

# Wings Ministry<sup>SM</sup> Action Plan 2006



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# **1. Executive Summary**

## **What is the problem?**

The incarcerated population in the United States is over 2.1 million and continues to grow. The high recidivism rate fuels this growth. Most of these inmates have family members who are suffering tremendously. These innocents are often treated as if they were convicted too. They are often cut off from friends and even from Christian congregations. Many are very poor. Many families are broken and scattered when a mother or father is arrested. The children of inmates are 10 times more likely to become inmates themselves. We must turn this around!

## **What is the solution?**

It is most effective to unite these unfortunate families with caring Christian congregations. This can strengthen the families and nurture the children to help prevent them from turning to crime. This can build a strong Christian home to welcome the released inmate. This may help prevent a return to crime.

## **Why Wings Ministry<sup>SM</sup>?**

Wings Ministry<sup>SM</sup> has a unique outreach to the families of inmates. We host Christian parties for the family members where they can feel welcomed, accepted, and loved as God's children. We also reach out to Christian congregations and sensitize them to the needs of these families and what they can offer the congregations. With members of these welcoming congregations acting as Wings volunteers during the parties, there are wonderful opportunities to make connections. Wings Ministry<sup>SM</sup> is ecumenical, so there are many denominations represented at the parties. This gives each family an opportunity to find an appropriate church home.

Wings Ministry<sup>SM</sup> complements the wonderful work performed by other ministries to inmates. Many inmates find Christianity while in prison, but lose it when confronted by the animosity of the world outside. Wings Ministry helps to encourage and support them when they are released.

## **Why Now?**

The number of families of inmates is increasing. There is also an increased government and prison official awareness of the plight of inmates' families and the cost of recidivism. Congregations are shrinking and they are looking for those that they can help and welcome into their church homes. The time is right for Wings Ministry<sup>SM</sup>.

## **1.1. Objectives**

Wings Ministry<sup>SM</sup> is starting a national expansion with new affiliates. To support this expansion, Wings Ministry<sup>SM</sup> is developing the procedures and tools that will enable new affiliates to mature quickly and conform to the Wings Ministry<sup>SM</sup> vision and mission. The local Wings Ministry<sup>SM</sup> in Albuquerque is expanding and improving our Christian outreach to families of inmates. Our objectives are:

- Short-Term Objectives
  - National:
    - Add 2 affiliates in 2006 and 2 affiliates in 2007
    - Present workshops at 5 conventions
    - Optimize website for search engine access to increase site traffic by 100%
    - Provide 2 community Wings Parties
    - Provide 2 prison Wings Parties
    - Add 50 new volunteers every year
    - Reach 500 new guests every year
  - International:
    - Teaching/training/party opportunity
  - Albuquerque
    - Provide 3 community Wings Parties (Easter, Back-To-School, and Christmas Parties)
    - Add one new church youth group to the volunteers for every community party in Albuquerque
    - Add 25 new volunteers every year in Albuquerque
  - New Mexico – Not including Albuquerque
    - Reach 500 new guests every year
    - Add 75 new volunteers every year
    - Reach 3 new congregations and train their staff
    - Provide 2 community parties
    - Provide 3 prison parties
  - Net annual fund raising greater than \$80,000 to support the Wings Ministry<sup>SM</sup> mission and planned growth
- Long-Term
  - Expand infrastructure to enable further growth
  - Establish Wings headquarters

## 1.2. Vision and Mission

### **Wings Ministry<sup>SM</sup> Vision:**

Christ's unconditional love shared with all families of prisoners.

### **Wings Ministry<sup>SM</sup> Mission:**

The Wings Ministry<sup>SM</sup> brings families of prisoners and Christian volunteers together as Children of God by

- Building relationships that transform both the lives of the families and the mission of the congregations,
- Conducting joyous celebrations of Christ's unconditional love that breaks down barriers, and
- Providing ecumenical mission opportunities for local congregations worldwide.

### 1.3. Keys to Success

- Build awareness and become a resource in new communities within New Mexico, across the country, and internationally.
- Build upon the accessibility offered by the increased government and prison official awareness of the plight of inmates' families and the cost of recidivism.
- Identify additional local church facilities and participation to support future growth and offer greater flexibility.
- Continue to develop the donor base and corporate contributions that add to the financial resources of the ministry.

## 2. Organization Summary

Wings Ministry<sup>SM</sup> is a focused Christian ministry outreach to families of prisoners based primarily on two verses from the Bible:

**"They were continually devoting themselves to the apostles' teaching and to fellowship, to the breaking of bread and to prayer."**

Acts 2:42 [NASB]

**"I tell you, just as you did it to one of the least of these who are members of my family, you did it to me."**

Matthew 25:40 [NRSV]

### Wings Party Model

The Wings Party model is similar to intergenerational church programs that are fun, active, and get all members of the congregation involved. Optimally, the Wings Program model has three community parties per year: a **Christmas Party**, an **Easter Party**, and a **Back-To-School Party**. Wings Ministry<sup>SM</sup> has chosen these specific times of year, when families are searching for a place to worship. However, any time of year that increases participation should be considered. Other times of year that would also be effective for community parties or in-prison parties include Valentine's Day, Mother's Day, Father's Day, Fourth of July, Fall Festival, Thanksgiving, or any other day that is special to the community. It is desirable to rotate host churches so all can share the joy. This also gives nice variety and demonstrates ecumenical diversity.

### 2.1. Legal Entity

Wings Ministry<sup>SM</sup> is a 501(c) 3 not-for-profit organization incorporated in the State of New Mexico. Wings Ministry<sup>SM</sup> will not issue shares.

### 2.2. Wings Ministry<sup>SM</sup> Location and History

The Wings Ministry<sup>SM</sup> began in Albuquerque, New Mexico in 1995 with a grant from Prison Fellowship. It then became a special project of the LOGOS Ministry until 1999, when it became an independent organization. Prison Fellowship, Light and

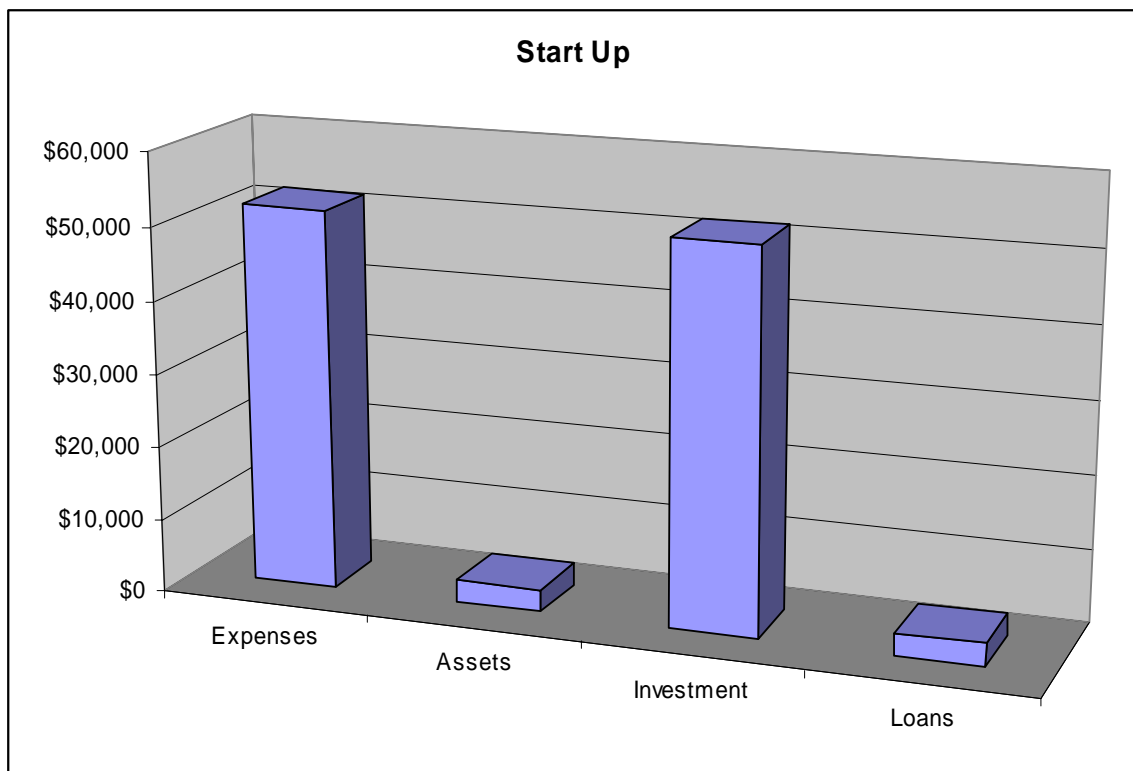
Liberty Jail Ministry, Beyond the Walls Ministry, Guideposts Magazine, Focus on the Family, and many different churches and individuals continue to support the Wings Ministry<sup>SM</sup>. In 2004 the Wings for L.I.F.E. program, Life-skills for Inmate Families & Education started in Albuquerque, New Mexico. (This program will be discussed fully in a subsequent section.) In 2005 the Wings Ministry accepted the invitation to become an associate partner of Operation Starting Line, a program of Prison Fellowship that has close to 40 major ministries involved in outreach to every prison in America.

### 2.3.Start-up Summary - 2003

Our 2003 start-up costs were estimated at \$55,000 which were primarily donated time by our Founder, consultants, and media specialists. Other expenses associated with expanding the Wings Ministry<sup>SM</sup> from a local mission to a national organization were raised through volunteer contributions.

<b>STARTUP REQUIREMENTS</b>	
<b>Start-up Expenses</b>	
Legal	\$30
Stationery etc.	\$500
Brochures	\$1,200
Consultants	\$5,000
Party/Event Expenses	\$2,500
Rent	\$0
Web Development	\$12,750
Wings Video Production	\$10,000
Executive Director	\$20,000
Expensed Equipment	\$0
Other	\$0
<b>Total Start-up Expenses</b>	<b>\$51,980</b>
<b>Start-up Assets Needed</b>	
<b>Current Assets</b>	
Cash Balance on Starting Date	\$2,595
Other Current Assets	\$0
<b>Total Current Assets</b>	<b>\$2,595</b>
<b>Long-term Assets</b>	
<b>Total Start-up Assets Needed</b>	<b>\$3,020</b>
<b>Total Requirements</b>	<b>\$55,000</b>

<b>STARTUP FUNDING</b>	
<b>Investment</b>	
Web Development	\$12,750
Executive Director Donated Time	\$20,000
Donated Video Production	\$10,000
Consultants Donated Time	\$5,000
Required Fundraising	\$3,000
Volunteer Donations	\$1,250
<b>Total Investment</b>	<b>\$52,000</b>
<b>Liabilities</b>	
<b>Current Liabilities</b>	
Accounts Payable	\$0
Current Borrowing	\$3,000
Other Current Liabilities	\$0
<b>Total Current Liabilities</b>	<b>\$3,000</b>
<b>Long-term Liabilities</b>	
<b>Total Liabilities</b>	<b>\$3,000</b>
<b>Total Funding</b>	<b>\$55,000</b>



### 3. Services

#### **Wings Ministry<sup>SM</sup> Services - Communities**

Wings Ministry<sup>SM</sup> brings families of prisoners and Christian volunteers together as Children of God in uplifting Christ-centered parties. Family members of prisoners often feel like outcasts and unwelcome even in a church environment. Wings Ministry<sup>SM</sup> invites them to the parties as a way of introducing them to the caring Christian community. In addition to the community Wings Parties in Albuquerque, New Mexico;

Wings Parties have been held in the following cities:

- Santa Fe, NM
- Las Cruces, NM
- Roswell, NM
- El Paso, Texas
- Hebron, Kentucky
- Worcester, Massachusetts

#### **Benefits of Wings Ministry<sup>SM</sup> to Communities**

- Participation by many congregations strengthens the ecumenical community.
- Youth from Wings congregations experience hands-on mission by taking an active role in ministering to their peers, younger children, and even the adults.
- Organizations and congregations work together to improve their community outreach. Wings Ministry<sup>SM</sup> integrates congregations of many denominations with community programs such as Big Brothers/Big Sisters, battered women's shelters, foster care services, and youth detention facilities.
  - In Albuquerque, New Mexico, over 150 churches from at least 18 different denominations volunteer in this ministry. Wings Ministry<sup>SM</sup> is more effective if there are representatives from various denominations and many different geographic areas represented. Congregations large and small, suburban and inner city work together, strengthening the Christian community in an area.
  - Wings volunteers are caring youth and adults from area churches who have a special call to this unique ministry. Many are also associated with ministries like Prison Fellowship, the Light & Liberty Jail Ministry, the LOGOS Ministry, Kairos, Kairos Outside, and Operation Starting line.
  - Both guests and volunteers gain from seeing Christians working together in a positive way.
  - The goal of the Wings Party is NOT to gain members for a particular church or denomination, but to reflect Christ's unconditional love to all in attendance and to help the guests find a welcoming faith community in their neighborhood.



## **Wings Ministry<sup>SM</sup> Services - Correctional Facilities**

In 2002 the Secretary of Corrections for the State of New Mexico invited Wings Ministry<sup>SM</sup> to host Wings Parties inside all the New Mexico prisons. The Corrections Department reported that inmate participants in Christian programs in the prisons had the lowest rates of recidivism. The overcrowding of the New Mexico prisons also led the Secretary to search for successful Christian programs that would help keep families together and cut the recidivism rate.

Wings Ministry<sup>SM</sup> has hosted successful Wings Parties in the following prisons:

- 2 Wings Parties - Central New Mexico Correctional Institution, Men's Minimum Restrict Unit — Los Lunas, New Mexico
- 4 Wings Parties - Women's Correctional Facility — Grants, New Mexico
- 1 Wings Party - Santa Fe Minimum Restrict Unit — Santa Fe, New Mexico
- 2 Wings Parties - Santa Rosa Medium Restrict – Santa Rosa, New Mexico
- 1 Wings Party - Southern New Mexico Correccional Institution – Las Cruces, New Mexico
- 1 Wings Party - Roswell Correctional Facility – Roswell, New Mexico
- 1 Wings Party - Southeastern Correctional Facility – Lancaster, Ohio

Wings Ministry<sup>SM</sup> has hosted successful Wings Parties in the following juvenile facilities:

- 2 Wings Parties - Springer Boys School – Springer, New Mexico
- 2 Wings Parties - YDDC – Youth Diagnostic & Detention Center – Albuquerque, New Mexico
- 1 Wings Party - J. Paul Taylor Juvenile Facility – Las Cruces, New Mexico
- 2 Wings Parties for the Youth ChalleNGe Program in Roswell, New Mexico. (National Guard program for at-risk youth. Youth ChalleNGe has requested a Wings Party for each class of participants – 2 classes per year)
- Operation Starting Line Ohio Outreach has requested a Wings Party for the Mohican Juvenile Facility in Perrysville, Ohio.

These events inside the various facilities bring the families and the incarcerated together for Christian music, Bible study, crafts, games, discussion, and sharing a meal. Often, this is the first time that the families have worshipped and prayed together. For many, this is the first time that any of the family members have participated in a positive, healthy, Christian event. This becomes a pivotal unifying experience for the entire family.

Many prisoners receive Christ for the first time through prison ministries, including Prison Fellowship, Kairos, Encuentro with Christ, and a multitude of others. The Wings Ministry prison parties are unique because they allow the entire family, including the newly converted prisoners, to experience Christian love and to worship together inside the facility. This strengthens the faith of the entire family.

## **Benefits of Wings Ministry<sup>SM</sup> to Correctional Facilities**

- Improved behavior of inmates before and after Wings Party.
- Strengthened family ties.
- Positive interaction between Wings volunteers, inmates, family members, and correctional staff.
- Increase in the appreciation for correctional staff by the inmates, their family members, and by Wings volunteers. Evaluation forms completed during every Wings Party by everyone present including correctional staff demonstrate this positive change in attitude.
- Increased attendance and participation in religious programming in facilities after a Wings Party.
- A training prior to each Wings Party in a facility is done for all inmate participants, which insures cooperation and understanding of the purpose and need for full participation by each guest. Staff is also trained and apprised of party details eliminating additional stress the day of the party.

### **3.1. Service Providers**

In Albuquerque, Wings Ministry<sup>SM</sup> has several businesses that donate cookie dough, drink mix, paper products, and other supplies for Wings Parties. With wonderful ingenuity, Wings volunteers use items from discount stores, like balloons, beads, and stickers, and turn them into meaningful Christian crafts for the children and fun games for all. We receive books, magazines, tapes, and other Christian materials from Guideposts Magazine, Focus on the Family, The Gideons International, American Bible Society, Operation Starting Line, and Prison Fellowship. We receive hand-made sweaters for children from Guideposts. For each Wings Party we comparison shop in the area around the church or prison to find a good quantity price for pizza. Wings Ministry<sup>SM</sup> will help affiliates develop the same types of resources in their areas.

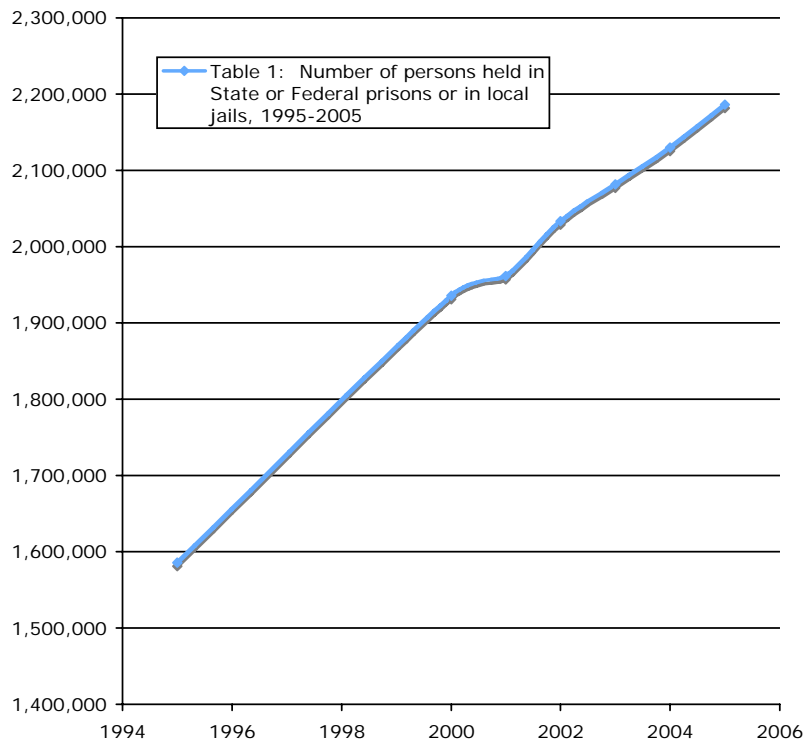
## **4. Potential Wings Ministry<sup>SM</sup> Recipients**

The incarcerated population in the United States and in the world is staggering and continues to grow. Most inmates have family members who need the understanding and support a church home provides. Often, these family members are hurting and feel cut off from their friends, their communities, and even their churches.

The children of inmates are up to 10 times more likely to be incarcerated than other children.

## 4.1. Population Analysis

The United States had an incarcerated population of 2,186,230 prisoners at midyear 2005 in federal and state prisons, and local jails. The total incarcerated population has been increasing by an average of 3.4% yearly since 1995. The number of women under the jurisdiction of State or Federal prison authorities increased 3.4% from midyear 2004, reaching 106,174 and the number of men rose 1.3%, totaling 1,406,649. There were an estimated 488 prison inmates per 100,000 U.S. residents -- up from 411 at yearend 1995. The total population growth is shown in the following figure.<sup>1</sup>



## 4.2. Target Population Strategy

Wings Ministry<sup>SM</sup> uses multiple ways to locate families of inmates and to invite them to a Wings Party or provide help and understanding. We post information about upcoming community parties and prison events on our website, [www.WingsMinistry.org](http://www.WingsMinistry.org). This website also provides information about Wings Ministry<sup>SM</sup> and includes contact information for questions or help. Our Founder and Executive Director, Ann Edenfield Sweet, has written and published a book, *Family Arrested: How to Survive the Incarceration of a Loved One*. This unique book contains valuable information to help families of inmates, information about Wings

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<sup>1</sup> U.S. Department of Justice, *Prison and Jail Inmates at Midyear 2005*. See <http://www.ojp.usdoj.gov/bjs/pub/abstract/pjim05.htm>

Ministry<sup>SM</sup>, and the uniform resource locator (URL) of our website. We post announcements of upcoming community and prison parties in prison and jail welcome centers, homeless shelters, women's shelters, and childcare facilities. We also mail invitations to every guest who has attended a Wings Party or Prison Party, prison chaplains, and all congregations that provide volunteers to Wings Ministry<sup>SM</sup>. Finally, we use press releases to reach those who need to know about Wings Ministry<sup>SM</sup>.

## 5. Strategy and Implementation Summary

Wings Ministry<sup>SM</sup> will focus on sharing Christ's unconditional love with families of inmates through Wings Parties in the community and in prisons, spreading this ministry by establishing and supporting affiliates, and increasing government, community, and congregational awareness of the needs of families of inmates. Our financial support will come from individuals, foundations, corporate donors, and grants.

### 5.1. Competitive Edge

#### **Wings Ministry<sup>SM</sup> Competitive Edge**

Wings Ministry<sup>SM</sup> connects families of prisoners with neighborhood Christian congregations. These families face exceptional hardships and have often felt rejection in every area of their lives, including the faith community. Wings Ministry<sup>SM</sup> welcomes them into an environment of Christ's unconditional love where they can put their problems aside and experience the joy of acceptance rather than being chained to the stigma of having a loved one in prison.

#### **What Makes Wings Ministry<sup>SM</sup> Different from Other Prison Ministries?**

- Wings Ministry<sup>SM</sup> focuses on family members.
- Wings Parties are Christ-centered.
- Wings Ministry<sup>SM</sup> is ecumenical.
- Wings Ministry<sup>SM</sup> is inter-generational and embraces all ages of volunteers and guests.
- Wings Ministry<sup>SM</sup> facilitates safe discussion of personal issues for adults and teenagers.
- Wings teenage volunteers play a vital leadership role in every aspect of the ministry:
  - Board Membership – Mandated by By-laws
  - Music
  - Active Participants in Guided Discussion of Personal Issues
  - Meal Time Discussion Facilitators
  - Games and Crafts
  - Logistical Support
- Wings Parties involve children's active participation:
  - Music: chimes, percussion instruments, signing, motions, liturgical dance, simple repetitive lyrics
  - Bible Study:

- Understandable and involves children
  - Costumed dramatization of Bible stories — lambs, angels, wise men and shepherds at Christmas, and pigs in the story of the Prodigal Son
  - Special interactive roles for children during storytelling
  - Making collages of Easter symbols
  - Waving palm branches at Easter
  - Bible drill teams
  - Assist with props
- Crafts designed for specific ages:
  - Edible crafts like cereal necklaces, cookie decorating, dyeing Easter eggs (often these children arrive hungry)
  - Cards for loved ones that include Christian greetings
  - Butterflies at Easter representing resurrection
  - Frog book markers (Fully Rely On God)
  - Fish symbols and crosses made from beads
  - Cut-out Christmas cookies – frosting & sprinkles to decorate
  - Photo frames (family photos are taken at most of the prison Wings Parties)
- Games geared for everyone, including the youngest participant
- Mealtime, where everyone is respected, including children, and given the opportunity to join discussions
- Gifts:
  - *Guideposts Magazine*, *Focus on the Family*, *Operation Starting Line* materials for Children (English and Spanish magazines, books, videos, prayer cards, pamphlets, hats, bookmarks, etc.)
  - Sweaters from *Guideposts Magazine*
  - Bibles from American Bible Society and Gideons (English and Spanish)
  - Occasionally school supplies and Christmas gifts have been donated for the guests
- Closing circle prayer includes children holding hands with adults in the circle.
  - Many of the children have never experienced this form of communal prayer
  - This unites all ages present as special Children of God
- Childcare can be made available for those too young to participate:
  - Infants and toddlers participate in all parts of the program except crafts
  - Childcare is offered in the same area as the crafts so the children do not feel isolated
  - Caring adult and teenage Wings volunteers care for the children to alleviate mother's anxiety about being separated from their children
  - Soft and safe toys, children's books, and other activities are offered in a designated corner of the room
- Wings Parties foster active participation by everyone present.

- Participants with special needs are integrated throughout a Wings Party — participants include those in wheelchairs or using walkers, canes, or crutches, visually impaired, hearing impaired, mentally challenged, and the elderly
  - Diversity of ages enriches the overall fellowship
  - Languages
    - Interpreters for foreign languages
    - Signing for the deaf
- Wings Parties create an atmosphere where families experience Christian fun together and guests are led to seek similar Christian acceptance in local congregations.
- Wings Ministry<sup>SM</sup> initiates family involvement in churches that will be prepared to accept and support the prisoners when they are released:
  - Effectively complements the efforts of in-prison ministries
  - Sensitizes churches to the special needs of families of prisoners
  - Provides local mission opportunities for youth groups and caring adults in area congregations
- Wings Ministry<sup>SM</sup> reaches out to and involves the entire community:
  - Every Christian church is invited to participate, regardless of denomination
  - Correction officials and chaplains
  - Civic leaders
  - Community assistance programs
    - Big Brothers/Big Sisters
    - Battered women's shelters
    - Children's homes
    - Youth detention facilities
    - Youth homes
    - Homeless shelters
- Wings volunteers have special qualifications:
  - Love God
  - Care about "the least of these"
  - Have a desire to share their spiritual gift or talent

### **Sustainable Value of the Wings Ministry<sup>SM</sup>**

The mission and vision of Wings Ministry<sup>SM</sup> will continue to be valid as long as there are families of inmates that need to be connected with caring Christian congregations. Wings Ministry will continue to grow until every Christian congregation has been sensitized to the plight of families of inmates and is effectively reaching out to them.

## **5.2. Growth Strategy**

For several years Wings Ministry<sup>SM</sup> was a local organization in Albuquerque, New Mexico that worked to help families of inmates living in New Mexico. Since Wings Ministry has a unique outreach to families of inmates and there are millions of family members of inmates in the United States and many millions more throughout

the world, we have expanded our mission to include spreading the Wings Ministry<sup>SM</sup> throughout the world.

This expanded mission led to the establishment of Wings Ministry<sup>SM</sup> affiliates in New Mexico cities including Las Cruces and Roswell. Affiliates have been established in Ohio, Tennessee, Wyoming, New Jersey, and India. Wings Ministry<sup>SM</sup> will continue to reach out to those who want to share our mission and start affiliates through our website, through the book, *Family Arrested: How to Survive the Incarceration of a Loved One*, through print and broadcast media, and through workshops and presentations at secular and Christian conventions. Wings Ministry<sup>SM</sup> has delivered workshops for 3 years for the American Correctional Association (ACA), 3 years for Search Institute, 2 years for the New Mexico Organization of Criminal Justice (NMOCJ), 4 times for the New Jersey Probation and Parole Faith-Based Programs, 2 times for *Guideposts Magazine*, Family and Corrections Network (FCN), American Jail Association (AJA), National Organization of Hispanics in Criminal Justice (NOHCJ), New Mexico Governor's Volunteer Conference of Volunteerism, Centerforce, and many denominational conferences.

Wings Ministry<sup>SM</sup> is structured for growth so that it can expand to support the increasing number of affiliates. We have transitioned from a fully volunteer organization to employing our Executive Director full-time for Wings Ministry<sup>SM</sup>. We have a part-time paid bookkeeper/treasurer and two part-time Wings for L.I.F.E. Directors in Roswell, New Mexico and Las Cruces, New Mexico. As the work and funding increase, we can also bring the other volunteer managers on part-time and eventually full-time. We continue to discuss the need for office space, furnishings, and information services required for the increasing staff.

### **5.3. Fundraising Strategy**

Wings Ministry<sup>SM</sup> will continue to present our mission/vision and needs to individuals, foundations, and corporate donors. We receive funding from donations made on our behalf through the United Way fund drive in Albuquerque, New Mexico. We continue to prepare grant proposals for appropriate government and private programs.

In 2003, Wings Ministry had an extremely meaningful contribution. The first Wings Prison Party was held in the Central New Mexico Correctional Institution, Men's Minimum Restrict Unit in Los Lunas, New Mexico. The inmates in the Crossings Christian pod raised \$350 for charity, and they unanimously voted to donate all of it to Wings Ministry. With their limited resources, this represents a significant contribution. This has become the foundation for our Wings Ministry Foundation, which is our endowment fund with the New Mexico Christian Community Foundation (NMCCF) that will grow with other gifts to support our ongoing ministry.

Our primary source of funding comes from dedicated, caring individuals, who recognize the need for ministry to families of prisoners. Our secondary source of

funding comes from congregations and mission budgets. We continue to be amazed and grateful for the sacrificial giving from incarcerated individuals.

### **Spring for Wings Celebration Banquet**

In 2005 the Wings Ministry<sup>SM</sup> started an annual fundraising banquet which includes a gourmet dinner, silent auction, and live auction. Table sponsors include prisons, judges, attorneys, churches, businesses, pastors, ministries, and private individuals. Individual dinner tickets are also sold. The program includes keynote speakers, testimonies from youth volunteers/participants in Wings programs, mentors, mentees, and correctional officials and community, church, and civic leaders. This banquet is unique in a variety of ways:

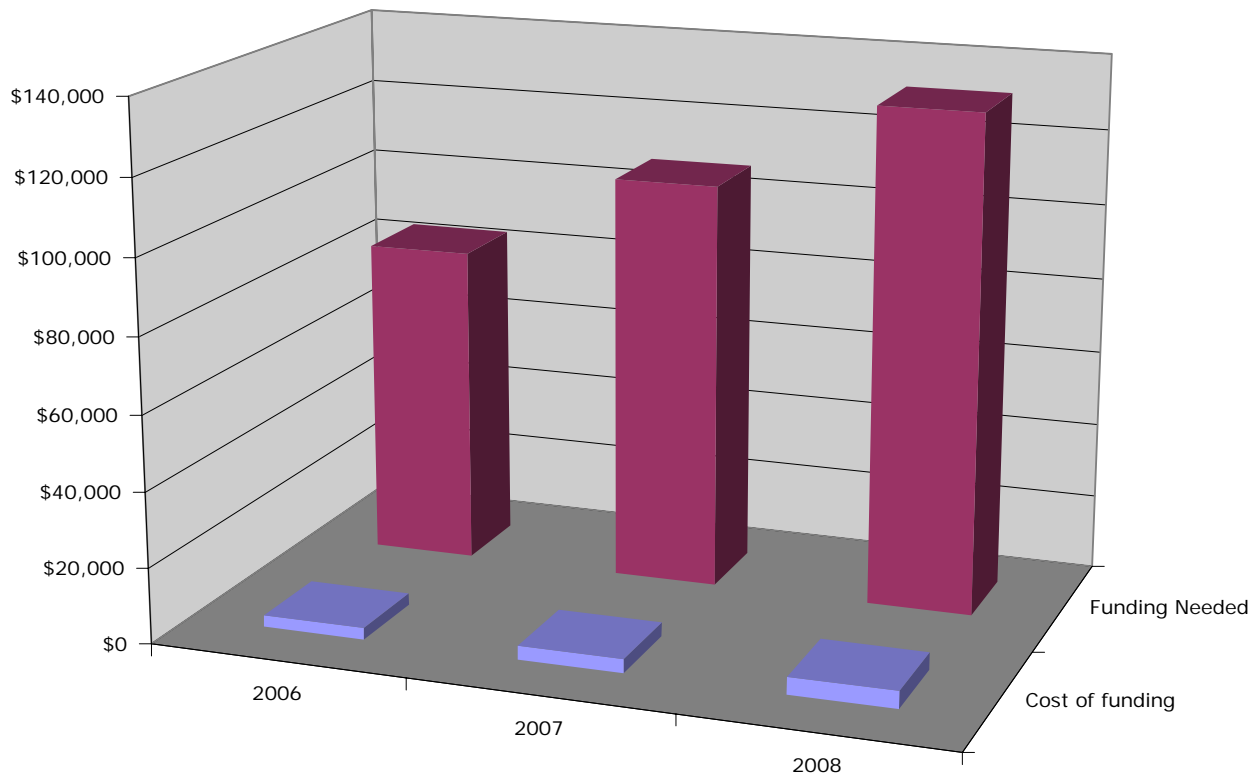
1. Food was prepared by Wings volunteers
2. Food was donated by Jim Zanos of Zanos Foods
3. Food was served by young people involved in the Wings Ministry
4. Kitchen staff consisted of youth and adult Wings volunteers
5. All volunteers were trained in banquet etiquette, serving techniques, manners, and conversational skills through our Wings for L.I.F.E. program.
6. Rarely do top correctional officials and people in criminal justice interact and dine with family members of inmates or released inmates. Our banquet setting provided an environment that was comfortable for all participants.
7. Youth from Youth, Development, & Diagnostic Center (YDDC) in Albuquerque, and their correctional officers attend the banquet as guests. They were taught banquet manners and etiquette prior to attending the banquet to help them be comfortable in this special setting.

#### **5.3.1. Funding Forecast**

The funding necessary to fully support the Wings Ministry<sup>SM</sup> objectives for 2006 - 2008 is shown in the following table and graph.

	2006	2007	2008
Funding Needed	\$84,600	\$108,000	\$132,000
Cost of funding	\$3,050	\$3,700	\$4,625





#### 5.4. Wings Ministry Events and Activities 2004 - 2006

Most community parties and prison events have hundreds of guests and usually 50 - 100 volunteers. A core team of volunteers does the advanced preparation for several months prior to each party.

Our Executive Director, Ann Edenfield Sweet, gives presentations at secular and Christian conventions. Local Wings Ministry<sup>SM</sup> Board Members and volunteers support her at local, national, and international conferences and speaking opportunities.

##### 2004 Calendar

1. Wings Community Parties
  - Easter Party- Central United Methodist Church, Albuquerque April 3, 2004
  - Las Cruces Wings Party- St. Andrew's Episcopal Church July 10, 2004
  - Back-to-School Party- St. John's Episcopal Cathedral, Albuquerque August 28, 2004
  - Christmas Party- Heights Cumberland Pres. Albuquerque December 4, 2004
  - Thanksgiving Party – El Paso, TX November 20, 2004
2. Wings Prison Parties
  - Grants Women's Prison – Valentine's Day Party February 21, 2004
  - Santa Rosa Prison – Father's Day Party – Inmates lead music June 26, 2004
  - Los Lunas Prison – Going for the Gold Party September 18, 2004

- YDDC Christmas Parties(2) December 20, 2004
- 3. Start Wings for L.I.F.E. –Meet twice a month. May 23, 2004
  - Cochiti Lake/Tent Rocks Camping Trip July 2-3, 2004
  - Rio Grande Food Bank Community Outreach July 25, 2004
  - Colorado Backpacking Trip August 1-3, 2004
  - Agua Saca Hike – Placitas, NM October 10, 2004
  - Big Brothers Big Sister partnership Started June 2004
- 4. Conventions/Seminars
  - American Correctional Association(ACA) – New Orleans January 10-13, 2004
  - White House Faith-based & Community Initiatives Conf. – L.A. March 3-5, 2004
  - Trinity @ the Marketplace – Mission Fair March 24 and March 28, 2004
  - National Catechetical Conference (NCAA) – Albuquerque April 29, 2004
  - New Jersey Parole Board Conferences – Atlantic City May 7-9, 2004
  - Newark September 23, 2004
  - Chaplain’s Convention – Albuquerque September 29, 2004
  - St. John’s United Methodist Church – Mission Fair October 3, 2004
- 5. Speaking Engagements
  - KFLQ Radio January 6, 2004
  - Channel 11 TV January 7, 2004
  - ACCH – Albuquerque Children’s Christian Home January 8, 2004
  - Central United Methodist Church – Mission Moments 3 services February 29, 2004
  - PEO – Speaker March 12, 2004
  - Dismas House March 25, 2004
  - Prime Time Christian Broadcasting, Inc. – Midland, TX July 1, 2004
  - Las Cruces – Keynote, Prison Volunteers Services Annual Banquet August 12, 2004
  - Chili’s Champions Sept. 27, 2004
  - South Carolina School for the Blind & Deaf – Keynote address October 21-24, 2004
  - Member of Senate Joint Memorial 15 Team
  - Juvenile Court Open House May 4, 2004
  - Grandparents Raising Grandchildren Conference May 24-25, 2004
  - Oklahoma Camp for Children of Prisoners – New Day Camp June 12-19, 2004
  - TV – Prime Time Christian Broadcasting – Midland, TX July 1, 2004
  - CYFD Meeting – Secretary Mary Dale Bolson July 7, 2004
  - Archdiocese Detention Ministry Seminar August. 7, 2004
  - Prison Volunteer Conference August 21, 2004
  - Attend Kairos Outside Weekend October 1-3, 2004
  - New Mexico Corrections State Contract – Family Reunification Conferences  
(Espanola, Albuquerque, Roswell and Las Cruces) August & September 2004
  - Eagle Scout Ceremony – Sage LaTorra – Las Cruces, NM October 9, 2004
  - Del Norte Baptist Mission Fair Nov. 13, 2004
  - Heights Cumberland Presbyterian Church November 28, 2004
- 6. Thanksgiving Day Dinner – Trinity United Methodist Church November 25, 2004
- 7. Prison Visits
  - Visits to prisons with Eagle’s Unlimited: Women’s and Men’s prisons in Grants, Las Cruces, Los Lunas, Santa Rosa, Roswell, Hobbs, and Santa Fe
  - MDC – Metropolitan Detention Center October 27, 2004
  - MDC – Metropolitan Detention Center Consulting December 27, 29, 31, 2004

- Los Lunas Crossings Unit , Los Lunas, & Bible study group
  - Santa Rosa
8. Articles
- Central United Methodist 100 Year Celebration Booklet May 15, 2004
  - ACA Journal 2004
  - Active Parenting (Nov./Dec. 2004 issue)
  - AJA – American Jail Association Magazine (March/April 2005)

## 2005 Calendar

1. Wings Community Parties - Albuquerque
  - Easter Party - Central United Methodist Church March 19, 2005
  - Back-to-School Party- Cross of Hope Lutheran Church August 27, 2005
  - Christmas Party- Holy Family Catholic Church December 10, 2005
2. Wings Prison Parties
  - Grants Women's Prison – Valentine's Day- Grants, NM February 19, 2005
  - Las Cruces Minimum Restrict-Las Cruces, NM April 23, 2005
  - Roswell Prison-Roswell, NM June 20, 2005
  - Santa Rosa Prison-Santa Rosa, NM September 17, 2005
  - Southeastern Correctional Institute -Lancaster, OH December 3, 2005
3. Wings for L.I.F.E.
  - Receive CYFD Funding through CCONM – Community & Congregations of New Mexico – Oct. 3, 2005
4. Wings Juvenile Facility Parties
  - J. Paul Taylor Center-Las Cruces, NM May 21, 2005
  - Springer Boys School-Springer, NM July 16, 2005
  - Youth ChalleNGe--Roswell, NM October 15, 2005
  - Springer Boys School -Springer, NM November 5, 2005
5. Conventions/Seminars
  - American Correctional Association(ACA)- Phoenix January 9, 2005
  - New Jersey Parole Board Conference -Camden, NJ January 13, 2005
  - New Jersey Parole Board Conferences -Paterson, NJ May 11, 2005
  - American Jail Association Convention-Kansas City, MO May 15, 2005
  - Centerforce Summit -San Francisco, CA Sept. 12, 2005
  - NM Criminal Justice Association Conference-Angel Fire, NM Sept. 28-30, 2005
6. Speaking Engagements
  - Civitan Club-Albuquerque, Nm Jan.uary14, 2005
  - Newman Center-Albuquerque, NM January18, 2005
  - KFLQ-Albuquerque, NM March 7, 2005
  - Radio Station Interview-Roswell, NM April 11, 2005
  - Guideposts Meeting -Pawling, NY May 10, 2005
  - Central United Methodist Church – Mission Moments – 3 Services March 20, 2005
  - St. Andrew's Episcopal Church - 2 Services Roswell, NM April 10, 2005
  - Stafford County Jail -New Hampshire June 2-3, 2005
  - KFLQ-Albuquerque, NM October 4, 2005
  - Destiny Center-Rio Rancho, NM October 23, 2005
  - Criminal Justice Meeting-Albuquerque, NM November 9, 2005
  - Guidepost Thanksgiving Day of Prayer -Keynote Pawling, NY November 21, 2005
7. Misc. Events

- Attend Quarterly New Mexico Prison Chaplain's Meetings
  - Attend Bi-monthly Micah Fellowship Meetings
  - UNM grant class – student chose Wings as project
  - Building Bridges Mentoring Program – First Nations, Board Member
  - Holland/German grant –Dr. Bettina van Hoven & Inge Noback, June 17 – July 23, 2005
  - Marriage Retreat, Southeastern Correctional Institute Lancaster, OH July 29-20, 2005
  - Prison Volunteer Conference, Hoffmantown Church, Albuquerque August 20, 2005
  - OSL – Operation Starting Line Associate Collaborator
  - ABQ “Make a Difference Day” October 23, 2005  
(Collected supplies for prisons and jails from area churches)  
(picked up trash in bosque – potluck dinner/games following)
8. Prison Visits
- MDC – Metropolitan Detention Center Albuquerque, NM March 1, 2005
  - MDC –Albuquerque, NM April 29, 2005
  - Santa Fe Prison- Santa Fe, NM February 4, 2005
  - MDC –Albuquerque NM “Make a Difference Day” October 20, 2005
  - Los Lunas Crossings Unit
9. Articles
- AJA – American Jail Association Magazine
  - ACA Journal – 2005
  - Active Parenting Magazine
10. Publications/publicity pieces
- Brochure for Wings for L.I.F.E.
  - Brochure for Wings Foundation
  - Thank you cards
  - Quarterly newsletters
  - CD – Intro to Wings Ministry Produced by Susan Rupp

## 2006 Calendar

1. Wings Community Parties
- Easter Party – Trinity@the Marketplace April 8, 2006
  - Roswell Mother's Day May 21, 2006
  - Back-To-School Party Destiny Center August 26, 2006
  - Christmas Party Holy Family Catholic Church December 9, 2006
  - Fall Party – Hackinsack, NJ
2. Wings Prison/Juvenile Parties
- Mohican Juvenile Facility, Perrysville, OH August 12, 2006  
Part of Ohio's *Operation Starting Line*
  - Guadalupe County Correctional Facility Santa Rosa, NM September 16, 2006
  - NM Southeastern Correctional Facility – Las Cruces, NM
3. Wings For Life
- Roswell, Las Cruces, and Albuquerque, NM  
Holding meetings twice per month in each city
4. Conventions, Seminars, and Speaking Engagements
- ACA Winter Conference – Nashville January 2006
  - Marriage & Incarceration: Keeping Love Alive – Inmate/Spouse Seminar at  
Correctional Reception Center – Orient, OH January 2006

- Speaker – SEED Class – 10 week program, Hoffmantown Church Albuquerque Jan.-Mar. 2006
- 1st National Training Conference – NOHCJ –Albuquerque, NM April 26, 2006
- National Organization of Hispanics in Criminal Justice
- Workshop- 8th Annual Governor’s Volunteer Conference April 19, 2006
- Marriage & Incarceration: Keeping Love Alive – 2nd Series May 2006
- Inmate/Spouse Seminar at Correctional Reception Center – Orient, OH
- Keynote – Guideposts Magazine National Advisory Board- Phoenix, AZ March 2006
- Keynote – Soroptimist Club 5-State Regional Annual Mtg- Newark, OH April 2006
- Keynote – All-Daughter Banquet May 2006
- Danville United Methodist Church, Danville, OH
- Albuquerque Chamber of Commerce Volunteer Conference May 19, 2006
- Keynote address – Jesus Jam, Alamogordo, NM May 26, 2006
- Transition of Prisoners & Operation Oasis – Dallas, TX October 2006

#### 6. Misc. Events

- Albuquerque Mentoring Fair January 28, 2006
- Spring for Wings 2<sup>nd</sup> Annual Banquet March 3, 2006
- India – Mission trip and training seminars for thousands of people March 2006
- Wings Introductory Training – Riverton, WY May 13, 2006
- West Ohio Annual Conference of United Methodist Church-Lakeside, OH June 2006
- One Day with God Camp – *Operation Starting Line* – Marion, OH August 19, 2006
- Inclusion in *Best Practices in NM* - NM Commission for Community Volunteerism

#### 7. Prison Visits

- RCC – Regional Correctional Center – Albuquerque April 27, 2006
- Training for female inmates
- RCC – Regional Correctional Center – Albuquerque May 24, 2006
- Training for female inmates
- RCC – Regional Correctional Center – Albuquerque June 28, 2006
- Training for female inmates
- YDDC – Youth Development & Diagnostic Center, Albuquerque February 17, 2006

#### 8. L.Y.F.T. – Life-skills for Youth & Families & Training (Held in juvenile facilities)

- Springer Boys School – Springer, NM January 14, 2006
- Springer Boys School – Springer, NM June 3, 2006
- YDDC – Youth Development & Diagnostic Center, Albuquerque February 24, 2006
- YDDC – Youth Development & Diagnostic Center, Albuquerque February 25, 2006
- YDDC – Youth Development & Diagnostic Center, Albuquerque May 19, 2006
- YDDC – Youth Development & Diagnostic Center, Albuquerque May 20, 2006
- YDDC – Youth Development & Diagnostic Center, Albuquerque June 9, 2006
- YDDC – Youth Development & Diagnostic Center, Albuquerque June 10, 2006
- J. Paul Taylor Juvenile Center – Las Cruces, NM May 27, 2006

## 6. Internet Plan Summary

Wings Ministry<sup>SM</sup> uses the Internet to help extend our mission to families of inmates, congregations, and organizations. We reach out to individuals and families of prisoners

who are searching for help and understanding. We provide information about Wings Ministry<sup>SM</sup> and the special needs of families of inmates, tools for new affiliates, and a point of contact for additional information.

We have the WingsMinistry.org domain with our website, [www.WingsMinistry.org](http://www.WingsMinistry.org). We also have an e-mail system and several mailing lists for volunteers, supporters, directors, and board members.

We personally reply to all inquiries through our website. These have led to wonderful opportunities to provide help to those who are in need of comfort and understanding and to those who are hurting.

We have links to other ministries and organizations on our website. We are pleased that *Guideposts Magazine* requested that we link directly to their prayer ministry.

## **6.1. Website Marketing Strategy**

We promote our website in our brochures, in the book, *Family Arrested: How to Survive the Incarceration of a Loved One*, and through search engines like Yahoo!® and Google™ (includes AOLsearch). We are continually tailoring our website to improve the ability of searchers to locate our site through appropriate search engine queries. We are also continually updating our site, including photographs from recent Wings Parties and a mission trip to India.

The activity on our website has been improving since we started building it in August 2002. We intend to increase website activity through our tailoring for search engines, brochures, and increased awareness of Wings through our Albuquerque, State of New Mexico, and National/International strategies.

## **6.2. Development Requirements**

The Wings Ministry<sup>SM</sup> Webmaster, Jim Harmon, and the Treasurer, Debbie Foster, originally developed the Wings Ministry<sup>SM</sup> website. The website was upgraded in 2004 by a Technical Vocational Institute (TVI) student group who chose our website as a class project. Website Source hosts the website and provides the technical back end. There is sufficient room for growth in the present basic hosting plan to support the website for several years. Website Source has more advanced hosting plans that can support all future requirements of Wings Ministry<sup>SM</sup>.

In 2006, we are adding a sub domain [WingsForLife.WingsMinistry.org](http://WingsForLife.WingsMinistry.org) for Wings for L.I.F.E. and a new domain [WingsPublishing.com](http://WingsPublishing.com) for production and distribution of Wings Ministry<sup>SM</sup> media. We will be building websites and e-mail systems for both of these. We are also developing media production capability for [WingsPublishing.com](http://WingsPublishing.com). We are transferring the Wings Ministry<sup>SM</sup> contact and contribution database from a single PC host to an Internet mySQL server. This will support controlled access by our Executive Director, Manager of Accounting, and Wings Ministry<sup>SM</sup> affiliates.

Webmaster Jim Harmon imbeds copyright identification on all photos and web documents to prevent individuals from pirating our materials and using them for inappropriate purposes.

We will continue to recruit talented volunteers to maintain and expand our website. The Webmaster will manage this maintenance and development to ensure high quality and conformance to the Wings Ministry<sup>SM</sup> mission and vision.

## 7. Management Summary

The initial management team consists of a Board of Directors and five volunteer managers working closely with the President. Additional advisors and consultants provide support when necessary. Ultimately, the managers will become paid employees and additional staff will be added to support growing responsibilities.

### 7.1. Personnel Plan

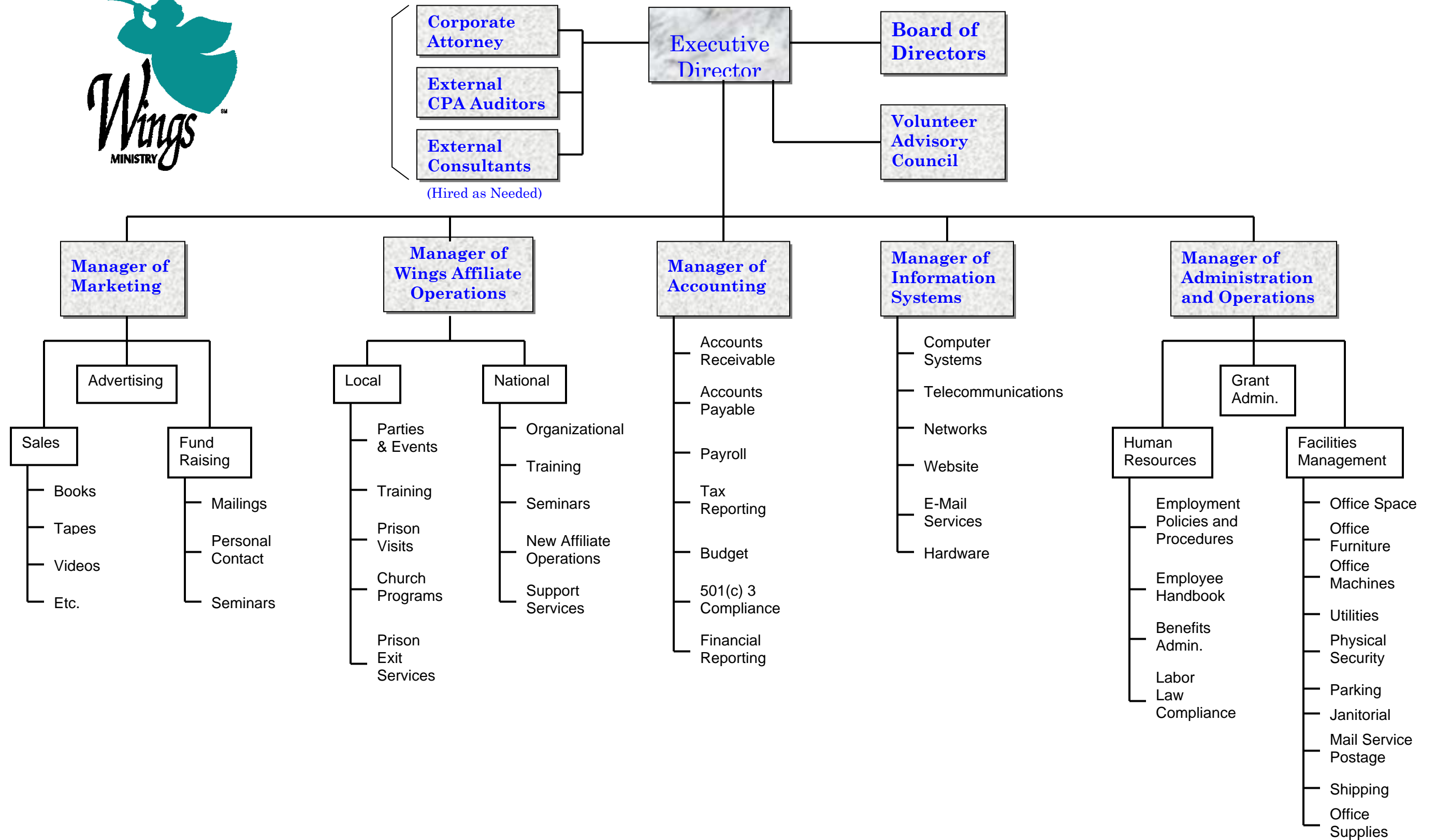
The Wings Ministry<sup>SM</sup> organization chart is on the next page. The Board of Directors is composed of caring Christian members who are responsible for making policy and for oversight and guidance of Wings Ministry. Starting in 2004, the Executive Director became a full-time employee of the ministry. Five Managers who are responsible for marketing, Wings field operations, accounting, information systems, and administration and operations, support the Executive Director. Initially, these are volunteer positions. As the Wings Ministry grows to support additional affiliates, these will become part-time and eventually full-time positions. This organization is designed to support orderly growth. The office infrastructure of Wings Ministry will also expand to support these additional employees.

#### Personnel Plan

	2004	2005	2006
<b>Executive Director - Ann Edenfield Sweet</b>	\$22,560	\$22,560	\$22,560
<b>Manager of Marketing</b>	\$0	\$0	\$0
<b>Manager of Wings Affiliate Operations</b>	\$0	\$0	\$0
<b>Manager of Accounting – Debbie Foster</b>	\$0	\$0	\$7,200
<b>Manager of Information Services - Jim Harmon</b>	\$0	\$0	\$0
<b>Manager of Administration and Operations</b>	\$0	\$0	\$0
<b>Total People</b>	1	1	2
<b>Total Payroll</b>	\$22560	\$22560	\$29760



## Wings Ministry<sup>SM</sup> Organizational Chart





## **8. Financial Plan**

We want to finance orderly growth through contributions and grants that match the needs of Wings Ministry<sup>SM</sup>. As additional affiliates require additional support from Wings Ministry<sup>SM</sup>, we will seek funding to support expanding our infrastructure and increasing our workforce as defined in our growth plan.

The Wings Foundation, an endowment fund of the New Mexico Christian Community Foundation, was established in 2003 to support our ongoing ministry.

### **8.1. Important Assumptions**

The financial plan depends on the following key assumptions:

- All communities have families of inmates who need to feel Christ's unconditional love through Wings Ministry<sup>SM</sup>.
- Wings Ministry<sup>SM</sup> needs to expand until there is an affiliate in every community.
- If we spread the word about the Wings Ministry<sup>SM</sup>, the Lord will call the supporters we need to join us in this wonderful mission.

### **8.2. Summary Budget**

The Wings Ministry<sup>SM</sup> budgets for 2006 through 2008 are shown along side the actual income and expenditure for 2003 through 2005 in the following table. Additional contributions will be applied to increasing the infrastructure, if there are additional requirements from affiliates.

		2008 Budget	2007 Budget	2006 Budget	2005 Actual	2004 Actual	2003 Partial Year	
<b>Programs</b>								
	Travel expenses	5000	4000	4000	3560	1770	910	
	Party Supplies & Crafts	3000	2500	2000	1389	364	262	
	Pizza	5000	4000	3500	2796	2166	1391	
	Family Portraits	1500	1250	1000	0	0	0	
	Photographs and Video	1000	750	700	660	585	740	
	Education expenses	400	300	300	98	136	0	
	Books, brochures	3000	3000	3000	2303	3341	1507	
	Recreation/camping	500	250	250	0	964	0	
	<b>Total Programs</b>	<b>19400</b>	<b>16050</b>	<b>14750</b>	<b>10806</b>	<b>9326</b>	<b>4810</b>	
<b>Office/Admin</b>								
	Rent	5000	2400	0	0	0	0	
	Copier and paper	1200	1000	1000	696	327	403	
	Office Supplies/Equip	500	400	400	385	464	183	
	Computer	750	750	500	232	792	132	
	Postage and shipping	2000	1750	1500	1418	1057	575	
	Annual fees postal	500	500	400	340	150	555	
	Telephone/Internet	2400	2250	2250	2208	535	68	
	misc. admin/maintenance	1700	1500	1500	1649	265	393	
	<b>Total Admin</b>	<b>14050</b>	<b>10550</b>	<b>7550</b>	<b>6928</b>	<b>3590</b>	<b>2309</b>	
<b>Fund Raising</b>								
	Spring for Wings	1200	1000	1000	0	0	0	
	Grant Proposals	750	500	200	382	0	0	
	Year End Giving	175	150	100	0	0	0	
	Christmas Card Mailing	300	250	300	0	0	229	
	Newsletter	1700	1500	1200	1339	383	0	
	donation expense	500	300	250	210	0	0	
	<b>Total Fundraising</b>	<b>4625</b>	<b>3700</b>	<b>3050</b>	<b>1931</b>	<b>383</b>	<b>229</b>	
<b>Employee Payroll</b>								
	Salary	28000	25000	22560	22560	22560	0	
	Housing Allowance	0	0	0	0	0	0	
	Insurance	2000	2000	0	0	0	0	
	Retirement	3000	3000	0	0	0	0	
	Payroll taxes	2700	2500	2194	2194	2194	0	
	Auto Reimbursement	1000	1000	1000	973	0	0	
	<b>Payroll Total</b>	<b>36700</b>	<b>33500</b>	<b>25754</b>	<b>25727</b>	<b>24754</b>	<b>0</b>	
<b>Contract Labor</b>								
	Bookkeeping	8000	7200	7200	0	0	0	
	Administrative Assistant	14000	12000	0	0	0	0	
	Accounting	1500	1000	1000	0	0	0	
	Auditing	1500	1000	1000	0	0	0	
	W for L Community	30000	21600	21600	0	0	0	
	Legal	1500	1000	1000	0	0	0	
	<b>Contract Total</b>	<b>56500</b>	<b>43800</b>	<b>31800</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Expenses</b>		<b>131275</b>	<b>107600</b>	<b>82904</b>	<b>45392</b>	<b>38053</b>	<b>7348</b>	
<b>Income</b>								
	Gifts in Kind	18000	15000	10000	8618	0	279	
	Grants	40000	30000	21600	2000	0	0	
	Contributions	70000	60000	50000	45925	36868	8881	
	Misc. Income	4000	3000	3000	2620	2691	745	
	<b>Income Total</b>	<b>132000</b>	<b>108000</b>	<b>84600</b>	<b>59163</b>	<b>39559</b>	<b>9905</b>	
<b>Income - Expenses</b>		<b>725</b>	<b>400</b>	<b>1696</b>	<b>13771</b>	<b>1506</b>	<b>2557</b>	