
<i>Change Idea</i> Map out how integration with NACC should occur	7	0	0	Evaluation	E61	B1
<i>Note</i> How does NACC view this? What is the larger entity? What will be beneficial to both?	0	0	0	Note	N70	E61
<i>Goal</i> Need for joint strategic view of how integration should occur	8	1	0	Evaluation	E62	B1
<i>Note</i> Operational, administrative	0	0	0	Note	N71	E62
<i>Goal</i> Review the structures to ensure proper cross-representation	8	1	0	Evaluation	E77	B1
<i>Goal</i> Need for shared vision	7	2	0	Evaluation	E78	B1
<i>Note</i> Many such National Organizations	0	0	0	Note	N9	B1
<i>Note</i> Mailing List	0	0	0	Note	N10	B1
<i>Note</i> Professionals	0	0	0	Note	N11	B1
<i>Note</i> Executive director is chair of Formation Committee	0	0	0	Note	N19	B1
<i>Note</i> Administrative Support Activities	0	0	0	Note	N23	B1
<i>Note</i> Exec Director of NACC in on Steering Committee, is chair of formation Committee, and member of Executive Committee	0	0	0	Note	N41	B1
<i>Note</i> Staff included membership and financial roles (finance person does finance for CPMC)	0	0	0	Note	N42	B1
<i>Note</i> Members of the NACC Board are on Steering Committee, Executive Committee	0	0	0	Note	N43	B1
<i>Note</i> Broader scope of missions; started with hospital chaplains; seniors, immigrants, etc.	0	0	0	Note	N44	B1
<i>Note</i> National Association of Catholic Chaplains	0	0	0	Note	N45	B1
<i>Note</i> Definition and certification of training	0	0	0	Note	N46	B1
<i>Note</i> NACC became natural sponsor; CMPC was "early" developing =general= identity, leadership, strategic plan =for the CMPC= segment; a Leader for other ministries	0	0	0	Note	N47	B1
<i>Note</i> Membership ~ 2000 active members (80% health care)	0	0	0	Note	N48	B1
<==[] Donations (from button on site) (P9)	0	0	0	Flow	F24	B1
==>[] Updates on recent donors	0	0	0	Flow	F2	B1
<==> Coordination on Certification	0	0	0	Flow	F4	B1

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
==>[] Certification Standards (B7)	0	0	0	Flow	F5	B1
<==[] Available Foundational Training	0	0	0	Flow	F7	B1
<==> Foundational Training, Registration & Acceptance	0	0	0	Flow	F8	B1
<==> Intensive Training, Registration & Acceptance	0	0	0	Flow	F30	B1
<==> Updates/Access with Membership System (S7)	0	0	0	Flow	F46	B1
<==[] Funds (via website, to NACC) (B9)	0	0	0	Flow	F55	B1
==>[] Funds passed through from website	0	0	0	Flow	F3	B1
==>[] Accounting Support	0	0	0	Flow	F82	B1
NACC Membership System S7	0	0	0	Store	S7	C1
<i>Change Idea</i> Better understand NACC membership system	4	4	0	Evaluation	E34	S7
<i>Issue</i> Different Financial Tracking System	7	0	1	Evaluation	E35	S7
<i>Issue</i> Information sharing is difficult because of system constraints	5	2	1	Evaluation	E36	S7
<i>Issue</i> NACC and CPMC have different financial tracking methods, focus on different data	6	1	1	Evaluation	E37	S7
<i>Note</i> Donor information, categories of members, events, etc.	0	0	0	Note	N38	S7
<==> Updates/Access with Membership System (B1)	0	0	0	Flow	F47	S7
Participant's Network Repository S6	0	0	0	Store	S6	C1
<i>Issue</i> Repository is fragmented, limited and incomplete (needs associations among data elements)	6	2	0	Evaluation	E25	S6
<i>Note</i> Cannot identify contact mechanism, how they are involved, how much they have donated, what is their role, how are the connected,	0	0	0	Note	N34	E25
<i>Note</i> needs juveniles, other categories	0	0	0	Note	N35	E25
<i>Change Idea</i> Segment people by interests, etc.	4	3	1	Evaluation	E26	S6
<i>Issue</i> Current mechanism is over 10 years old	5	2	1	Evaluation	E27	S6
<i>Change Idea</i> Integration with NACC	7	1	1	Evaluation	E28	S6
<i>Note</i> Current integration is through google docs	0	0	0	Note	N36	E28
<i>Goal</i> Better repository can improve relationship with NACC	7	2	0	Evaluation	E29	S6
<i>Note</i> Better repository can better define CPMC role	0	0	0	Note	N37	E29
<i>Change Idea</i> Start with low level CRM, that would allow better integration with NACC	6	2	0	Evaluation	E30	S6
<i>Goal</i> Events, contacts, put people in different categories, create groups and networks, funding grant tracking, donor	6	3	0	Evaluation	E33	S6
<i>Note</i> All participants in townhalls, webinars, and mailing list (general public, who have express interest)	0	0	0	Note	N30	S6
<i>Note</i> Excel spreadsheet, and google docs, Mailchimp; includes events of participation	0	0	0	Note	N32	S6

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
<i>Note</i> List is about 1500 growing, which is good	0	0	0	Note	N33	S6
<==[] Capture identification info	0	0	0	Flow	F44	S6
==>[] Access for mailings, announcements, etc.	0	0	0	Flow	F45	S6
Partner Organizations B26	0	0	0	Boundary	B26	C1
<i>Goal</i> Identify partners and what they do	6	3	0	Evaluation	E43	B26
<i>Goal</i> Need more information to add to the repository of "need to help" and "want to help"	4	5	0	Evaluation	E45	B26
<i>Change Idea</i> Dynamic: more helpers, more asking for help	2	5	0	Evaluation	E46	B26
<i>Change Idea</i> Create and support network for resource sharing, best practice, leveraging common methods	6	3	0	Evaluation	E47	B26
<i>Note</i> Increase shared understanding	0	0	0	Note	N53	E47
<i>Issue</i> Need for a functional definition; what is a partner	5	3	1	Evaluation	E95	B26
<i>Note</i> Examples: Catholic Charities USA; St. Vincent DePaul; Sisters Against Human Trafficking; 100 of programs within these larger organizations	0	0	0	Note	N52	B26
<i>Note</i> Contrast with deeper involvement from Steering Committee	0	0	0	Note	N87	B26
<==> Promotional coordination	0	0	0	Flow	F50	B26
==>[] Identifying Information	0	0	0	Flow	F56	B26
<==[] Outreach to coordinate	0	0	0	Flow	F57	B26
<==[] Educational information for partner members	0	0	0	Flow	F58	B26
<i>Goal</i> Increase education sharing	6	3	0	Evaluation	E48	F58
==>[] Ideas from Partners (S4)	0	0	0	Flow	F65	B26
Website B21	0	0	0	Boundary	B21	C1
<i>Goal</i> Get partners to submit more information for sharing	8	1	0	Evaluation	E39	B21
<i>Goal</i> Be a "Yelp" for how to contribute, and how to get help	8	1	0	Evaluation	E44	B21
<i>Issue</i> Need better information architecture (summaries, navigation, etc.)	3	4	1	Evaluation	E96	B21
<i>Note</i> Prioritize content (time dependence)	0	0	0	Note	N89	E96
<i>Goal</i> Be the "go to" spot for information in this domain; SEO, ads, elevate visibility on the internet	6	1	2	Evaluation	E97	B21
<i>Note</i> Google analytics, utilize	0	0	0	Note	N90	E97
<i>Note</i> Free ads from Google; check with Microsoft	0	0	0	Note	N91	E97
<i>Goal</i> Add more interactivity (beyond Townhalls); online community,	4	5	0	Evaluation	E98	B21
<i>Note</i> Need to review alternative platforms	0	0	0	Note	N93	E98
<i>Change Idea</i> A bot for visitors to ask questions and get search results	3	3	3	Evaluation	E99	B21
<i>Goal</i> Better integration of social media (e.g. Facebook) with CPMC website	5	4	0	Evaluation	E100	B21

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
<i>Note</i> e.g. use of social media for forum rather than separate forum in website	0	0	0	Note	N92	E100
<i>Change Idea</i> Real time events (prayer meetings, meditations); "virtual book club"	3	5	1	Evaluation	E101	B21
<i>Note</i> Can support other goals, e.g. advocacy	0	0	0	Note	N94	E101
<i>Note</i> Opportunity for people to participate, connect; because of social distancing	0	0	0	Note	N95	E101
<i>Change Idea</i> Electronic outreach via tablets, to increase chaplain access	2	3	1	Evaluation	E102	B21
<i>Note</i> Uses Resource repository	0	0	0	Note	N39	B21
==>[] Donations (from button on site)	0	0	0	Flow	F23	B21
==>[] Educational Webinars (General Availability)	0	0	0	Flow	F27	B21
Future and Other Training Curricula S4	0	0	0	Store	S4	C1
<i>Goal</i> Create more specific training focused on specific advocacy areas	1	8	0	Evaluation	E103	S4
<i>Goal</i> Promote lifelong professional development	6	3	0	Evaluation	E104	S4
<i>Note</i> Sisters organizations / human trafficking	0	0	0	Note	N26	S4
<==[] Ideas from Partners (B26)	0	0	0	Flow	F64	S4
<==> Consideration and priorities from Formation Comm	0	0	0	Flow	F66	S4
Resource Repository S5	0	0	0	Store	S5	C1
<i>Goal</i> Put as much of this information on the website as possible	4	4	1	Evaluation	E38	S5
<i>Note</i> Some information is valuable with respect to membership / buy in to the CPMC (membership etc.)	0	0	0	Note	N113	E38
<i>Note</i> Website content, webinars, program information captured, helpful resources that have been surfaced, event histories, etc.	0	0	0	Note	N31	S5
<==[] Contributions from all participants in the network	0	0	0	Flow	F48	S5
<i>Issue</i> Who reviews the contributions for quality? How to filter content?	6	3	0	Evaluation	E57	F48
<i>Note</i> Different levels of value, seriousness, focus; many sources (social media, academic articles, religious texts)	0	0	0	Note	N63	E57
<i>Change Idea</i> Give priority to people who are in the network, who have contributed in the past, that promotes the CPMC mission	4	3	2	Evaluation	E58	F48
==>[] Information shared with all participants	0	0	0	Flow	F49	S5
Social Media B20	0	0	0	Boundary	B20	C1
<i>Goal</i> Continue to review other platforms (e.g. Tiktok)	4	4	1	Evaluation	E105	B20
<i>Note</i> Would need careful curation of content	0	0	0	Note	N97	E105
<i>Note</i> Establish CPMC on initial social media platforms first	0	0	0	Note	N112	E105
<i>Goal</i> Track impact by channel	6	3	0	Evaluation	E106	B20
<i>Change Idea</i> Generate content segments from website pages, resources	7	2	0	Evaluation	E107	B20
<i>Change Idea</i> Podcasts (future)	0	7	2	Evaluation	E108	B20

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
<i>Note</i> Currently on Facebook, Twitter, Instagram, LinkedIn	0	0	0	Note	N96	B20
<==[] Posts	0	0	0	Flow	F1	B20
==>[] Feedback, inputs	0	0	0	Flow	F51	B20
Individual and Small Group Donors B9	0	0	0	Boundary	B9	C1
<i>Issue</i> Need a CRM in order to move forward	9	0	0	Evaluation	E42	B9
<i>Goal</i> Large area for growth	6	3	0	Evaluation	E109	B9
==>[] Donate button on website	0	0	0	Flow	F52	B9
<==[] Newsletter, regular communication emails	0	0	0	Flow	F53	B9
<i>Note</i> Connected with need for CRM	0	0	0	Note	N98	F53
==>[] Funds (via website, to NACC) (B1)	0	0	0	Flow	F54	B9
<i>Note</i> 3rd party payment mechanism	0	0	0	Note	N51	F54
Granting organizations (leaders) B10	0	0	0	Boundary	B10	C1
<i>Goal</i> Develop high level metrics for grant writing	7	2	0	Evaluation	E69	B10
<i>Note</i> also helps with education	0	0	0	Note	N111	E69
<i>Change Idea</i> Promote / recruit research to help determine metrics for grants and advocacy	6	2	1	Evaluation	E110	B10
<i>Note</i> Check with Partner groups	0	0	0	Note	N99	E110
<i>Goal</i> Recruit a consulting/development director to write and oversee grants	9	0	0	Evaluation	E111	B10
<i>Note</i> Some grantors are part of Steering and other committees	0	0	0	Note	N54	B10
<==[] Grant proposals	0	0	0	Flow	F59	B10
<==> Reviews and discussions	0	0	0	Flow	F60	B10
==>[] Rejections, or Funding	0	0	0	Flow	F61	B10
Whole Parishes B28	0	0	0	Boundary	B28	C1
<==> General engagement on CMPC topics	0	0	0	Flow	F94	B28
Catholic individuals in general B15	0	0	0	Boundary	B15	C1
<i>Goal</i> Increase donations and involvement	8	1	0	Evaluation	E54	B15
<i>Goal</i> Engage whole parishes; what are modes?	3	5	1	Evaluation	E55	B15
<i>Goal</i> Build receptivity that this a central ministry for the church	6	3	0	Evaluation	E56	B15
<i>Goal</i> Educate on mass incarceration and the need for prison ministry	7	2	0	Evaluation	E112	B15
<i>Issue</i> Lack of awareness of issues of incarceration	5	3	1	Evaluation	E114	B15
<==[] General education (P7)	0	0	0	Flow	F80	B15
<==> Advocacy and feedback	0	0	0	Flow	F83	B15
General Public B14	0	0	0	Boundary	B14	C1
<i>Goal</i> Educate on mass incarceration and the need for prison ministry	5	3	1	Evaluation	E113	B14

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
<i>Note</i> captured by church education efforts for the most part	0	0	0	Note	N110	E113
<i>Note</i> Via Social Media, other channels	0	0	0	Note	N17	B14
<==[] General education	0	0	0	Flow	F81	B14
<==> Advocacy and feedback	0	0	0	Flow	F84	B14
Right Side Column	0	0	0	Column	C2	Map
Instructors B22	0	0	0	Boundary	B22	C2
<i>Goal</i> Instructors in Spanish	8	1	0	Evaluation	E20	B22
<i>Goal</i> Instructor page on website for each pathway, with helpful resources	7	1	1	Evaluation	E79	B22
<i>Note</i> Paywall or access code?	0	0	0	Note	N101	E79
<==> Recruitment	0	0	0	Flow	F42	B22
<==> Development of Trainer Trainings	0	0	0	Flow	F43	B22
<==> Curricula Content	0	0	0	Flow	F39	B22
<==> Course Delivery	0	0	0	Flow	F38	B22
CPMC Formation Committee B12	0	0	0	Boundary	B12	C2
<i>Note</i> Major role in defining training specific to prison ministry	0	0	0	Note	N49	B12
<i>Note</i> Strong coordination with NACC on delivery of the training; thus cross membership of executives	0	0	0	Note	N50	B12
<==> Review of Cert. Training & Procedures	0	0	0	Flow	F25	B12
<==> Development of Training	0	0	0	Flow	F31	B12
<==> Implementation of Training	0	0	0	Flow	F32	B12
[]<== Promotion of CPMC (to all)	0	0	0	Flow	F26	B12
[]<== Ideas for presenters, topics, training	0	0	0	Flow	F35	B12
<==> Curricula Content	0	0	0	Flow	F37	B12
CPMC Steering Committee B6	0	0	0	Boundary	B6	C2
<i>Goal</i> Gathering of partners to coordinate and fulfill mission	7	2	0	Evaluation	E40	B6
<i>Change Idea</i> Expand number of committee members: how?	3	4	2	Evaluation	E71	B6
<i>Goal</i> Expand contributions from Steering Committee members	5	3	1	Evaluation	E72	B6
<i>Goal</i> How to integrate with NACC	5	2	2	Evaluation	E74	B6
<i>Goal</i> Maintain relationship with individual bishops who are supportive	9	0	0	Evaluation	E76	B6
<i>Goal</i> Need to define who is on steering committee/a partner	0	0	0	Evaluation	E116	B6
<i>Note</i> Steering committee members have more than one "operating entity" and in at least two states	0	0	0	Note	N86	B6
<==> Agenda Setting (B11)	0	0	0	Flow	F12	B6
[]<== Strategic Plan Creation (S1)	0	0	0	Flow	F13	B6

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
CPMC Executive Committee B11	0	0	0	Boundary	B11	C2
<i>Goal</i> Diversify / grow membership: age, race, geography, different ministries, life experience (e.g. incarceration)	9	0	0	Evaluation	E73	B11
<i>Note</i> Other stakeholder groups: law enforcement, legal community	0	0	0	Note	N78	E73
<i>Goal</i> How to integrate with NACC	7	1	0	Evaluation	E75	B11
<i>Change Idea</i> eg Exec Dir and Chairperson of CPMC to sit on NACC board?	0	0	0	Evaluation	E117	B11
<i>Note</i> Equivalent to Board	0	0	0	Note	N13	B11
<i>Note</i> 14 people	0	0	0	Note	N28	B11
[]==> Strategic Plan Access (S1)	0	0	0	Flow	F16	B11
<==> Agenda Setting (B6)	0	0	0	Flow	F11	B11
[]<== Priorities on Operational Planning	0	0	0	Flow	F17	B11
<==> Coordination on Development of Operational Plan	0	0	0	Flow	F22	B11
[]<== Operational Plan Input (S2)	0	0	0	Flow	F19	B11
Core Curricula Repository S3	0	0	0	Store	S3	C2
<i>Change Idea</i> Translations to Spanish	8	1	0	Evaluation	E19	S3
<i>Note</i> Important to have materials created/curated from Spanish speaking chaplains	0	0	0	Note	N105	E19
<i>Note</i> Sometimes direct translation does not produce the best materials for the experience of a Spanish speaker	0	0	0	Note	N106	E19
<i>Note</i> Need to include relatable experiences	0	0	0	Note	N107	E19
<i>Note</i> Pathways: Foundational Training; Intensive Training, Correctional Chaplain Certification	0	0	0	Note	N20	S3
<i>Note</i> Language translation - Spanish	0	0	0	Note	N21	S3
<==> Curricula Content	0	0	0	Flow	F36	S3
Operational Plan S2	0	0	0	Store	S2	C2
[]==> Operational Plan Input (B11)	0	0	0	Flow	F20	S2
[]<== Access for execution	0	0	0	Flow	F21	S2
Strategic Plan S1	0	0	0	Store	S1	C2
[]==> Strategic Plan Creation (B6)	0	0	0	Flow	F14	S1
[]<== Strategic Plan Access (B11)	0	0	0	Flow	F15	S1
[]<== Access for Operational Planning	0	0	0	Flow	F18	S1
Diocesan Leaders and Directors B3	0	0	0	Boundary	B3	C2
<i>Goal</i> Certify Diocesan Leader	4	5	0	Evaluation	E91	B3
<==> Townhalls	0	0	0	Flow	F28	B3
[]<== Ideas for presenters, topics, training (from Townhalls)	0	0	0	Flow	F33	B3

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
<==> Discovery and engagement of communities	0	0	0	Flow	F86	B3
<==> Engagement for policy advocacy	0	0	0	Flow	F91	B3
<==> Recruiting to be Partners	0	0	0	Flow	F93	B3
Individual Diocese Bishops B5	0	0	0	Boundary	B5	C2
<i>Note</i> Among faith groups, Bishops are first priority, followed by Leaders of Religious Leaders, and then Interfaith Groups	0	0	0	Note	N57	B5
<==> Discovery and engagement of communities	0	0	0	Flow	F87	B5
<==> Recruiting to be Partners	0	0	0	Flow	F68	B5
<i>Change Idea</i> Engage them to be part of NACC Bishops' advisory group	6	3	0	Evaluation	E92	F68
[<== Identification of Training Volunteers	0	0	0	Flow	F67	B5
[<== Support for Training Volunteers	0	0	0	Flow	F69	B5
<==> Engagement for policy advocacy	0	0	0	Flow	F90	B5
Leaders of Religious Communities B8	0	0	0	Boundary	B8	C2
<i>Note</i> List is currently being created	0	0	0	Note	N12	B8
<==> Recruiting to be Partners	0	0	0	Flow	F70	B8
[<== Identification of Training Volunteers	0	0	0	Flow	F71	B8
[<== Support for Training Volunteers	0	0	0	Flow	F72	B8
<==> Discovery and engagement of communities	0	0	0	Flow	F88	B8
<==> Engagement for policy advocacy	0	0	0	Flow	F89	B8
Interfaith Groups B16	0	0	0	Boundary	B16	C2
<i>Change Idea</i> Leverage relationship with Prison Fellowship in connection chaplains with the system	5	4	0	Evaluation	E93	B16
<i>Note</i> Once we have the "Catholic" system has been set-up	0	0	0	Note	N102	E93
<i>Change Idea</i> Emphasize value of the ecumenical relationships to the entire network	3	6	0	Evaluation	E94	B16
<i>Note</i> e.g. Protestant Prison Groups; Jewish; Muslim; Buddhist, other	0	0	0	Note	N15	B16
<i>Note</i> "Prison Fellowship" is the largest Protestant group	0	0	0	Note	N85	B16
<==> Recruiting to be Partners	0	0	0	Flow	F73	B16
[<== Identification of Training Volunteers	0	0	0	Flow	F74	B16
[<== Support for Training Volunteers	0	0	0	Flow	F75	B16
USCCB - National Bishops Councils B4	0	0	0	Boundary	B4	C2
<i>Goal</i> Gain greater support from USCCB	6	3	0	Evaluation	E49	B4
<i>Note</i> This can occur organically through existing relationships and growth of engaged individual bishops.	0	0	0	Note	N109	E49
<i>Note</i> Other committees that may be partners or cointribute	0	0	0	Note	N58	B4

Main Text	Priority A	Priority B	Priority C	Part Type	Part ID	Parent ID
<i>Note</i> Significant channel for communicating to bishops nationwide	0	0	0	Note	N59	B4
<i>Note</i> Current work in progress on value of chaplaincy	0	0	0	Note	N83	B4
<==> Certification Standards (B7)	0	0	0	Flow	F10	B4
<i>Note</i> Review and approval	0	0	0	Note	N18	F10
<==> General Communication and Support	0	0	0	Flow	F76	B4
<==> Engagement for policy advocacy	0	0	0	Flow	F92	B4
Ad Hoc Committees B13	0	0	0	Boundary	B13	C2
<i>Note</i> Education committee; events committee; workshop for bishops; (timebound, specific areas)	0	0	0	Note	N55	B13
<i>Note</i> Gather volunteers by asking Steering and Executive committees	0	0	0	Note	N56	B13
<==> Formation, coordination, information sharing	0	0	0	Flow	F62	B13
<==> Oversight and support	0	0	0	Flow	F85	B13
[<==> Work products	0	0	0	Flow	F63	B13
Legal Community (for advocacy) B18	0	0	0	Boundary	B18	C2
<i>Change Idea</i> Begin dialog around change in justice system	2	6	1	Evaluation	E50	B18
<i>Goal</i> Call attention to individual prisoners needs	2	6	1	Evaluation	E51	B18
<i>Note</i> personal stories change people	0	0	0	Note	N103	E51
<==> Initial communications	0	0	0	Flow	F79	B18
International partners B27	0	0	0	Boundary	B27	C2
<i>Note</i> Irish Prisoner Apostolaie	0	0	0	Note	N60	B27
<i>Note</i> International Catholic Chaplains Groups	0	0	0	Note	N61	B27
<i>Note</i> International Commission on Catholic Prison Pastoral Care; dicastery (department) of integral human development (Vatican)	0	0	0	Note	N88	B27
<==> Initial communications	0	0	0	Flow	F77	B27
Criminal Justice Professionals B17	0	0	0	Boundary	B17	C2
<i>Goal</i> Increase communication and understanding	3	5	1	Evaluation	E52	B17
<i>Note</i> This seems to vary by facility/state	0	0	0	Note	N104	E52
<i>Change Idea</i> Restart Richmond relationship	1	3	4	Evaluation	E53	B17
<i>Note</i> unsure what this is specifically	0	0	0	Note	N108	E53
<i>Note</i> Corrections officers, wardens, etc.	0	0	0	Note	N16	B17
<i>Note</i> Wardens, prison staff, law enforcement, probation officers	0	0	0	Note	N62	B17
<==> Communication to improve ministering	0	0	0	Flow	F78	B17

Catholic Prison Ministries Coalition - Detailed Action Plan - Combined Plan + Model

Map and Plan Area ID: **XP5N83D6**

Map Title: **CPMC Core Operations**

Date/Time: **2021/11/03 07:08:50 PM** (original info source)

Flow codes: ==[] : to Central Process; <==[] : from Central Process; <==> : to/from Central Process

Action Plan
(from Evaluations & Evaluation)

This is best thought of as a "plan source", that can be used as a plan directly, or that can be selectively copied, simplified and edited.

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link	
PLAN VIEW								
		Action Plan - CPMC Core Operations						
FUND RAISING								
		Recruit a consulting/development director to write and oversee grants <i>Action Item</i>						
		<i>Note</i> Identify compensation sources: paid or volunteer						
		Advertise / promote the position <i>Proposed Change</i>						
		<i>Note</i> Look internally						
		<i>Note</i> Job Boards						
		<i>Model Goal</i> Recruit a consulting/development director to write and oversee grants						
		<i>Model</i> Granting organizations (leaders) B10						
		Create a job description for consulting/development director <i>Proposed Change</i>						
		<i>Model Goal</i> Recruit a consulting/development director to write and oversee grants						
		<i>Model</i> Granting organizations (leaders) B10						
		Perform Interviews and Make Offer <i>Proposed Change</i>						
		<i>Note</i> Identifier Interviewers, identify decision criteria, agree on compensation range, other detailed steps						
		<i>Model Goal</i> Recruit a consulting/development director to write and oversee grants						
		<i>Model</i> Granting organizations (leaders) B10						
		Increase donations, strengthen relationships with donors <i>Proposed Change</i>						
		<i>Note</i> Petrus (Consulting Firm) and Lourdes is our staff person on point for fundraising						
		<i>Model Goal</i> Increase donations and involvement						
		<i>Model</i> Catholic individuals in general B15						
		Model Goal Develop high level metrics for grant writing						
		<i>Note</i> also helps with education						
		<i>Model</i> Granting organizations (leaders) B10						
		Model Goal Large area for growth						
		<i>Model</i> Individual and Small Group Donors B9						
Diversity								
		Project: Diversify / grow membership: age, race, geography, different ministries, life experience (e.g. incarceration) <i>Action Item</i>						
		Create an "inventory" of groups that we would like to be represented <i>Proposed Change</i>						
		<i>Model Goal</i> Diversify / grow membership: age, race, geography, different ministries, life experience (e.g. incarceration)						
		<i>Note</i> Other stakeholder groups: law enforcement, legal community						
		<i>Model</i> CPMC Executive Committee B11						
		Identify potential Exec Committee members from each group <i>Proposed Change</i>						
		<i>Model Goal</i> Diversify / grow membership: age, race, geography, different ministries, life experience (e.g. incarceration)						

The lines in this section resulted from brainstorming "proposed changes" based on the high-priority evaluations, and then arranging the results by major topic area.

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Model</i> CPMC Executive Committee B11					
		Contact potential candidates for discussion <i>Proposed Change</i>					
		<i>Note</i> What does it mean to join? What are responsibilities? How long to be on committee? What time commitment per time period (hours per month)?					
		<i>Model Goal</i> Diversify / grow membership: age, race, geography, different ministries, life experience (e.g. incarceration)					
		<i>Model</i> CPMC Executive Committee B11					
		Negotiate joining the committee <i>Proposed Change</i>					
		<i>Model Goal</i> Diversify / grow membership: age, race, geography, different ministries, life experience (e.g. incarceration)					
		<i>Model</i> CPMC Executive Committee B11					
		Operational Improvement					
		Implement Project Management Capability <i>Action Item</i>					
		Obtain, Learn and Use Project Management System <i>Proposed Change</i>					
		Designate and Train a Project Manager Role <i>Proposed Change</i>					
		Implement a CRM System <i>Proposed Change</i>					
		<i>Note</i> Designate a lead on this effort					
		<i>Note</i> List requirements; review options; make a recommendation; review and gain approval on recommendation; purchase product					
		<i>Note</i> Add contact information from other systems to the CRM System					
		<i>Model Issue</i> Need a CRM in order to move forward					
		<i>Model</i> Individual and Small Group Donors B9					
		Partners and Network					
		Maintain relationship with individual bishops who are supportive <i>Proposed Change</i>					
		<i>Note</i> Identify the supportive bishops; look to NACC advisory council; bishops themselves may be a resource in identifying other bishops					
		<i>Note</i> Create a communications schedule					
		<i>Note</i> Goal: cultivate bishops and dioceses future funding sources					
		<i>Note</i> Include the bishops who composed the 2001 document; how to approach them; start at the committee level					
		<i>Note</i> Leverage the regular updates with NACC advisory council					
		<i>Note</i> Be alert to opportunities if bishops who are supportive are incidentally encountered					
		<i>Model Goal</i> Maintain relationship with individual bishops who are supportive					
		<i>Model</i> CPMC Steering Committee B6					
		CPMC "membership" - clearer definition <i>Proposed Change</i>					
		<i>Note</i> What is the role of a "member"? What are the benefits? What are the expected obligations? Why does CPMC want "members"?					
		<i>Note</i> Individual people? Groups?					
		<i>Note</i> Presumption: dues (?) What are revenue sources long term?					
		<i>Model Major Change Idea</i> CPMC "membership" - more specific relationship					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Model</i> CPMC Core Operations <i>Map Central Process</i>					
		Increase involvement (engagement / relationship depth) with volunteers and partners <i>Proposed Change</i>					
		<i>Note</i> Create a list and definition of specific and categories of partners; internal vs external; sponsor organizations; what are specifics of being a partners					
		<i>Note</i> Create detailed plan for each major category, with breakdown to individual relationships					
		<i>Note</i> Employ CRM-like functionality for individual relationship management (status, last action, next action, spouse's dog's name...)					
		<i>Note</i> Oversight responsibility and process for relationship management					
		<i>Model</i> <i>Goal</i> Increase donations and involvement					
		<i>Model</i> Catholic individuals in general B15					
		Model Goal Get partners to submit more information for sharing					
		<i>Model</i> Website B21					
		Model Goal Gathering of partners to coordinate and fulfill mission					
		<i>Model</i> CPMC Steering Committee B6					
		Model Goal Identify partners and what they do					
		<i>Model</i> Partner Organizations B26					
		Model Issue Who reviews the contributions for quality? How to filter content?					
		<i>Note</i> Different levels of value, seriousness, focus; many sources (social media, academic articles, religious texts)					
		<i>Model</i> <=] Contributions from all participants in the network					
		Model Goal Events, contacts, put people in different categories, create groups and networks, funding grant tracking, donor					
		<i>Model</i> Participant's Network Repository S6					
		Organization and Governance					
		Review the structures to ensure proper cross-representation <i>Proposed Change</i>					
		<i>Note</i> Review in the context of more complete integration/long-term plan of NACC and CPMC; requires detailed discussion					
		<i>Note</i> Gain direction from NACC Board on appropriate level of cross-representation					
		<i>Note</i> Review "Fiscal Sponsorship" document					
		<i>Note</i> Create a matrix representing current cross-representation					
		<i>Note</i> Create list of criteria for "good" cross-representation					
		<i>Note</i> Review the matrix against the criteria, identify gaps					
		<i>Model</i> <i>Goal</i> Review the structures to ensure proper cross-representation					
		<i>Model</i> NACC Board and Staff B1					
		<i>Model</i> <i>Goal</i> Need for joint strategic view of how integration should occur					
		<i>Note</i> Operational, administrative					
		<i>Model</i> NACC Board and Staff B1					
		Further develop policy <i>Proposed Change</i>					
		<i>Note</i> Starting point is NACC policy document					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Note</i> Create outline of policy areas and specific needed policies: outline in Excel, other columns for comments, notes, assignments, progress (i.e. mini-project)					
		<i>Model Goal</i> Further develop policy					
		<i>Model</i> Policy development and communication P8					
		Finances					
		Create Annual, Forward Looking and Transitional Budgets <i>Proposed Change</i>					
		<i>Model Major Issue</i> Finances					
		<i>Model</i> CPMC Core Operations <i>Map Central Process</i>					
		<i>Model Major Goal</i> Development and sustainability for CPMC operations					
		<i>Model</i> CPMC Core Operations <i>Map Central Process</i>					
		Service Delivery					
		Grow the number of trainers <i>Proposed Change</i>					
		<i>Note</i> Recruit trainers from trainees					
		<i>Note</i> Create/support trainer with Spanish and other languages; may not have specific attention					
		<i>Note</i> For all trainers: Structure (important), guidelines document, oversight procedure; goal: fulfillment of trainers role, better definition of role; e.g. "been through foundational process"					
		<i>Note</i> Ensure broad and appropriate geo distribution					
		<i>Model Major Goal</i> Grow the number of trainers					
		<i>Model</i> CPMC Core Operations <i>Map Central Process</i>					
		<i>Model Goal</i> Instructors in Spanish					
		<i>Model</i> Instructors B22					
		<i>Model Goal</i> Getting them through one of the pathways, with commitment to continue					
		<i>Model</i> Chaplains and Volunteers (Members) B7					
		<i>Model Goal</i> Move Chaplains through certifications					
		<i>Model</i> Chaplains and Volunteers (Members) B7					
		<i>Model Goal</i> Recruit and grow number of chaplains					
		<i>Model</i> Chaplains and Volunteers (Members) B7					
		<i>Model Major Goal</i> Training Catholics at all levels for competent prison ministry					
		<i>Model</i> CPMC Core Operations <i>Map Central Process</i>					
		<i>Model Goal</i> Instructor page on website for each pathway, with helpful resources					
		<i>Note</i> Paywall or access code?					
		<i>Model Goal</i> Promote lifelong professional development					
		<i>Model</i> Future and Other Training Curricula S4					
		Education					
		Review, evaluate, and add to efforts to educate Catholics on the effect of mass incarceration <i>Proposed Change</i>					
		<i>Note</i> Inventory, matrix, assess each educational activity					
		<i>Note</i> Annual (periodic) education packet					
		<i>Model Major Goal</i> Educate Catholics on the effect of mass incarceration					
		<i>Model</i> CPMC Core Operations <i>Map Central Process</i>					
		<i>Model Change Idea</i> Translations to Spanish					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Note</i> Important to have materials created/curated from Spanish speaking chaplains					
		<i>Note</i> Sometimes direct translation does not produce the best materials for the experience of a Spanish speaker					
		<i>Note</i> Need to include relatable experiences					
		<i>Model</i> Core Curricula Repository S3					
		Model Change Idea Generate content segments from website pages, resources					
		<i>Model</i> Social Media B20					
		Model Goal Educate on mass incarceration and the need for prison ministry					
		<i>Model</i> Catholic individuals in general B15					
		Model Goal Increase education sharing					
		<i>Model</i> <=< Educational information for partner members					
		Community & Church Engagement					
		Model Goal Be a "Yelp" for how to contribute, and how to get help					
		<i>Model</i> Website B21					
		Model Change Idea Engage bishops in advocating to the system for the chaplains					
		<i>Note</i> Reluctance for a variety of reasons					
		<i>Model</i> Chaplains and Volunteers (Members) B7					
		Model Change Idea Create and support network for resource sharing, best practice, leveraging common methods					
		<i>Note</i> Increase shared understanding					
		<i>Model</i> Partner Organizations B26					
		Model Goal Build receptivity that this a central ministry for the church					
		<i>Model</i> Catholic individuals in general B15					
		Model Goal Gain greater support from USCCB					
		<i>Note</i> This can occur organically through existing relationships and growth of engaged individual bishops.					
		<i>Model</i> USCCB - National Bishops Councils B4					
		Model Goal Track impact by channel					
		<i>Model</i> Social Media B20					
		Model Change Idea Engage them to be part of NACC Bishops' advisory group					
		<i>Model</i> <=> Recruiting to be Partners (Individual Diocese Bishops)					
		Integration with NACC					
		Model Change Idea Support NACC in development of ministries beyond health care by providing template					
		<i>Model</i> CPMC Core Operations Map Central Process					
		Model Goal Need for shared vision					
		<i>Model</i> NACC Board and Staff B1					
		Model Goal Better repository can improve relationship with NACC					
		<i>Note</i> Better repository can better define CPMC role					
		<i>Model</i> Participant's Network Repository S6					
		Model Goal How to integrate with NACC					
		<i>Model</i> CPMC Executive Committee B11					
		Model Change Idea Integration with NACC					
		<i>Note</i> Current integration is through google docs					
		<i>Model</i> Participant's Network Repository S6					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Model</i> Instructors B22					
		Model Goal Greater integration					
		<i>Model</i> NACC Board and Staff B1					
		Model Issue Required to use NACC data system to store and access information about donors					
		<i>Model</i> NACC Board and Staff B1					
		Model Change Idea Map out how integration with NACC should occur					
		<i>Note</i> How does NACC view this? What is the larger entity? What will be beneficial to both?					
		<i>Model</i> NACC Board and Staff B1					
		Model Issue Different Financial Tracking System					
		<i>Model</i> NACC Membership System S7					
		x					
		MODEL VIEW					
Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		Catholic Prison Ministries Coalition <i>Map and Plan Area Name</i>					
		CPMC Core Operations <i>Map Central Process</i>					
		<i>Note</i> Organization or Group					
		<i>Note</i> Current/Future Exploration					
		<i>Note</i> All Operations					
		<i>Note</i> CPMC Core Staff					
		<i>Major Goal</i> Educate Catholics on the effect of mass incarceration					
		<i>Major Goal</i> Training Catholics at all levels for competent prison ministry					
		<i>Major Goal</i> Networking Catholic prison ministers to share best practices					
		<i>Major Goal</i> CMPC serves as a hub for information and method for CPM activities nationwide.					
		<i>Note</i> Access to resources by chaplains, families, etc.					
		<i>Major Goal</i> Solicit and train our next generation of prison ministers					
		<i>Major Goal</i> Advocate for change in the correctional system					
		<i>Note</i> Promote restorative justice					
		<i>Major Goal</i> Development and sustainability for CPMC operations					
		<i>Major Goal</i> Grow the number of trainers					
		<i>Major Goal</i> Standardization and quality assurance of training					
		<i>Note</i> "Do no harm"					
		<i>Major Issue</i> Dearth of ministers to do the work					
		<i>Major Issue</i> Finances					
		<i>Major Issue</i> Unexamined assumptions about prisons, incarcerated persons					
		<i>Major Issue</i> Insufficient priority among Catholic groups, individuals					
		<i>Note</i> "Why spend time helping prisoners?" "They deserve it."					
		<i>Major Issue</i> Lack of awareness, ignorance of the needs					
		<i>Major Issue</i> Over incarceration, mass incarceration; too much need, too little resource to help					
		<i>Major Issue</i> Challenge of Variation in needs for training					
		<i>Major Change Idea</i> CPMC "membership" — more specific relationship					

The lines in this section were taken direction from the evaluations ("List"). The strikethrough lines represent duplicated from the "Plan View" section above.

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Major Change Idea</i> Change the relationship with sponsoring entities, NACC					
		<i>Major Change Idea</i> Explore supportive relationships in the overall network, in the intersection with other ministers					
		<i>Note</i> Hold commitment to CPMC					
		<i>Change Idea</i> Support NACC in development of ministries beyond health care by providing template					
		<i>Note</i> Core Group includes: paid staff & consultants: communications, part time; executive coordinator p/t; active executive comm: 14 people;					
		<i>Note</i> The "core group" (if that's a good term) is small and largely part time; the committees are all "working groups" that actively coordinate and contribute					
		<i>Note</i> Started with Steering Committee, then added Staff, Formation, and Core					
		Propecting - growing participation P2					
		<i>Goal</i> Growing several groups:					
		<i>Note</i> Different town hall groups; based on ministerial areas					
		Discovery and Compiling of the "Network" P6					
		<i>Note</i> Focused more on compiling the information, technically					
		Training Coordination P5					
		Knowledge Sharing P3					
		Maintenance & Development of Resources P4					
		<i>Note</i> Including guides for how to access resources					
		<i>Note</i> Differentiation training/formation resources vs web-content resources					
		Advocacy P7					
		<i>Note</i> Focused on policy					
		Policy development and communication P8					
		<i>Goal</i> Further develop policy					
		<i>Note</i> Applies to all CMPC activities					
		Financing / Fund Raising P9					
		<i>Note</i> Including fund raising					
		<i>Note</i> NACC provide accounting support					
		Left Side Column					
		Persons in any way affected by incarceration B24					
		<i>Goal</i> Detailed analysis and compilation of issues affecting incarcerated persons					
		<i>Note</i> With respect to the direct experience of being incarcerated					
		<i>Note</i> These exist in different network entities					
		<i>Goal</i> Expressing the experience of incarcerated persons: support & amplify					
		<i>Goal</i> Amplify stories of redemption					
		<i>Goal</i> Advocate for change in their experiences					
		<i>Goal</i> Detailed analysis and compilation of the causes of incarceration					
		<i>Change Idea</i> Key measures for improvement (future)					
		<i>Goal</i> Gather and distribute narratives					
		<i>Note</i> Detained and incarcerated persons (immigration, juvenile, correctional victims; institutional staff; families of all					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Note</i> Book: "When We Visit Jesus in Prison" - list of pain points					
		<==> Delivery of services informed by training					
		<i>Goal</i> Need for high quality in training					
		<i>Goal</i> Need for greater delivery capacity					
		Chaplains and Volunteers (Members) B7					
		<i>Goal</i> Getting them through one of the pathways, with commitment to continue					
		<i>Goal</i> Move Chaplains through certifications					
		<i>Goal</i> Recruit and grow number of chaplains					
		<i>Change Idea</i> Support chaplains in advocacy					
		<i>Change Idea</i> Communicate the value of the role to Catholic community					
		<i>Change Idea</i> Communicate the value of the role to the justice, law enforcement and prison system					
		<i>Change Idea</i> Create a value statement for the work of the chaplains					
		<i>Note</i> Certificate of training is useful in this					
		<i>Note</i> Elevator talk					
		<i>Change Idea</i> Interact with prison officials to determine how to best allow access					
		<i>Note</i> Re NACC and Hospitals: Chaplains are seen as part of care team					
		<i>Change Idea</i> Engage bishops in advocating to the system for the chaplains					
		<i>Note</i> Reluctance for a variety of reasons					
		<i>Change Idea</i> Establish methods to support a community of interest for chaplains					
		<i>Note</i> Webinars, townhalls, online forum (?) (e.g. how to talk to wardens)					
		<i>Issue</i> How to do the top-down conversations to build up credibility and value for the chaplaincy					
		<i>Note</i> focus should be bottom-up for better results					
		<==> Townhalls					
		==>[] Ideas for presenters, topics, training (from Townhalls)					
		<==[] Available Foundational Training					
		<==[] Certification Standards (B1)					
		<==> Course Attendance					
		NACC Board and Staff B1					
		<i>Goal</i> Greater integration					
		<i>Issue</i> Required to use NACC data system to store and access information about donors					
		<i>Change Idea</i> Map out how integration with NACC should occur					
		<i>Note</i> How does NACC view this? What is the larger entity? What will be beneficial to both?					
		<i>Goal</i> Need for joint strategic view of how integration should occur					
		<i>Note</i> Operational, administrative					
		<i>Goal</i> Review the structures to ensure proper cross-representation					
		<i>Goal</i> Need for shared vision					
		<i>Note</i> Many such National Organizations					
		<i>Note</i> Mailing List					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Note</i> Professionals					
		<i>Note</i> Executive director is chair of Formation Committee					
		<i>Note</i> Administrative Support Activities					
		<i>Note</i> Exec Director of NACC in on Steering Committee, is chair of formation Committee, and member of Executive Committee					
		<i>Note</i> Staff included membership and financial roles (finance person does finance for CPMC)					
		<i>Note</i> Members of the NACC Board are on Steering Committee, Executive Committee					
		<i>Note</i> Broader scope of missions; started with hospital chaplains; seniors, immigrants, etc.					
		<i>Note</i> National Association of Catholic Chaplains					
		<i>Note</i> Definition and certification of training					
		<i>Note</i> NACC became natural sponsor; CMPC was "early" developing =general= identity, leadership, strategic plan =for the CMPC= segment; a Leader for other ministries					
		<i>Note</i> Membership ~ 2000 active members (80% health care)					
		<=>] Donations (from button on site) (P9)					
		==>] Updates on recent donors					
		<=>] Coordination on Certification					
		==>] Certification Standards (B7)					
		<=>] Available Foundational Training					
		<=>] Foundational Training, Registration & Acceptance					
		<=>] Intensive Training, Registration & Acceptance					
		<=>] Updates/Access with Membership System (S7)					
		<=>] Funds (via website, to NACC) (B9)					
		==>] Funds passed through from website					
		==>] Accounting Support					
		NACC Membership System S7					
		<i>Change Idea</i> Better understand NACC membership system					
		<i>Issue</i> Different Financial Tracking System					
		<i>Issue</i> Information sharing is difficult because of system constraints					
		<i>Issue</i> NACC and CPMC have different financial tracking methods, focus on different data					
		<i>Note</i> Donor information, categories of members, events, etc.					
		<=>] Updates/Access with Membership System (B1)					
		Participant's Network Repository S6					
		<i>Issue</i> Repository is fragmented, limited and incomplete (needs associations among data elements)					
		<i>Note</i> Cannot identify contact mechanism, how they are involved, how much they have donated, what is their role, how are the connected,					
		<i>Note</i> needs juveniles, other categories					
		<i>Change Idea</i> Segment people by interests, etc.					
		<i>Issue</i> Current mechanism is over 10 years old					
		<i>Change Idea</i> Integration with NACC					
		<i>Note</i> Current integration is through google docs					
		<i>Goal</i> Better repository can improve relationship with NACC					
		<i>Note</i> Better repository can better define CPMC role					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Change Idea</i> Start with low level CRM, that would allow better integration with NACC					
		<i>Goal</i> Events, contacts, put people in different categories, create groups and networks, funding grant tracking, donor					
		<i>Note</i> All participants in townhalls, webinars, and mailing list (general public, who have express interest)					
		<i>Note</i> Excel spreadsheet, and google docs, Mailchimp; includes events of participation					
		<i>Note</i> List is about 1500 growing, which is good					
		<=>[] Capture identification info					
		==>[] Access for mailings, announcements, etc.					
		Partner Organizations B26					
		<i>Goal</i> Identify partners and what they do					
		<i>Goal</i> Need more information to add to the repository of "need to help" and "want to help"					
		<i>Change Idea</i> Dynamic: more helpers, more asking for help					
		<i>Change Idea</i> Create and support network for resource sharing, best practice, leveraging common methods					
		<i>Note</i> Increase shared understanding					
		<i>Issue</i> Need for a functional definition; what is a partner					
		<i>Note</i> Examples: Catholic Charities USA; St. Vincent DePaul; Sisters Against Human Trafficking; 100 of programs within these larger organizations					
		<i>Note</i> Contrast with deeper involvement from Steering Committee					
		<=>> Promotional coordination					
		==>[] Identifying Information					
		<=>[] Outreach to coordinate					
		<=>[] Educational information for partner members					
		<i>Goal</i> Increase education sharing					
		==>[] Ideas from Partners (S4)					
		Website B21					
		<i>Goal</i> Get partners to submit more information for sharing					
		<i>Goal</i> Be a "Yelp" for how to contribute, and how to get help					
		<i>Issue</i> Need better information architecture (summaries, navigation, etc.)					
		<i>Note</i> Prioritize content (time dependence)					
		<i>Goal</i> Be the "go to" spot for information in this domain; SEO, ads, elevate visibility on the internet					
		<i>Note</i> Google analytics, utilize					
		<i>Note</i> Free ads from Google; check with Microsoft					
		<i>Goal</i> Add more interactivity (beyond Townhalls); online community,					
		<i>Note</i> Need to review alternative platforms					
		<i>Change Idea</i> A bot for visitors to ask questions and get search results					
		<i>Goal</i> Better integration of social media (e.g. Facebook) with CPMC website					
		<i>Note</i> e.g. use of social media for forum rather than separate forum in website					
		<i>Change Idea</i> Real time events (prayer meetings, meditations); "virtual book club"					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Note</i> Can support other goals, e.g. advocacy					
		<i>Note</i> Opportunity for people to participate, connect; because of social distancing					
		<i>Change Idea</i> Electronic outreach via tablets, to increase chaplain access					
		<i>Note</i> Uses Resource repository					
		==>[] Donations (from button on site)					
		==>[] Educational Webinars (General Availability)					
		Future and Other Training Curricula S4					
		<i>Goal</i> Create more specific training focused on specific advocacy areas					
		<i>Goal</i> Promote lifelong professional development					
		<i>Note</i> Sisters organizations / human trafficking					
		<==[] Ideas from Partners (B26)					
		<==> Consideration and priorities from Formation Comm					
		Resource Repository S5					
		<i>Goal</i> Put as much of this information on the website as possible					
		<i>Note</i> Some information is valuable with respect to membership / buy in to the CPMC (membership etc.)					
		<i>Note</i> Website content, webinars, program information captured, helpful resources that have been surfaced, event histories, etc.					
		<==[] Contributions from all participants in the network					
		<i>Issue</i> Who reviews the contributions for quality? How to filter content?					
		<i>Note</i> Different levels of value, seriousness, focus; many sources (social media, academic articles, religious texts)					
		<i>Change Idea</i> Give priority to people who are in the network, who have contributed in the past, that promotes the CPMC mission					
		==>[] Information shared with all participants					
		Social Media B20					
		<i>Goal</i> Continue to review other platforms (e.g. Tiktok)					
		<i>Note</i> Would need careful curation of content					
		<i>Note</i> Establish CPMC on initial social media platforms first					
		<i>Goal</i> Track impact by channel					
		<i>Change Idea</i> Generate content segments from website pages, resources					
		<i>Change Idea</i> Podcasts (future)					
		<i>Note</i> Currently on Facebook, Twitter, Instagram, LinkedIn					
		<==[] Posts					
		==>[] Feedback, inputs					
		Individual and Small Group Donors B9					
		<i>Issue</i> Need a CRM in order to move forward					
		<i>Goal</i> Large area for growth					
		==>[] Donate button on website					
		<==[] Newsletter, regular communication emails					
		<i>Note</i> Connected with need for CRM					
		==>[] Funds (via website, to NACC) (B1)					
		<i>Note</i> 3rd party payment mechanism					
		Granting organizations (leaders) B10					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Goal</i> Develop high level metrics for grant writing					
		<i>Note</i> also helps with education					
		<i>Change Idea</i> Promote / recruit research to help determine metrics for grants and advocacy					
		<i>Note</i> Check with Partner groups					
		<i>Goal</i> Recruit a consulting/development director to write and oversee grants					
		<i>Note</i> Some grantors are part of Steering and other committees					
		<==[] Grant proposals					
		<==> Reviews and discussions					
		==>[] Rejections, or Funding					
		Whole Parishes B28					
		<==> General engagement on CMPC topics					
		Catholic individuals in general B15					
		<i>Goal</i> Increase donations and involvement					
		<i>Goal</i> Engage whole parishes; what are modes?					
		<i>Goal</i> Build receptivity that this a central ministry for the church					
		<i>Goal</i> Educate on mass incarceration and the need for prison ministry					
		<i>Issue</i> Lack of awareness of issues of incarceration					
		<==[] General education (P7)					
		<==> Advocacy and feedback					
		General Public B14					
		<i>Goal</i> Educate on mass incarceration and the need for prison ministry					
		<i>Note</i> captured by church education efforts for the most part					
		<i>Note</i> Via Social Media, other channels					
		<==[] General education					
		<==> Advocacy and feedback					
		Right Side Column					
		Instructors B22					
		<i>Goal</i> Instructors in Spanish					
		<i>Goal</i> Instructor page on website for each pathway, with helpful resources					
		<i>Note</i> Paywall or access code?					
		<==> Recruitment					
		<==> Development of Trainer Trainings					
		<==> Curricula Content					
		<==> Course Delivery					
		CPMC Formation Committee B12					
		<i>Note</i> Major role in defining training specific to prison ministry					
		<i>Note</i> Strong coordination with NACC on delivery of the training; thus cross membership of executives					
		<==> Review of Cert. Training & Procedures					
		<==> Development of Training					
		<==> Implementation of Training					
		[]<== Promotion of CPMC (to all)					
		[]<== Ideas for presenters, topics, training					
		<==> Curricula Content					
		CPMC Steering Committee B6					
		<i>Goal</i> Gathering of partners to coordinate and fulfill mission					
		<i>Change Idea</i> Expand number of committee members: how?					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Goal</i> Expand contributions from Steering Committee members					
		<i>Goal</i> How to integrate with NACC					
		<i>Goal</i> Maintain relationship with individual bishops who are supportive					
		<i>Goal</i> Need to define who is on steering committee/a partner					
		<i>Note</i> Steering committee members have more than one "operating entity" and in at least two states					
		<=> Agenda Setting (B11)					
		[<== Strategic Plan Creation (S1)					
		CPMC Executive Committee B11					
		<i>Goal</i> Diversify / grow membership: age, race, geography, different ministries, life experience (e.g. incarceration)					
		<i>Note</i> Other stakeholder groups: law enforcement, legal community					
		<i>Goal</i> How to integrate with NACC					
		<i>Change Idea</i> eg Exec Dir and Chairperson of CPMC to sit on NACC board?					
		<i>Note</i> Equivalent to Board					
		<i>Note</i> 14 people					
		[=> Strategic Plan Access (S1)					
		<=> Agenda Setting (B6)					
		[<== Priorities on Operational Planning					
		<=> Coordination on Development of Operational Plan					
		[<== Operational Plan Input (S2)					
		Core Curricula Repository S3					
		<i>Change Idea</i> Translations to Spanish					
		<i>Note</i> Important to have materials created/curated from Spanish-speaking chaplains					
		<i>Note</i> Sometimes direct translation does not produce the best materials for the experience of a Spanish speaker					
		<i>Note</i> Need to include relatable experiences					
		<i>Note</i> Pathways: Foundational Training; Intensive Training, Correctional Chaplain Certification					
		<i>Note</i> Language translation - Spanish					
		<=> Curricula Content					
		Operational Plan S2					
		[=> Operational Plan Input (B11)					
		[<== Access for execution					
		Strategic Plan S1					
		[=> Strategic Plan Creation (B6)					
		[<== Strategic Plan Access (B11)					
		[<== Access for Operational Planning					
		Diocesan Leaders and Directors B3					
		<i>Goal</i> Certify Diocesan Leader					
		<=> Townhalls					
		[<== Ideas for presenters, topics, training (from Townhalls)					
		<=> Discovery and engagement of communities					
		<=> Engagement for policy advocacy					
		<=> Recruiting to be Partners					
		Individual Diocese Bishops B5					
		<i>Note</i> Among faith groups, Bishops are first priority, followed by Leaders of Religious Leaders, and then Interfaith Groups					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<=> Discovery and engagement of communities					
		<=> Recruiting to be Partners					
		<i>Change Idea</i> Engage them to be part of NACC Bishops' advisory group					
		[]<== Identification of Training Volunteers					
		[]<== Support for Training Volunteers					
		<=> Engagement for policy advocacy					
		Leaders of Religious Communities B8					
		<i>Note</i> List is currently being created					
		<=> Recruiting to be Partners					
		[]<== Identification of Training Volunteers					
		[]<== Support for Training Volunteers					
		<=> Discovery and engagement of communities					
		<=> Engagement for policy advocacy					
		Interfaith Groups B16					
		<i>Change Idea</i> Leverage relationship with Prison Fellowship in connection chaplains with the system					
		<i>Note</i> Once we have the "Catholic" system has been set-up					
		<i>Change Idea</i> Emphasize value of the ecumenical relationships to the entire network					
		<i>Note</i> e.g. Protestant Prison Groups; Jewish; Muslim; Buddhist, other					
		<i>Note</i> "Prison Fellowship" is the largest Protestant group					
		<=> Recruiting to be Partners					
		[]<== Identification of Training Volunteers					
		[]<== Support for Training Volunteers					
		USCCB - National Bishops Councils B4					
		<i>Goal</i> Gain greater support from USCCB					
		<i>Note</i> This can occur organically through existing relationships and growth of engaged individual bishops.					
		<i>Note</i> Other committees that may be partners or contribute					
		<i>Note</i> Significant channel for communicating to bishops nationwide					
		<i>Note</i> Current work in progress on value of chaplaincy					
		<=> Certification Standards (B7)					
		<i>Note</i> Review and approval					
		<=> General Communication and Support					
		<=> Engagement for policy advocacy					
		Ad Hoc Committees B13					
		<i>Note</i> Education committee; events committee; workshop for bishops; (timebound, specific areas)					
		<i>Note</i> Gather volunteers by asking Steering and Executive committees					
		<=> Formation, coordination, information sharing					
		<=> Oversight and support					
		[]<== Work products					
		Legal Community (for advocacy) B18					
		<i>Change Idea</i> Begin dialog around change in justice system					
		<i>Goal</i> Call attention to individual prisoners needs					
		<i>Note</i> personal stories change people					
		<=> Initial communications					
		International partners B27					

Priority	Status	Main Text	Detailed Action / Next Step	Who	Due	Progress / Status / Notes	Link
		<i>Note</i> Irish Prisoner Apostolate					
		<i>Note</i> International Catholic Chaplains Groups					
		<i>Note</i> International Commission on Catholic Prison Pastoral Care; dicastery (department) of integral human development (Vatican)					
		<==> Initial communications					
		Criminal Justice Professionals B17					
		<i>Goal</i> Increase communication and understanding					
		<i>Note</i> This seems to vary by facility/state					
		<i>Change Idea</i> Restart Richmond relationship					
		<i>Note</i> unsure what this is specifically					
		<i>Note</i> Corrections officers, wardens, etc.					
		<i>Note</i> Wardens, prison staff, law enforcement, probation officers					
		<==> Communication to improve ministering					