

Reentry Solutions: Bridging the Gap to Freedom

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Abstract

"Bridge to Freedom" is a pioneering reentry program designed to facilitate the transition of individuals from incarceration to societal reintegration by providing access to tiny homes. This paper outlines the program's organizational goals, market analysis, and service offerings. The program aims to offer a holistic rehabilitation environment addressing a multitude of needs, including mental health and substance abuse treatment, educational and vocational training, and community- building initiatives. A unique aspect of the program is its provision of tiny homes, ensuring participants' housing stability and fostering independent living. Through collaboration with local organizations and businesses, the program seeks to create a supportive and inclusive community environment for program participants. Market analysis reveals a gap in reentry resources in Walker County, Georgia, presenting promising prospects for the program's long-term viability. The target client population comprises men and women over 18 on parole or probation requiring support for societal reintegration. Service offerings encompass housing, employment, job training, mental health, substance abuse, and legal services, aimed at promoting dignity, social justice, and economic equality. The budget plan reflects the organization's mission by allocating resources to personnel, facility costs, program expenses, and equipment and supplies, ensuring comprehensive support for successful reintegration and reduced recidivism rates among program participants.

Organizational Description and Goals

Bridge to Freedom is a program designed to assist individuals transitioning from incarceration to reintegrating into society with a sense of independence. By providing access to tiny homes, participants can attain autonomy and break free from the institutionalized lifestyle of jails and prisons. These homes serve as a platform for individuals to establish connections within their community and explore their newfound purpose in life.

Some organizational goals we envision are providing a holistic rehabilitation environment to address the multifaceted needs of individuals with a history of incarceration by offering holistic rehabilitation programs. The key components are to provide access to mental health and substance abuse treatment to address any underlying issues that may be contributing to criminal behavior or criminal addictive thinking.

Another goal we would like to implement is educational and vocational training programs within the tiny home community to equip participants with marketable skills and enhance their prospects for employability. Community building and support is another goal we will strive to meet. To create a supportive and inclusive community environment that encourages positive relationships and connections among program participants.

Key components for this would be to develop community building initiatives such as group activities, workshops, and peer support networks within the tiny home community. It will be important to encourage collaboration with the local community organizations, businesses, and volunteers to provide mentorship, employment opportunities, and other support for reentry program participants.

The third goal aims for housing stability and independent living. The objective for this is to ensure participants have safe, secure housing and the ability to live independently by

providing a well designed, self sustaining tiny home community. Key components include implementing financial literacy, budgeting, and life skills programs to support participants in achieving and maintaining independence.

With these goals, we would be able to empower our participants' lives so they can break the cycle of incarceration and rebuild communities.

Market Analysis and Environmental Assessment

There are several non-profit and social service organizations located in the Walker County area, though none as comprehensive as this organization. The organizations currently in the immediate environment include The Care Mission Food Pantry (2024), which requires proof of address that the individual lives in Walker County and only offers food assistance once per month. The Haven is a church-based ministry that provides food, a food pantry, a warm room with internet and computers, transportation services, and resource linkage for people experiencing homelessness (Rothman, 2019). They also host Narcotics Anonymous meetings and have an addiction counselor available (Rothman, 2019). Mt. Zion Baptist Church (2024) hosts The Demetrius Jackson Food Bank and the GreyCare program, which offers social opportunities for unemployed older adults through fellowship, meals, crafting events, field trips, and Biblical and secular lessons.

Some other organizations in the area that offer mental health and/or substance abuse treatment and support include Georgia HOPE (2024a), which partners with DFCS, schools, and communities to provide therapy for mental health and substance abuse as well as diagnostic assessments for individuals and families. They offer community-based mental health services, including mental health assessment, substance abuse assessment, group counseling, psychiatric and nurse services, peer support, psychiatric assessments, medication evaluation and

management, case management, skill-building services, resource linkage, and parent skills training (Georgia HOPE, 2024b). Freedom Counseling Services (2015) provides faith-based individual counseling, prayer and inner healing work, and life coaching. Recovery Chickamauga (n.d.) offers weekly faith-based fellowship for individuals interested in addiction recovery through a 12-step program with embedded scripture and worship elements.

There are also several domestic violence organizations in the area. Four Points Inc. (n.d.) offers supervised visitations and parent exchanges, a parenting seminar, counseling, support groups/programs for survivors of violence and caretakers of violence survivors, and coordinates domestic violence task force teams as well as collaborates with DFCS and local courts. Family Crisis Center provides domestic violence emergency services, including transportation, shelter, and case management (Domestic Shelters, 2023). They provide court accompaniment and assistance with orders of protection, counseling services for shelter residents and non-residents, support groups, parent skills training, goal planning assistance, resources and referrals, and domestic violence workshops (Domestic Shelters, 2023).

These organizations all offer important services. Some of these organizations provide services different from those offered by the proposed organization because they serve a different population. Some of them are similar to one, or some, aspects of what the proposed organization might assist with. However, none of the mentioned encompass or offer the wrap-around services the proposed organization will offer to assist individuals with reentry. Due to the lack of available organizations and programs for formerly incarcerated individuals in Walker County, Georgia, chances for long-term operations have a promising future.

Uniqueness of the Program

No current reentry resources exist for formerly incarcerated individuals living in Walker County, Georgia. Additionally, most major housing and shelter resources are located in Dalton and do not provide self-sustaining opportunities. Walker County has only recently accepted building tiny homes in the area under certain regulations (Walker County, Georgia, 2022). No organizations currently utilize tiny homes for reentry in Walker County, Georgia.

Target Client Population

The client population will be men and women over the age of 18 who have been incarcerated and are now on parole or probation and are needing a place to stay while being reintroduced into society. The common problem will be reintegration into society from recent incarceration from jail or prison.

Service Offerings and Delivery

This unique reentry program provides formerly incarcerated individuals with their own tiny house on our organization's campus, as they participate in the program. The unique reentry program would give them their own space and more privacy, which differs from the typical halfway house for example. Some of the issues that parolees often face with reentry are “the scarcity of affordable and available housing, legal barriers and regulations, prejudices that restrict tenancy for this population, and strict eligibility requirements for federally subsidized housing.” (Baer et al., 2006). A Bridge to Freedom providing a safe, and comfortable environment for these parolees reentering society would address human rights issues such as dignity and humane treatment, Social justice issues such as rehabilitation and reentry, environmental justice issues related to the physical environment that the former prisoner would

be living in meets basic health and safety standards.

Another important service that our program offers is employment services as well as educational opportunities. In the United States, about 60% of parolees are unemployed one year after their release from prison. Some of the reasons for this is the lack of education and training, as well as literacy issues, and lacking basic job hunting skills (Prison Fellowship, 2016). Providing such services would give the parolees a better opportunity to find work and to advocate against the discrimination that often occurs when ex-felons look for work. These programs also address economic inequality by helping these ex-prisoners to become more marketable to employers, despite their legal history. This also provides economic justice, giving them the right to be able to earn a decent living and thrive in society. This not only affects individual and family systems, due to the individual becoming stably employed through our program, but it will affect communities as well. The goal is that it can also make a change where others will learn that ex-prisoners can be good employees as well, and reduce the social stigma and biases against them, empowering the population.

In addition, there will be both mental health and substance abuse programs offered at A Bridge to Freedom. Most ex-inmates leave prison without any healthcare or affordable access to services. Often obstacles such as the stress of not finding housing or employment “...puts people at higher risk of alcohol and drug abuse, particularly for those who already have a history of drug problems.” (Prison Fellowship, 2016). Providing these services for these individuals helps with basic human rights, assuring that they have access to services that they need and deserve. These will be essential for the parolee, and their families, so that the parolee can get help and have a fighting chance at a better future. But getting the assistance that they need will also help society by keeping them from reentering the prison system and by instead having them as functioning

members of society.

Lastly, there will be legal services at our organization to assist with any legal issues that our participants may face. Lawyers can be expensive which can be a very unaffordable expense for someone reentering society. Having legal services available assures economic justice, giving them an equal right to experienced representation despite cost, as well as assisting with systemic issues which may occur when someone does not have access to legal services.

Budget

Budget Rationale

The budget plan for A Bridge to Freedom Reentry Program with its tiny home community reflects the organization's mission, vision, and goals by allocating resources to support the successful reintegration of individuals returning from incarceration into society. The organization's mission is to provide comprehensive support and resources to help program participants transition from incarceration to independent living while reducing recidivism rates and promoting community safety. The budget is designed to fulfill this mission holistically and effectively to address the target population's diverse needs.

Rationale for Personnel Expenses

Personnel expenses are essential for hiring qualified staff to provide program participants with case management, counseling, job training, and other support services. These positions, such as case managers, counselors, and administrative staff, play an important role in delivering high-quality services tailored to the unique needs of everyone. When investing in a skilled and dedicated team, the organization can effectively address the unique challenges faced by individuals reentering society from incarceration, therefore fulfilling its mission of successful reintegration and reducing recidivism rates.

Rationale for Facility Costs (Tiny Home Community)

The tiny home community is a safe and supportive environment for program participants transitioning back into society. The budget allocates funds for the construction, maintenance, and utilities of the tiny homes, common areas, and amenities within the community. Providing stable and affordable housing options is vital for promoting stability, security, and a sense of belonging among program participants, which are critical factors in successful reentry and rehabilitation efforts.

Rationale for Program Expenses

Program expenses encompass a wide range of activities and resources aimed at addressing the various needs of program participants, including education, job training, mental health services, substance abuse treatment, and life skills development. These programs are designed to empower individuals with the tools, skills, and support they need to overcome barriers to successful reintegration and lead productive lives post-incarceration. By investing in evidence-based programs and services, the organization can effectively address the root causes of recidivism and promote positive outcomes for program participants, aligning with its mission of reducing recidivism rates and promoting community safety.

Rationale for Equipment and Supplies

Equipment and supplies are necessary for supporting the organization's day-to-day operations, including office supplies, computers, furniture, and other essential items. These resources enable staff to perform their duties efficiently and effectively, ensuring program participants receive the support and services they need in a well-equipped and functional environment. Investing in quality equipment and supplies is essential for maintaining the organization's operational capacity and fulfilling its mission of providing comprehensive reentry

support to individuals returning from incarceration.

The budget plan for A Bridge to Freedom Reentry Program with its tiny home community reflects the organization's commitment to fulfilling its mission of successful reintegration and reducing recidivism rates among individuals returning from incarceration. Through allocating resources to personnel, facility costs, program expenses, and equipment and supplies, the organization can effectively address the diverse needs of its target population and provide the support and resources necessary for individuals to rebuild their lives and contribute positively to society.

Budget Narrative

For our grants, we will allocate \$150,000 for individual donors to cover fundraising activities and organizational expenses. The budget for corporate donors will be set at \$250,000, as we are not obligated to provide them with benefits in return, and this allocation fosters positive social relationships between our non-profit and corporate partners. The SAMHSA grant will be utilized for substance abuse prevention, including treatment and support services, with a budget of \$100,000. Additionally, the HUD grant, totaling \$200,000, will support housing options for low-income individuals, while the BJA grant, also amounting to \$200,000, will cover training and educational programs aimed at reducing violent and drug-related crimes at the state and local levels. Furthermore, rental income is estimated at \$144,000 annually, generated from \$600 per month per tiny home for 20 homes. Lastly, stock donations are anticipated at \$150,000 per year, contributing to the overall revenue of our non-profit organization.

Start-Up Expenses

The budget for buying 20 prefabricated tiny homes, including furnishings and essential amenities, amounts to \$810,000. Each tiny home costs \$40,500 (Amazon.com, n.d.), covering various components such as trailers, windows, roofing, installation, siding, lumber, interior

finishes, electrical, plumbing fixtures, appliances, and interior furnishings.

The furnishings for each tiny home include:

- A bedroom set is priced at \$1,055.63 each (Walmart, n.d.).
- A twin mattress at \$109.00 each (Home Depot, n.d.)
- A couch and table set at \$799.00 each (QVC, n.d.)

The furnishings will include a bedroom set including a bed, wardrobe and a dresser priced at \$1,055.63 each for a total cost of **\$21,112.60** (Walmart, n.d.), a twin mattress at \$109.00 each for a total of **\$2,180** (Home Depot, n.d.), and a couch and table set at \$799.00 each for a total of **\$15,980** (QVC, n.d.).

The total cost for the tiny homes, taking into consideration all of these components, should be **\$367,252.60**. The cost for labor to install tiny homes, electrical, and plumbing totals **\$450,400** for a total cost of **\$810,00** to build 20 tiny homes.

The office furniture will have a budget for \$10,000. The breakdown of the furniture is a desk for 12 people at the price of \$114.99 for a total **\$1,379.88** (Ashley Outlet n.d), 24 office chairs for the price of \$159.98 each for a total of **\$3,839.52** (Amazon n.d) , two conference tables that will be a total of **\$593.98** (Amazon n.d). A couch will cost **\$134.99** (Amazon n.d), two sets of armchairs will cost **\$229.98** (Amazon n.d), and two storage desks for the common areas, which makes the total **\$775** (Uline n.d). Other costs include two wall mounted storage cabinets for a total of **\$293.98** (Wayfair n.d), two small round coffee table at **\$114.40** (Amazon n.d), two large black tables at **\$59.98** (Walmart n.d), four lamps that will cost **\$89.96** (Amazon n.d), a kitchenette that will be **\$1,929.99** (Wayfair n.d), a microwave that will be **\$144.97** (Amazon n.d), two sets a faux plants that will be **19.98** (Amazon n.d), one full length mirrors that will be **269.99** (Amazon n.d), and two sets of three trash bins that will **79.98** (Amazon n.d).

The electronics will have a budget for 10,000. The breakdown is \$197.06 for a monitor and computer which will equal **\$2,364.72** when 12 of each is bought for 12 people. (Walmart n.d). The total for phones will be **\$839.72** for 14 people for a cost of \$59.98 per each (Amazon n.d), three wall TVs will equal **\$899.55** because each one is \$299.85 (Walmart n.d), 12 iPads that are **\$249.00** each for a total cost of **\$2,999.88** (Walmart n.d), 12 iPad cases that cost 15.99 for a total of **\$191.88** (Amazon n.d), 2 projectors that cost \$431.00 each for a total of **\$826.00** (crutchfield), a smart board that will be **\$1,798.00** (Amazon n.d), and seven surge protectors that will be **\$80.00** (Amazon n.d).

Annual Expenses

Staff salaries are allocated based on job descriptions and responsibilities:

- \$0 for the CFO (volunteer position)
- \$90,000 for the Director of Operations
- \$72,000 for the Reentry Coordinator
- \$72,000 for the Community Engagement Coordinator
- \$75,000 for the Social Worker
- \$58,000 for the Employment/Education Specialist
- \$58,000 for the Case Manager

A food budget of \$20,000 is designated for community meals, while \$7,500 is allocated for office supplies. Utilities are estimated at \$10,000 annually, covering electricity, internet, water, trash, and recycling expenses.

Our office supply will have a budget of \$7,500 and will use the website W. B Mason to get our office supplies from there and Lowe's for a refrigerator. The copy paper is priced at **\$72.98** for 500 sheets of premium white paper and for 16 of them that is **\$1,167.68**, A pack of

Sharpie gel pens is \$19.58 for a box of 12 and for 12 boxes the total is **\$234.96**. Our copy/fax/print/ and scan technology will be **\$1,078.00** for the price of two each at \$539.00. The price of toner is 117.99 and the price for one each month is **1,415.88**. A pack of 10 paperclips is \$11.39 and for six months that is **\$68.34**. The cost of a stapler is \$7.77 and for each office space to have one the total would be **\$93.24**. For a pack of five staples it would be 10.79 and for twelve of those it would equal out to **\$64.74**. For a Keurig machine the cost would be **\$139.99**. A variety pack of keurig pods is **\$126.98**. A refrigerator for the office would be **\$447.00**. A box of 36 tissues is 74.99 and for five boxes the total will be **\$374.95**. For twelve binders the total cost would be **\$112.56**. For three packs of paper towels the total will be **\$119.94**. For four packs of 60 toilet paper rolls the total will be **\$310.28**. 12 eight piece office desks will be **1,548** (Amazon n.d), scissors that will cost **95.94** (W.B Mason), tape dispensers **101.88** (W.B Mason),

Our utilities budget will be \$10,000 for electricity, internet, water, trash, and recycling. Program participants' transportation expenses are met through the purchase of 75 ticket books from Walker County Transit, which cost \$20.00 per book. These tickets support transportation needs for employment, provider appointments, school, and other essential activities.

Income Stream Annually

For our grants, we will allocate \$150,000 for individual donors to cover fundraising activities and organizational expenses. The budget for corporate donors will be set at \$250,000, as we are not obligated to provide them with benefits in return, and this allocation fosters positive social relationships between our non-profit and corporate partners. The SAMHSA grant will be utilized for substance abuse prevention, including treatment and support services, with a budget of \$100,000. Additionally, the HUD grant, totaling \$200,000, will support housing options for low-income individuals, while the BJA grant, also amounting to \$200,000, will cover

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SMART Fundraising Goals and Strategies with Rationale

The following outline provides the rationale behind the strategies employed in the SMART plan:

Goals 1 and 2: Raise \$400,000 overall from individual and corporate donors

First Strategy: Organize a 5K marathon

Hosting a 5k marathon fundraiser provides a focused and tangible event for fundraising efforts. Research suggests that athletic events like marathons are effective fundraisers because they attract participants and sponsors while promoting community engagement (Huang, 2018). Leveraging community engagement and sponsor support is crucial for meeting fundraising targets, as evidenced by studies showing the importance of community involvement in successful fundraising events (Sargeant & Jay, 2014). Research suggests that community engagement is key to the success of nonprofit organizations, as it fosters support, trust, and loyalty among stakeholders (Anheier & Leat, 2019). The 5k marathon directly supports the A Bridge to Freedom Reentry program by raising funds, promoting community involvement, and raising awareness about the cause.

Second Strategy: Organize a gala

Organizing a gala event offers a prestigious fundraising opportunity, providing a sophisticated setting to engage donors and supporters. Research suggests that gala events are

effective for fundraising due to their ability to attract high-value donors and sponsors (Taylor et al., 2019). The gala event provides an opportunity to engage donors, community members, and stakeholders in supporting the reentry program's mission. Studies have shown that events celebrating achievements and engaging stakeholders are more likely to attract support and funding (Bekkers & Wiepking, 2011).

Third Strategy: Organize a golf tournament

Hosting a golf tournament fundraiser offers a unique and recreational fundraising opportunity, attracting golf enthusiasts and supporters. Research suggests that golf tournaments are effective fundraisers due to their ability to appeal to a specific demographic and provide an enjoyable experience for participants (Kallmuenzer & Wagner, 2016).

Goal 3: Raise \$500,000 from grants

Strategies: Apply for a SAMHSA, HUD, and BJA grant

Grants play a critical role in providing substantial financial aid to nonprofit organizations. Applying for a SAMHSA grant aligns with A Bridge to Freedom's programs to support mental health and substance abuse recovery participants. A HUD grant would contribute to the tiny home community for formerly incarcerated individuals at risk for homelessness. Overall, a BJA grant would assist in sustaining the whole of services provided through A Bridge to Freedom for parolees seeking to reintegrate successfully into their community.

In a competitive landscape where nonprofit organizations, municipalities, and businesses often require additional funding for their projects, grants stand out as a valuable resource offering financial support without equity dilution. However, navigating the grant application process can

be intimidating. To address this challenge, the author presents a comprehensive guide outlining the best strategies for securing grant funding. The article emphasizes the importance of evaluating whether grants align with the organization's objectives and explores various grant opportunities, including those tailored for for-profit businesses addressing social or environmental needs. Key strategies highlighted include understanding grant requirements, consulting experts, crafting compelling narratives, outlining clear project plans, and soliciting feedback to enhance proposal quality. The article *Tips and Strategies of Winning Grant Funding* states the significance of persistence and resilience in the grant-seeking journey, encouraging applicants to learn from rejections, seek continuous improvement, and leverage grants as part of their funding strategy (Gonzalez, 2023).

Marketing

Marketing Campaign Strategy

Our campaign aims to raise awareness of A Bridge to Freedom Reentry Program and its innovative approach to supporting individuals transitioning from incarceration to reintegration into society. We strive to highlight the benefits of our program, particularly the provision of transitional housing in a tiny home community, and encourage participation from individuals seeking support and community stakeholders.

The primary target audience includes individuals recently released from prison or jail and seeking assistance with reentry. We aim to reach those who may benefit from our all-inclusive support services, including transitional housing, counseling, job or educational training, and community integration programs. We also target local communities, government agencies, businesses, and non-profit organizations supporting reentry initiatives. In engaging with community stakeholders, our goal is to build partnerships, secure funding, and encourage

community support for our program.

We will incorporate personal stories and testimonials from program participants who have successfully transitioned with the support of A Bridge to Freedom Reentry Program. Personal stories and testimonies humanize our campaign and provide genuine evidence of the program's impact on individuals' lives. Kang and colleagues (2020) found that participants who viewed advertisements with storytelling elements were especially emotionally drawn to their content if they could perceive themselves as the character. Additionally, storytelling advertisements were more effective than traditional informational advertisements at encouraging study participants to talk about the advertisements. Interestingly, the study also noted that participants were persuaded even more if the story was that of the organization's CEO. (Kang et al., 2020). These findings indicate that storytelling may be compelling in inviting parolees to participate in our program. This study also reemphasizes the importance of a diverse staff with personal experience related to the non-profit mission.

Social media platforms targeted online advertisements, and email campaigns will be used to reach a broader audience and increase engagement. These digital outlets allow us to share captivating content, amplify our message, and encourage participation in our program. Hou and Lampe (2015) note that non-profit organizations utilize multiple social media platforms to engage with diverse audiences, recruit volunteers, attract and thank funders, strengthen partnerships with other organizations, and interact with reporters. Non-profit organization point-persons who participated in the study expressed that email lists are still the most efficient way to interact with older donors and even former volunteers (Hou & Lampe, 2015). Our engagement plan will consider the culture and diversity of stakeholders, volunteers, and the general community.

Beyond advertising, we will seek partnerships and collaboration with local organizations, government agencies, faith-based groups, and businesses to expand our reach and access additional resources. This collaborative effort can increase the effectiveness and sustainability of our program while increasing community support. Taylor and colleagues (2023) studied the relationship between non-profit agencies and businesses whose mission and expectations may differ from other organizations and agencies. Participants from the business sector shared that despite their differences from non-profit agencies, their partnership flourished as it offered new perspectives and understandings for both organizations. If these differences were too broad, cultural brokers or individuals with experience in non-profit and business sectors could help bridge the gap. Agreeing on two-way communication and understanding the ambiguity of non-profit relationships related to ever-changing community needs also helped maintain long-term partnerships. Cornforth and colleagues (2015) noted that this ambiguity is also found within local government. They advised non-profits to know government agencies' allegiance to current policy and economic priorities. We will practice the importance of effective communication with partners and collaborate with the community to watch for environmental changes.

Marketing Campaign Steps, Goals and Impact on Audiences

Step 1: Identify Target Audience

We will define the demographics and characteristics of the individuals who would benefit from the reentry program and the tiny home community. This could include recently released inmates, individuals on probation or parole, and those who may be struggling to reintegrate back into society and are already out of jail.

Goals:

- **Goal 1:** Increase public and state awareness of the A Bridge to Freedom Reentry Program and its associated tiny home community.

We need to identify our target audience, which will help with our next step of marketing our company to the right audience. Defining target audiences is essential to ensuring we get the proper support and become an effective functioning agency (Schroeder, 2022).

Impact: Hand out brochures to each reentry program and local mental health agencies

Distributing brochures is an effective strategy because it allows us to connect with individuals, introduce them to our organization, and establish a more personal connection with our resource linkage to mental health agencies and reentry programs. Brochures serve as practical marketing tools by enticing people to pick them up through a compelling logo and color scheme, spreading awareness about our program. Additionally, brochures are cost-efficient, allowing us to explore different design drafts before finalizing the printing process without overspending funds that could be allocated to other program areas (B&B Press, 2024).

- **Goal 2:** Talk to prison wardens and possibly interview candidates by phone to find out preferences to make the program successful, as we want the program to be client-based (Edlinger-Schons et al., 2018).

Impact: Pass out flyers at local county jails and prisons in Walker, Catoosa, Dade and Chattooga County to possible candidates for the program

Passing out flyers is an effective way to reach people and can be a good source to spread information. In fact, after giving a flier, 89% of the audience we are trying to reach will remember the information on the flier rather than another spectrum of advertisement. 79% of the time, people who receive a flier keep them and share them with others. 48% of people have

given a reaction and take action towards connecting with the company that the flier advertised. 88% of companies stated that with flyers being passed out, they have seen their service get more traffic. (Parker, 2023).

Step 2: Create a branding message for the organization

Develop a persuasive message with a clear message in a letter format to hand out to current prison workers who may know of inmates who would be interested once on parole. The letter would also be given to local mental health agencies that work with the drug court system for other potential candidates for the program. The letter would emphasize a strong community, allow for reentry skills that promote positive behaviors back into society, and case management that keeps the community accountable for its actions.

Goals:

- **Goal 3:** Increase engagement with the marketing materials and messaging among the target audience.

Impact: Track social media interactions, email rates and returns, and content shares to assess the level of engagement and interest generated for the specific program

Keeping up with our social media interactions, email open rates, and content sharing can boost our market niche. Allowing the track gives us a better insight into who interacts with our content, how it is being shared, and who our target audience is. Tracking enables the company to recognize what our customers value and what is successful in reaching the people. Tracking information from our social media interaction, email open rates, and content shares helps us see what we should change to help us reach our goal of getting people into the program and advocating why we matter (Ritter, 2024).

- **Goal 4:** Generate excitement and anticipation about the potential opportunities offered by the reentry program and the tiny home community.

Impact: Monitor inquiries, sign-ups for informational events, and requests for more information to gauge interest levels and anticipation among the target audience.

Events are vital in getting our target audience and others on board with the company. In an article by a company called Localist, they asked business professionals who work for different companies why events matter. One of the responses was that events allow personal connection with sponsors, audiences, and partners to cultivate trust and emotional intelligence. Another response stated that events help companies persuade people that their company can influence a person's life for the better. Events also allow for a more engaging interaction between consumers and the company (Localist, 2021).

Step 3: Choose Effective Channels

Identify the most appropriate ways for reaching and connecting with the target audience. This could include social media platforms, community outreach events, and partnerships with local organizations.

Goals:

- **Goal 5:** Increase the visibility of the reentry program and the tiny home community within the target community and relevant networks.

Impact: Measure the growth in social media followers, event attendance, and referrals from partner organizations to evaluate the reach and impact of the marketing efforts made by the marketing team

We can gather social media followers, event attendance, and referrals from partner

organizations to evaluate the reach and impact of the marketing efforts through key performance indicators. To understand how we are meeting our objectives, we can look at the key performance indicators of engagement by viewing the traffic of likes, comments, shares, retweets, and click-through rates. KPIs also allow us to see what needs to change regarding how much people know about our organization and how we can improve our social media followers, event attendance, and referrals from partner organizations. Conversion metrics through KPIs show us how many people are clicking on our links and how they are being shared with other people. (Gan, 2024).

- **Goal 6:** Establish trust and credibility with the audience by engaging with them through marketing efforts

Impact: Monitor online reviews, testimonials, and word-of-mouth referrals to assess the level of trust and positive perception among the target audience. Positive reviews help them decide whether or not to use a product. If a business has four stars, 94% of people will use that product

Online reviews and testimonials are statistically proven to influence people's choice of services. According to a Forbes article highlighting the impact of reviews, 90% of people stated that positive reviews help them decide whether or not to use a product. 94% of people will use that product or service if a business has four stars. If the organization asked its consumers to leave a review, 68% of customers would leave one. We must keep up with online reviews, testimonials, and word of mouth of referrals to know the negatives people notice with our organizations. When communicating with dissatisfied consumers to hear why they are dissatisfied, 70% of complaining customers are willing to try the company again. (Capoccia, 2018).

Step 4: Create start-up content

Develop content that resonates with the target audience and encourages them to take action. This could include success stories, virtual tours of the tiny home community, informative articles, and interactive workshops.

Goals:

- **Goal 7:** Increase participation and interaction with the content related to the reentry program and the tiny home community.

Impact: Track metrics such as content views, shares, comments, and workshop attendance to measure engagement levels and effectiveness.

Engagement levels and effectiveness should be an essential aspect of our organization. Trying to look at how our consumers interact with our content views, shares, comments, and workshop attendance helps us build revenue and increase profit. Also, by tracking metrics, we will look at how to improve our customer loyalty. Another critical factor in tracking our metrics is that cultivating a good relationship with our customers can make them feel like they can trust us and want to tell others about their positive experience interacting with us (Fertik, 2019).

- **Goal 8:** Empower and inspire the target audience by providing valuable information, resources, and opportunities for personal development.

Impact: Monitor feedback, testimonials, and progress reports from program participants to evaluate the impact of the content on their lives and well-being.

We need to monitor program participants' feedback, testimonials, and progress reports to evaluate the content's impact on their lives and well-being. Monitoring results from our services helps us understand how our participants feel. Another aspect of monitoring our results is that it can help us see how we can get a better reputation score so that more people will want to trust

and support our organization (Fertik, 2019).

Marketing Campaign Name, Slogan, and Their Relationship to the Mission

"Bridging Horizons with Tiny Homes for New Beginnings"

This campaign name, "Bridging Horizons," directly reflects the organization's name, "A Bridge to Freedom Reentry Program," by incorporating the concept of bridging gaps or transitions. It symbolizes the journey of individuals transitioning from incarceration to reintegration into society, where the program serves as a bridge to help them navigate this transition successfully. The term "Horizons" suggests new opportunities, possibilities, and futures beyond the confines of past experiences. It signifies the expansion of perspectives and breaking barriers, aligning with the organization's mission to empower individuals with the tools and support needed to create a brighter future.

The phrase "Tiny Homes for New Beginnings" emphasizes the unique approach of providing transitional housing in a tiny home community. It focuses on the organization's commitment to offering shelter, a fresh start, and a sense of belonging to those reentering society after incarceration.

The marketing campaign, "Bridging Horizons with Tiny Homes for New Beginnings," voices the organization's mission to facilitate successful reentry by bridging the gap between incarceration and freedom while highlighting the innovative approach of providing tiny homes as a pathway to new beginnings.

Human Resources

Human Resources Plan Overview

Welcome to our Bridge to Freedom Reentry Program, a transformative initiative seamlessly integrated with a self-sustainable tiny home community. Our vision extends beyond

mere rehabilitation, embracing holistic transformation for individuals navigating the journey from incarceration to community integration. At the heart of our approach lies the commitment to empower, support, and uplift those seeking a fresh start post-incarceration.

Our Human Resources Plan is strategically crafted to assemble a dedicated and skilled team, embodying the values of the National Association of Social Workers (NASW): integrity, competence, value and worth, service, and social justice. This commitment ensures that our team operates with integrity, demonstrates competence, recognizes the value of each individual, provides service to the community, and advocates for social justice.

The plan serves as the backbone, aligning skilled professionals to provide comprehensive assistance, legal advocacy, and educational and employment opportunities within a compassionate and encouraging environment of our self-sustainable tiny home community. Using theoretical frameworks such as Maslow's Hierarchy of Needs and Herzberg's Motivation-Hygiene Theory, our Human Resources Plan becomes a dynamic force guiding our professionals. This framework allows us to address the diverse needs of our participants, considering basic needs, motivation factors, and a supportive environment for successful reintegration.

Key Positions in our team include:

Director of Operations:

- A seasoned leader overseeing strategic direction.
- Ensures efficient day-to-day operations.
- Promotes a culture of excellence.

Chief Financial Officer (CFO):

- Manages the program's budget.
- Ensures fiscal responsibility.
- Maximizes resources for participant success.

Reentry Coordinator:

- Creates personalized reentry plans.
- Offers guidance on emotional well-being.
- Facilitates connections to necessary resources.

Social Worker:

- Addresses psychosocial challenges.
- Provides counseling.
- Connects participants with mental health resources.

Community Engagement Coordinator:

- Builds bridges between the reentry community and the neighborhood.
- Educates the community about the reentry program.
- Promotes community involvement.

Employment/Education Specialist:

- Secures meaningful employment opportunities.
- Guides skill development.
- Enhances educational opportunities.

Case Manager:

- Offers individualized support.
- Monitor progress.
- Coordinates services to meet diverse needs.

Volunteer roles include:

Legal Advocate:

- Safeguards the rights and interests of participants.
- Provides guidance on legal matters.
- Advocates for fair treatment.

General Maintenance Volunteers:

- Monitor property and ensure residents' well-being.

Community Garden Volunteers:

- Initiate and maintain a community garden.

Transportation Volunteers:

- Assist with transportation needs.

Our Human Resources Plan is not just a structure, it's a dynamic force launching our mission forward. Together, we strive for the holistic transformation of individuals and the creation of a supportive and nurturing community.

Staff and Volunteer Needs

For the staff and volunteers in the program, there will be a total of 7 full-time employees with 10 volunteers. With the 7 full-time staff there will be enough positions to make sure the organization runs smoothly. There will be two main directors to be in charge with the CFO and the Director of Operations. Under the directors will be two coordinators, a social worker, case worker, and an employment/education specialist. With the program only having upwards of 15 individuals at a time, having only some positions take on more than one role as well as having only one social worker is manageable. Over time if there needs to be more positions added, than there can be. For volunteers, the program is looking at having 10 volunteers. These individuals will take on roles such as helping with maintenance, transportation, the set up and take down of events and possibly the role of a legal advocate if available. With at least 10 volunteers, the hope is that one can come in a day with enough workers to come on a rotation basis.

Key Positions Job Description Summaries

We have provided a brief job description for each main function and volunteers for our organization in order to be effective to serve individuals who are in need of a reentry program transitioning from incarceration to reintegrating back into the community successfully.

Paid Positions

Director of Operations:

- Develop and implement strategic plans and objectives for the reentry program.
- Oversee day-to-day operations and ensure adherence to program goals and policies.
- Lead and mentor staff to promote a culture of excellence and accountability.

Reentry Coordinator:

- Develop personalized reentry plans for program participants, addressing their unique

needs and challenges.

- Provide guidance and support on emotional well-being, including coping strategies and mental health resources.
- Facilitate connections to necessary resources such as housing, employment, education, healthcare, and social services.

Social Worker:

- Address psychosocial and substance abuse challenges faced by program participants through counseling and therapy sessions.
- Connect participants with mental health resources, including therapy, support groups, and psychiatric services.
- Provide advocacy and support to help participants navigate social systems and access needed services.

Community Engagement Coordinator:

- Build and maintain relationships with the surrounding neighborhood to foster understanding and support for the reentry program.
- Educate the community about the reentry program, its goals, and the benefits to both participants and the community.
- Promote community involvement through volunteer opportunities, events, and initiatives.

Employment/Education Specialist:

- Secure meaningful employment opportunities for program participants through job placement services and partnerships with employers.
- Guide skill development through vocational training programs, workshops, and educational opportunities.

- Enhance educational opportunities by connecting participants with GED programs, vocational schools, and higher education institutions.

Case Manager:

- Offer individualized support to program participants, assessing their needs and developing comprehensive service plans.
- Monitor participant progress and outcomes, tracking goals and milestones to ensure success.
- Coordinate services and referrals to meet diverse needs, including housing, healthcare, employment, education, and legal assistance.

Volunteer Roles**Chief Financial Officer (CFO):**

- Manage the program's budget, including forecasting, monitoring, and reporting financial performance.
- Ensure fiscal responsibility by developing and implementing financial policies and procedures.
- Maximize resources for participant success by identifying cost savings and efficiency improvement opportunities.

Legal Advocate:

- Safeguard the rights and interests of program participants by providing legal guidance and representation.
- Advocate for fair treatment and access to justice within the criminal justice system.
- Provide support and assistance with legal matters such as court appearances, parole hearings, and reentry challenges.

Peer Support Specialist:

- Peer Support Specialists serve as role models for individuals in recovery, demonstrating hope, resilience, and the possibility of recovery through shared experiences.
- Facilitate support groups and wellness activities
- Advocating for individual rights and preferences

General Maintenance Volunteers:

- Monitor the tiny home community to ensure safety, cleanliness, and maintenance of property.
- Address residents' concerns and needs related to maintenance and repairs.
- Assist with routine upkeep tasks to promote a well-functioning and welcoming environment.

Community Garden Volunteers:

- Initiate and maintain a community garden within the tiny home community, promoting sustainability and food security.
- Engage residents in gardening activities, providing opportunities for education, recreation, and socialization.
- Coordinate with local organizations and businesses to support and enhance the community garden's impact.

Transportation Volunteers:

- Assist program participants with transportation needs, including rides to appointments, job interviews, and community resources.
- Provide support with navigating public transportation systems and accessing transportation services.

- Help bridge transportation gaps to ensure participants can fully participate in the reentry program and community life.

Staff and Volunteer Motivation and Retention Plans

Maintaining and motivating volunteers and staff starts with engagement. Hagner and Brudney (2021) note that nonprofits should provide volunteers with adequate information regarding policies and job descriptions and appropriately match them with the right positions. Additionally, volunteers should receive support through supervision, training, assessment, and recognition, such as awards. Recognition can also come in the form of communicating the value of volunteers to the volunteers themselves, the board of directors, and the population the organization aims to serve. Nonprofit agencies can also utilize annual reviews to publicly display the reach and impact of volunteers (Hagner and Brudney, 2021). Most importantly, volunteers should also be encouraged to express their opinions. Allen and Mueller (2013) saw that volunteers who feel disconnected from decision-making processes are more likely to experience burnout and consider quitting volunteerism. The proposed organization will utilize these strategies so that volunteers and staff feel supported, wanted, and heard.

Volunteers, in particular, must be able to work in favorable conditions because, regardless of their skillfulness, motivation is necessary for their work to align with the organization's overall objectives and goals. For good working conditions in the organization, there must be active motivation from different forces besides intrinsic drive. As mentioned, extrinsic sources should help place volunteers in the correct position and cultivate the right environment for motivation. Another concept of maintaining volunteers' motivation is through autonomy. When allowed to make some of their own choices, it helps individuals in a working environment feel motivated, be held accountable for their actions, and find a sense of purpose

through the company they are volunteering for. If volunteers are in a suitable environment where they feel valued, protected, and loved, it keeps them motivated to create good outcomes for the company. (Chen et al., 2022). Beyond empowerment, promotional activities should be implemented with employees. A Bridge to Freedom will consider factors of age, gender, designation, employment status, marital status, and work regarding how employees and volunteers will be motivated (Bhaskar & Navaneeth, 2018).

Interest in incentives may vary by age, gender, and time spent working at a nonprofit organization. Bassous (2014) surveyed over 500 workers from nonprofit faith-based agencies from multiple countries, including the United States. Monetary motivators had a strong impact on younger and male employees, but not for those who had worked with the organization for many years. Younger employees were also more statistically influenced by leadership, such as their manager playing a more supportive role than a directive one. An especially important intrinsic incentive for this population was their belief system and interest in serving the community (Bassous, 2014). Although this study focused on a faith-based nonprofit, its findings offer interesting implications. The proposed organization will train its staff on leadership styles and offer continued opportunities for personal growth and monetary rewards through serving the community.

Understanding the unique needs and preferences of different generations in the workforce is essential for tailoring motivational strategies effectively. Each generation, from Baby Boomers to Generation Z, has distinct values, expectations, and motivations (Srinivasan, 2012; Rump & Eilers, 2015). For example, Baby Boomers value recognition and rewards for their achievements, while Generation Z prioritizes work-life balance and opportunities for personal growth. By recognizing and catering to these differences, managers can create a more inclusive and

motivating work environment for all employees. While considering the unique needs and expectations across age groups, recognizing and rewarding employee efforts and achievements through monetary incentives, bonuses, or non-monetary recognition is critical for boosting motivation and overall morale for the proposed organization (Nilasari et al., 2021). Leaders should also invest in employee development programs to enhance skills and competencies, empowering employees and instilling a sense of purpose and progression in their roles (Honig, 2021).

Moreover, the COVID-19 pandemic has brought about unprecedented changes in both personal and professional spheres, significantly impacting staff motivation in organizations worldwide. With the sudden shift to remote work, implementation of hygiene protocols, and social distancing measures, employees have faced new challenges adapting to the "new normal." These changes have led to feelings of uncertainty, anxiety, and isolation among employees, posing challenges to maintaining motivation and productivity. Effective management during times of crisis is crucial for sustaining a motivated workforce. Managers play a pivotal role in providing support, guidance, and reassurance to employees amidst challenging circumstances. They must develop soft skills, such as empathy and communication, to effectively lead remote teams and maintain motivation (Wolor et al., 2020). Alongside these recommendations, A Bridge to Freedom will adopt clear communication of organizational goals and strategies and transparent and regular updates to help employees stay informed and engaged, encouraging a sense of belonging and alignment with the company's objective.

Effective management and leadership are essential for maintaining staff motivation and productivity during times of crisis, such as the COVID-19 pandemic. When management understands employees' unique needs, promotes a supportive work culture, and prioritizes

employee well-being, organizations can mitigate the negative impact of the crisis on motivation and drive sustainable performance and success. A Bridge to Freedom can also prioritize employee well-being and safety during future pandemics to maintain motivation and productivity. Providing support for remote work, offering flexible work arrangements, and ensuring access to necessary resources and equipment are essential steps in this regard (Gregory & Levine, 2020). Creating a culture of trust, open communication, and mutual support among team members helps alleviate isolation and promotes collaboration and engagement (Leschke-Kahle, 2020).

In the middle of the COVID-19 pandemic, fulfilling physiological and security needs is paramount. Organizations can support their staff and volunteers by implementing policies that facilitate remote work, providing safety and protection. Maintaining effective communication channels through technology promotes connectivity and a supportive work environment (Mestres et al., 2020). When prioritizing safety and security, organizations can lay the foundation for addressing higher-level needs and increasing motivation and well-being among staff and volunteers. Despite the security of remote work, it is essential to note that during the pandemic, employees may focus primarily on physiological and safety needs, as social distancing and self-isolation measures limit opportunities for social interaction and self-actualization. Therefore, A Bridge to Freedom must adapt its strategies to meet these immediate needs while creating a sense of community and recognition through virtual means. When organizations offer managerial support, facilitate remote work, and maintain effective communication channels, they can ensure the well-being and motivation of their staff and volunteers, even in challenging times (Mestres et al., 2020).

To maintain staff and volunteer motivation, it is important to remember and apply Abraham H. Maslow's hierarchy of needs theory, which posits that motivation stems from fulfilling a hierarchy of needs. This hierarchy starts with physiological needs like food, clothing, and shelter, followed by security needs encompassing physical, psychological, and intellectual security. Next are social needs, including recognition and appreciation, followed by the need for prestige, and ultimately, self-actualization, the realization of one's full potential. The proposed organization must understand this hierarchy and strive to satisfy these needs for effective motivation (Mestres et al., 2020).

A Bridge to Freedom is committed to adopting, implementing, and customizing these motivational strategies to create a dynamic workplace environment that promotes growth, appreciation, and flexibility. When tailoring these approaches to our staff and volunteers' specific needs and preferences, we aim to ensure that every individual feels valued and empowered in their roles. Our organization recognizes the importance of cultivating a work culture where employees and volunteers find their tasks fulfilling, leading to heightened job satisfaction, increased productivity, and reduced turnover rates.

To achieve this goal, we will prioritize initiatives that promote professional development opportunities, recognize individual contributions, and provide flexibility in work arrangements. When investing in training programs, mentorship opportunities, and skill-building workshops, we aim to support our team members' personal and professional growth. Additionally, we will implement recognition programs to celebrate achievements and milestones, encouraging a sense of appreciation and belonging within the organization.

A Bridge to Freedom will prioritize flexible work schedules and arrangements, acknowledging our staff and volunteers' diverse needs and commitments. Whether through

remote work options, flexible hours, or alternative work arrangements, we are committed to accommodating individual preferences and promoting a healthy work-life balance.

Incorporating these strategies into our organizational culture, A Bridge to Freedom aims to create a positive and supportive work environment where members feel motivated, engaged, and fulfilled in their contributions. Through these efforts, we anticipate achieving higher productivity levels, greater job satisfaction, and a stronger and more resilient organization.

Staff Evaluation Plans

The evaluation method we would use with staff would be the R2C2 method, an evidence-based reflective model for providing assessment feedback. This model, which is often used with medical residents, would be an essential part of our organization because it has the following positive goals and outcomes: Developing a relationship and rapport with the employees, exploring reactions to feedback and assimilation with their self-assessment, assisting employees “in understanding both the content of their feedback and the standards or milestones against which they are being measured” as well as coaching them “in identifying performance gaps, setting learning and improvement goals, developing and implementing realistic plans to address these, and assessing the plans.” (Sargeant et al., 2016, pg. 3).

An article by Sargeant and colleagues (2016, pg. 3) mentioned, "The model is intuitive, especially within competency-based education, is easy to follow, and makes sense to faculty, which makes it easy to implement in most programs." Though this method is usually used in the medical field, the social service fields are very much competency-based, so this would be a good fit for our organization. This study continues to mention that one reason this method stands above traditional evaluation is that in formative evaluations, the feedback isn't always accepted or implemented (Sargeant et al., 2016, pg. 2). This evaluation method does not just allow for

feedback to be given, but for reflection as well as a follow-through in job performance improvement. Below is a handout that will guide how this evaluation and feedback process will go. We have adapted a model that is used in medical settings to be appropriate for a social services setting (Sargeant et al., 2015).

Volunteer Evaluation Plans

When looking at evaluating volunteers, a method that aims to determine what the volunteer needs and how the staff could help them achieve their goals as a volunteer is the ALOBA method. This method is aimed at helping individuals learn in the process of achieving a goal (Orsini et al., 2022). The model also looks at strengths and weaknesses within a program and the individuals running the program. Using this evaluation model for volunteers can help the organization determine where it can improve for staff but also figure out where there may be a weakness that a staff member can address to make improvements to the organization as a whole. When using this evaluation method for Bridge to Freedom for our volunteers, we hope to bring awareness to staff about our volunteers and how as an organization we can encourage them to speak up as we want our program to be a positive experience for them as well.

Giving constructive feedback as an evaluation is difficult, but with the ALOBA method, the evaluator can bridge the performance from the volunteer with the work of the organization to meet the necessary standard of excellence (Orsini et al., 2022). It was found by (Orsini et al., 2022), that when there is no constructive feedback given or none at all, then performance drops by staff. When feedback is given correctly and when an evaluation asks questions that aim to learn from the individual being evaluated like in the ALOBA method then the company workers and volunteers can continue to grow and maintain their roles as a team.

Strategies to Address Diversity

To commit to diversity, equity, and inclusion in the proposed nonprofit organization, multiple strategies must be implemented. The first of these is culturally sensitive programming. Staff and volunteers will be in charge of developing programming that acknowledges and respects the diverse cultural backgrounds of participants. Kapur and colleagues (2017) discovered that clients value language services to assist with social and occupational functioning, identity-based support groups, transitional housing programs with respect to dietary needs, culturally sensitive counseling services, and policy advocacy efforts. A Bridge to Freedom will respond to diversity needs regarding race, gender, age, and religious/spiritual beliefs with these recommendations.

Secondly, A Bridge to Freedom will engage in diverse staff recruitment and training. Clients will be most effectively served if staff reflect the diversity of the population. Buse and colleagues (2016) found that board member diversity related to gender, age, and racial/ethnic background was correlated with more diverse policy creation. Mumford (2022) echoed this finding with their own research which showed that nonprofits with BIPOC leaders were more likely to actively cater interventions, advocate, and expand services for BIPOC clients. The proposed organization will recruit individuals from various cultural backgrounds, including those with personal experiences with the criminal justice system, to serve as mentors, counselors, or program facilitators. Staff and volunteers will also participate in comprehensive training on cultural competence, implicit bias, and trauma-informed care to ensure that they have the necessary skills to engage with clients from diverse backgrounds sensitively and respectfully effectively.

The third strategy involves establishing an Equitable Task Assignment Framework,

which addresses culturally informed multiple dimensions of diversity in A Bridge to Freedom. This framework aims to identify and correct biased assignment practices by creating transparent and fair processes for distributing both glamor work and office housework. First, the nonprofit founders will thoroughly assess the current task allocation practices to identify any biases or disparities. This assessment will involve analyzing data on assignment patterns, evaluating employee feedback, and conducting interviews or focus groups to gather insights into employees' experiences with task assignments. Based on the findings from the assessment, founders will develop a set of guidelines and criteria for assigning tasks that promote fairness and inclusivity. These guidelines emphasize the importance of considering individual skills, qualifications, and career aspirations when giving tasks rather than relying on subjective judgments or stereotypes.

To ensure accountability and transparency, nonprofit founders will establish clear procedures for task assignments, including documentation of assignment decisions and regular reviews to monitor adherence to the guidelines. Managers will receive training on the equitable task assignment framework and be responsible for implementing it within their teams. Founders will also leverage technology to support the implementation of the equitable task assignment framework. This may include using automated systems for task allocation, creating digital dashboards to track assignment patterns and trends, and providing employees access to available tasks and opportunities for involvement.

Through the equitable task assignment framework, A Bridge to Freedom aims to create a culture where all employees feel valued, empowered, and supported in their professional development. The nonprofit founders will enhance employee engagement, retention, and overall organization by addressing biases in task assignment practices and promoting inclusivity (*For Women and Minorities to Get Ahead, Managers Must Assign Work Fairly*, 2018).

Another unique strategy A Bridge to Freedom can use is the idea of allyship. This addresses and uses a culturally informed multiple dimensions of diversity in the reentry organization, we will implement a comprehensive Allyship Development Program based on the principles outlined in "The Art of Active Allyship." This program will empower employees at all levels to actively contribute to creating inclusive workplaces through seven key allyship behaviors according to Luthra from the article in the Harvard Business Review (Luthra, 2023).

The first concept is the key to deep curiosity. Employees will be encouraged to cultivate a deep curiosity about their and others' diversity thumbprints, including intersectional dimensions of diversity. This involves understanding the biases and discrimination faced by individuals from different backgrounds and the historical, political, and social contexts that contribute to these disparities. A Bridge to Freedom will provide resources and training sessions to support this to facilitate learning and self-reflection.

The second concept is honest introspection. Employees will be encouraged to engage in honest introspection to recognize and understand their biases. By acknowledging the unconscious biases that influence their perceptions and behaviors, employees can take proactive steps to mitigate their impact. Tools like the Harvard Implicit Association Test will help individuals effectively identify and address their biases.

The third concept is humble acknowledgment. A Bridge to Freedom will promote a culture of humble acknowledgment where employees recognize their sources of privilege and reflect on how these privileges shape their experiences and perspectives. By acknowledging their privilege, employees can leverage it to advocate for and uplift marginalized and underrepresented colleagues.

The fourth concept is empathetic engagement. Through empathetic engagement,

employees will learn to engage in constructive conversations about bias and discrimination without triggering defensiveness or hostility. By asking questions and actively listening to others' experiences, employees can foster understanding and empathy within the workplace.

The fifth concept is having authentic conversations. A Bridge to Freedom will promote authentic conversations that facilitate open and honest communication about diversity, equity, and inclusion. Creating psychologically safe environments where employees feel comfortable discussing sensitive topics encourages trust and promotes meaningful dialogue.

The sixth concept is vulnerable interactions. At Bridge to Freedom employees will be encouraged to embrace vulnerability and seek feedback from a bias compass circle—a trusted group of colleagues committed to promoting inclusion. By engaging in vulnerable interactions, employees can gain valuable insights into their biases and blind spots, ultimately fostering greater self-awareness and inclusivity.

The seventh and final concept is courageous responsibilities. A Bridge to Freedom will take courageous responsibility involving using one's sphere of influence to advocate for inclusion and amplify the voices of underrepresented colleagues. Employees will be encouraged to actively seek opportunities to support and mentor individuals from diverse backgrounds, challenge biased practices, and advocate for inclusive policies and initiatives.

Organizations implementing this Allyship Development Program aim to empower employees to become active allies in creating inclusive workplaces where everyone feels valued, respected, and supported. Through ongoing education, training, and practice, we believe each individual can contribute to shifting the organizational culture toward greater diversity, equity, and inclusion (Luthra, 2023). Allyship would be a great aspect to incorporate into A Bridge to Freedom organization.

Policies and Legal Environment

Applicable Policy

Georgia Code 42-1-15, State Sexual Offender Registry, addresses the registration requirements for convicted sex offenders within the state of Georgia. This statute mandates that individuals who have been convicted of certain sexual offenses must register with the appropriate authorities. The law outlines the specific offenses that necessitate registration, which typically include crimes such as rape, aggravated sodomy, and sexual exploitation of minors, among others.

Policy Description

Under code Georgia Code 42-1-15, registered sex offenders are required to provide detailed personal information to law enforcement, including their name, address, and any aliases they may use. Additionally, they must regularly update this information to ensure its accuracy. Failure to comply with these registration requirements can result in severe consequences, including additional criminal charges. Georgia Code 42-1-15 plays a vital role in monitoring and managing the activities of convicted sex offenders within the state, aiming to enhance public safety and protect vulnerable populations from potential harm.

Georgia Code 42-1-15 not only mandates registration requirements for convicted sex offenders but also imposes restrictions on where these individuals are allowed to go. Registered sex offenders in Georgia are subject to various residency and proximity restrictions, which may prohibit them from residing near places where children commonly gather, such as schools, playgrounds, churches, and daycare centers. These restrictions are intended to minimize the risk of potential harm to vulnerable populations and ensure community safety. Violating these residency or proximity restrictions can result in further legal consequences for the offender,

underscoring the seriousness with which Georgia addresses the monitoring and management of convicted sex offenders. The state aims to safeguard public welfare while also providing support for the rehabilitation and reintegration of individuals with a history of sexual offenses, by implementing these measures.

The intent of Georgia Code 42-1-15 is comprehensive, with its primary goal being the protection of public safety, particularly vulnerable populations such as children, from potential harm posed by convicted sex offenders. The policy seeks to enhance community awareness of the presence of sex offenders and to facilitate monitoring of their activities by law enforcement agencies by mandating registration and imposing residency and proximity restrictions. The policy also aims to deter future criminal behavior by imposing legal consequences for non-compliance with registration requirements or violation of residency restrictions. It serves as a tool for risk management, allowing authorities to track the whereabouts of convicted sex offenders and intervene if necessary to prevent re-offense. The policy may also have rehabilitative goals, as it could potentially provide support and resources for registered sex offenders to reintegrate into society while also holding them accountable for their past actions. Georgia Code 42-1-15 reflects an all-inclusive approach to addressing the complex issue of sex offender management, balancing public safety concerns with considerations of offender rights and rehabilitation.

Applicability to Organization

There are several ways that the sex offender policies could affect the organization and its operations. The State of Georgia Code Section 42-1-12 states that “Any person who knows or reasonably believes that a sexual offender, as defined in Code Section 42-1-12, is not complying, or has not complied, with the requirements of Code Section 42-1-12 and who, with the intent to

assist such sexual offender in eluding a law enforcement unit that is seeking such sexual offender to question him or her about, or to arrest him or her for, his or her noncompliance with the requirements of Code Section 42-1-12: Harbors, attempts to harbor, or assists another person in harboring or attempting harbor such sexual offender; Conceals, attempts to conceal, or assists another person in concealing or attempting to conceal such sexual offender; or Provides information to the law enforcement unit regarding such sexual offender which the person knows to be false information, Commits a felony and shall be punished by imprisonment for not less than five nor more than 20 years” (Georgia Code, 2023). This could be a problem for our organization because it would then make it the organizations direct responsibility to make sure that the sex offenders are complying with the requirements of Code Section 42-1-12, or the organization could find itself in trouble with the law as well. This could cause additional stress and work for the organization to keep track of.

Another major issue could come from The State of Georgia Code Section 42-1-15 states that “On and after July 1, 2008, no individual shall reside within 1,000 feet of any child care facility, church, school, or area where minors congregate if the commission of the act for which such individual is required to register occurred on or after July 1, 2008. Such distance shall be determined by measuring from the outer boundary of the property on which the individual resides to the outer boundary of the property of the child care facility, church, school, or area where minors congregate at their closest points” (Georgia Code, 2022). This could affect not only where it is chosen for the organization to reside from the beginning of its inception, but it could cause issues down the road as well if a child care facility, church or school decides in the future to build within 1000 feet of A Bridge to Freedom. Legal answers given on Avvo.com state that if a sex offender lives somewhere and while they are currently residing there a daycare,

church, or school decides to build within 1,000 feet, the sex offender will be required to move. These complications would cause A Bridge to Freedom to potentially have issues accepting sex offenders in the future should one of those entities decide to build nearby, as well as having the potential to have to dismiss sex offender participants during their time in the program if this situation were to occur.

Given current sex offender policy in Georgia, it would be challenging to offer full services while adhering to community supervision requirements. Policy states that individuals with a sex offender classification not reside with or commute alone near areas where children may be present, including places of employment. Employment, treatment programs, and personal property/place of residence are subject to be heavily monitored by a community supervision officer (Department of Community Supervision, n.d.). These policies have the potential to hinder an individual's access to services and disturb other participants in the tiny home community. If an individual with a sex offender classification seeks services through the organization, A Bridge to Freedom's social worker, reentry coordinator, and community engagement coordinator will collaborate with the community supervision officer to identify alternate resources in the area while abiding by release of information policies (Department of Community Supervision, n.d.).

Applied Organizational Policy

In order to ensure safety among our organization based on the consequences of the Official Code of Georgia 42-1-15 sex offenders will not be admitted into the program. All sex offenders will be referred to other agencies that can assist and are more competent as A Bridge to Reentry Program abides by the NASW Code of Ethics of competence.

Sex Offender Residency Policy

Purpose

This policy aims to ensure compliance with local, state, and federal laws regarding sex offender residency restrictions while balancing the needs of program participants in A Bridge to Freedom Reentry Program's tiny home community.

Policy Statement

A Bridge to Freedom Reentry Program prohibits registered sex offenders from residing within the organization's tiny home community. This policy aligns with applicable local, state, and federal laws governing sex offender residency restrictions and aims to promote public safety within the community.

Implementation

Screening Process.

Before admission into the tiny home community, all potential program participants will undergo a thorough screening process to identify any individuals classified as registered sex offenders. This screening may include background checks, criminal history inquiries, and consultation with relevant authorities.

Housing Placement.

Individuals identified as registered sex offenders will not be eligible for housing or reentry support services within the A Bridge to Freedom Reentry Program's tiny home community. Alternative housing options and services will be referred to on a case-by-case basis, taking into consideration compliance with sex offender residency restrictions and the individual's reintegration needs.

Collaboration with Authorities.

The organization will collaborate with local law enforcement agencies, legal experts, and community stakeholders to ensure compliance with sex offender residency laws and regulations. This may involve seeking guidance on applicable restrictions, obtaining necessary permits or waivers, and exploring housing options outside the tiny home community.

Supportive Services.

While registered sex offenders may not reside within the tiny home community, A Bridge to Freedom Reentry Program remains committed to supporting their reintegration efforts. Program participants classified as registered sex offenders will be referred to community providers that can effectively assist people who are registered sex offenders.

Education and Awareness.

The organization will provide education and training to staff, program participants, and community members on sex offender residency restrictions and their implications. This includes raising awareness of applicable laws, addressing misconceptions, and promoting understanding and empathy toward individuals affected by these restrictions.

Compliance.

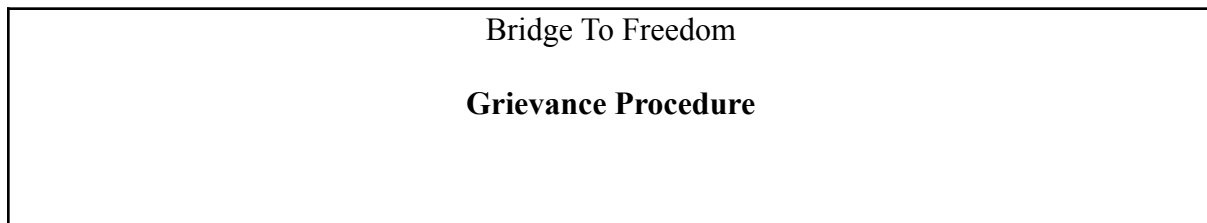
All staff members, volunteers, and program participants must comply with this policy and adhere to all applicable local, state, and federal laws regarding sex offender residency restrictions. Any violations of this policy will be subject to disciplinary action, up to and including termination of participation in the program.

Review and Revision.

This policy will be reviewed periodically to ensure alignment with evolving laws, regulations, and community needs. Any necessary revisions will be made in consultation with legal counsel and relevant stakeholders to maintain compliance and effectiveness.

This Sex Offender Residency Policy is essential to uphold public safety within A Bridge to Freedom Reentry Program's tiny home community while promoting the successful rehabilitation and reintegration of program participants.

Grievance Policy



Last updated date: March 18, 2024

1. Introduction

The grievance procedure enables the organization to ensure that any problems, complaints or concerns raised by employees are dealt with in a fair, timely and consistent manner. If an employee has a grievance or complaint regarding:

- 1.1 their work, working conditions, pay and benefits, working hours; or
- 1.2 discrimination on the grounds of race, sex, sexual orientation, religion, disability, age, gender reassignment, marital status or ethnic origin; or
- 1.3 treatment by colleagues including harassment and bullying; or
- 1.4 their health and safety or ;
- 1.5 any other issue affecting their work environment and employment;

Complaints in respect of disciplinary action taken by Bridge To Freedom should be dealt with as an appeal under the disciplinary procedure.

2. **Informal Procedure**

2.1 Employees should, where possible, discuss the grievance or complaint with their immediate manager on an informal basis first. The manager will discuss any concerns with the employee and attempt to resolve the matter within a reasonable timeframe. When it is not possible for the employee to talk to their immediate manager, or if the grievance concerns him or her, the employee should instead talk to the next most senior person such as the program director.

2.2 Where the informal procedure is used, both parties should keep a written record of the meeting, which may include what was discussed and if any action was taken to resolve the initial grievance.

2.3 If the grievance has not been resolved or cannot be settled informally, the matter should be dealt with in accordance with the formal grievance procedure.

3. **Formal Grievance Procedure:**

3.1 Written Statement

3.3.1 The employee must first send a written statement detailing the nature of the grievance to the employee's manager.

3.3.2 If the grievance is against the employee's manager than a written statement can be written to another manager of employee not associated with the grievance

3.2 Grievance Meeting

3.2.1 Once the written statement is received, the employee's manager will arrange for a formal meeting to be held in order to discuss the grievance. The meeting will happen no later than 5 days after the statement is received.

3.2.2 Before the meeting, an investigation of the accusations must take place

3.2.5 The director, manager, and the employee shall make every effort to attend the meeting. If the employee fails to attend the grievance hearing without explanation then the meeting may be continued without the employee

3.2.6 If possible, the employee should explain how they think the grievance could be resolved.

3.2.7 If a further investigation of the matter is required then an additional meeting should be at a later date to determine action of the grievance

4. **Confidentiality**

4.1 Grievances will be handled with as high a degree of confidentiality

- 4.2 Confidential records of the grievance will be kept in the employee's personnel file, where the employee may gain access to to go over notes on the meeting

This procedure has been approved and authorized by:

Name: Jane Do

Date: Today

Position: Director of Operations

Conflict of Interest Policy

Conflict of Interest Policy

A Bridge to Freedom Reentry Program is committed to upholding the highest standards of integrity, transparency, and ethical conduct in all aspects of our operations. We recognize the importance of providing a safe and supportive environment for employees, volunteers, participants, and stakeholders to report concerns or suspected wrongdoing without fear of retaliation. This Conflict of Interest Policy is designed to encourage staff, volunteers, program participants, board members and stakeholders to report concerns or suspected conflicts of interest promptly and without hesitation. We encourage open communication and collaboration in addressing potential conflicts to ensure that all decisions and actions align with our organization's values and mission. We promote a culture of accountability and transparency, we aim to strengthen trust and confidence in our organization and uphold the highest standards of ethical conduct. Through the diligent implementation of this policy, we reaffirm our commitment to promoting integrity and fairness in all aspects of our work at A Bridge to Freedom Reentry

Program.

Conflict of Interest Policy

The purpose of this Conflict-of-Interest Policy is to establish guidelines and procedures to identify, disclose, and manage conflicts of interest that may arise among board members, staff, volunteers, and other individuals associated with A Bridge to Freedom Reentry Program and its tiny home community.

Policy Statement

A Bridge to Freedom Reentry Program is committed to upholding the highest integrity, transparency, and accountability standards in all operations. The organization recognizes that conflicts of interest may arise when individuals associated with the organization have personal, financial, or professional interests that may influence their decision-making or actions.

Definition of Conflict of Interest

A conflict of interest arises when an individual's personal, financial, or professional interests or relationships may conflict with the interests of A Bridge to Freedom Reentry Program or its mission. Conflicts of interest may include, but are not limited to, situations where an individual:

Stands to gain financially or materially from a decision or transaction involving the organization.

Has a personal relationship with a vendor, contractor, or other party doing business with the organization.

Holds a position or interest in an organization or entity that competes with or has a relationship with A Bridge to Freedom Reentry Program.

Engages in activities that may compromise their ability to act in the organization's best

interests.

Disclosure and Management

All board members, staff, volunteers, and individuals associated with A Bridge to Freedom Reentry Program must disclose any actual or potential conflicts of interest in writing to the designated Conflict of Interest Officer upon becoming aware of such conflicts. Disclosures should include sufficient detail to thoroughly assess the conflict and its potential impact on the organization.

Review and Assessment

In consultation with the Board of Directors or an appointed committee, the Conflict-of-Interest Officer will review all disclosed conflicts of interest to determine their significance and potential impact on the organization. Individuals with conflicts of interest may be asked to provide additional information or clarification as needed.

Recusal

Individuals with conflicts of interest may be required to recuse themselves from participating in decisions or activities where their personal interests may conflict with the organization's interests. This may include abstaining from voting on relevant matters or refraining from involvement in specific transactions or relationships.

Mitigation Measures

Where appropriate, the organization may implement mitigation measures to address conflicts of interest, such as establishing safeguards, seeking independent review or approval, or restructuring relationships to minimize potential conflicts.

Documentation

All disclosures, assessments, and actions to address conflicts of interest will be

documented and maintained in the organization's records per applicable laws and regulations.

Training and Education

A Bridge to Freedom Reentry Program will provide training and education to board members, staff, volunteers, and other individuals associated with the organization to raise awareness of conflicts of interest and their potential impact. Training may include information on identifying conflicts of interest, disclosure procedures, ethical decision-making, and the organization's Conflict of Interest Policy.

Compliance

Failure to comply with this Conflict-of-Interest Policy may result in disciplinary action, including termination of employment or removal from the board or volunteer position. All individuals associated with A Bridge to Freedom Reentry Program are expected to adhere to the principles and procedures outlined in this policy.

Review and Revision

This Conflict-of-Interest Policy will be reviewed periodically to ensure its effectiveness and relevance. Any necessary revisions will be made in consultation with legal counsel and the Board of Directors to maintain compliance with applicable laws and best practices.

Acknowledgment

Individuals acknowledge their understanding of and commitment to comply with this Conflict-of-Interest Policy by accepting a position or role within A Bridge to Freedom Reentry Program.

This Conflict-of-Interest Policy is essential to maintaining the integrity, transparency, and trustworthiness of A Bridge to Freedom Reentry Program and its operations.

Whistleblower Protection Policy

Whistleblower Protection Policy

Last Updated March 18, 2024

A Bridge to Freedom Reentry Program is committed to upholding the highest standards of integrity, transparency, and ethical conduct in all aspects of our operations. We recognize the importance of providing a safe and supportive environment for employees, volunteers, participants, and stakeholders to report concerns or suspected wrongdoing without fear of retaliation. This Whistleblower Protection Policy is designed to encourage individuals to come forward with information about potential violations of laws, regulations, policies, or ethical standards and to protect them from retaliation for doing so.

This policy applies to all employees, volunteers, contractors, participants, board members, and other stakeholders associated with A Bridge to Freedom Reentry Program, including those residing in our tiny home community.

Reporting Procedures

Any individual who becomes aware of conduct that they believe may constitute a violation of laws, regulations, policies, or ethical standards is encouraged to report their concerns promptly. Reports may be made verbally or in writing and should be submitted to the Program Director. Alternatively, individuals may report concerns anonymously through the organization's confidential reporting at ABridgetoFreedomComplianceLine.org or call 888-corp-comp.

Investigation Process

Upon receipt of a report, the designated Whistleblower Officer or Committee will conduct a prompt, fair, and impartial investigation. The investigation may involve gathering relevant evidence, interviewing witnesses, and consulting with legal counsel or external experts as needed. The identity of the whistleblower will be kept confidential to the extent possible, except as required by law or as necessary to conduct a thorough investigation.

Protection Against Retaliation

A Bridge to Freedom Reentry Program prohibits retaliation against individuals who make good faith reports of suspected violations. Retaliation includes any adverse employment action, such as termination, demotion, harassment, or other forms of reprisal, taken against a whistleblower for reporting concerns or participating in an investigation. Any individual found to have engaged in retaliation will be subject to disciplinary action, up to and including termination of employment or other appropriate measures.

Confidentiality

All reports of suspected violations and related investigations will be handled with discretion and confidentiality to the extent possible, consistent with the need to conduct a thorough investigation and comply with legal requirements. However, individuals should be aware that confidentiality cannot be guaranteed in all circumstances, particularly if disclosure is necessary to address the reported concerns or to comply with legal obligations.

Non-Retaliation Assurance

A Bridge to Freedom Reentry Program is committed to maintaining an environment where individuals feel comfortable raising concerns without fear of retaliation. We encourage open communication and constructive feedback, and we will take appropriate measures to address any reports of retaliation promptly and effectively.

This Whistleblower Protection Policy is intended to promote integrity, accountability, and ethical conduct within A Bridge to Freedom Reentry Program. All individuals associated with the organization are expected to familiarize themselves with this policy and to comply with its provisions. By fostering a culture of transparency and accountability, we can better fulfill our mission of supporting successful reentry and fostering positive change in our community.

[Signature of Director of Operations]

[Date]

Organizational Strategic Plan Summary

To ensure the long-term survival and thriving of our organization, "Bridge to Freedom," we have developed a comprehensive strategy encompassing several key elements:

We prioritize building a sustainable model that can adapt to changing circumstances and continue to serve our community for years to come. This includes carefully managing our resources, exploring diverse funding streams, and establishing partnerships with local businesses and organizations to enhance our financial stability.

We are committed to ongoing evaluation and improvement of our programs and services. We can continuously refine our approach to better meet the needs of those we serve by collecting data, soliciting feedback from participants and stakeholders, and staying abreast of best practices

in reentry and rehabilitation.

We will continue building strong relationships with the community, which is essential for our long-term success. We actively engage with residents, businesses, and other stakeholders to foster support, collaboration, and a sense of ownership in our mission. This includes hosting community events, participating in local initiatives, and advocating for policy changes that benefit our participants.

We recognize the importance of offering a comprehensive range of services to address the complex needs of our participants. By diversifying our offerings and remaining responsive to emerging needs and trends, we can better support individuals navigating the challenges of reintegration into society.

Through advocacy and awareness, we will continue to be dedicated to raising awareness about the issues facing individuals reentering society from incarceration and advocating for systemic changes that promote rehabilitation, reduce recidivism, and advance social justice. We can effect meaningful change locally and systemically by amplifying the voices of those we serve and partnering with other advocacy organizations,

By prioritizing sustainability, continuous improvement, community engagement, diversification of services, and advocacy and awareness, we are confident that "Bridge to Freedom" will survive and thrive in its mission to support individuals in their journey toward successful reintegration into society.

Community Engagement Strategy

Our community engagement strategy for the "Bridge to Freedom" reentry program encompasses a multi-faceted approach to raising awareness, building partnerships, and encouraging support for our initiative.

We aim to communicate our program's core values and unique aspects through personalized storytelling. We humanize our campaign and demonstrate the tangible impact of our services by sharing the journeys of individuals who have successfully transitioned with our support. These narratives serve to emotionally connect with our target audience, particularly those recently released from incarceration, and inspire them to engage with our program.

In addition to storytelling, we recognize the importance of utilizing digital platforms for outreach. We aim to reach a broader audience and encourage participation in our program through targeted online advertisements on social media and email campaigns. These digital outlets allow us to share compelling content, amplify our message, and foster engagement with diverse stakeholders.

We understand the significance of building partnerships and collaborations within the local community. We seek to expand our reach and access additional resources, by engaging with government agencies, businesses, non-profit organizations, and faith-based groups. These collaborations enhance our program's effectiveness and sustainability and promote a sense of community support and involvement.

Furthermore, we emphasize effective communication and understanding in our partnerships. Recognizing the differences in missions and expectations between non-profit agencies, businesses, and government entities, we aim to bridge these gaps through open dialogue and cultural brokerage. We can ensure the longevity and success of our partnerships by establishing two-way communication channels and remaining adaptable to changing community needs

Our community engagement strategy prioritizes personalized storytelling, digital outreach, and collaborative partnerships to raise awareness, build support, and empower

individuals transitioning from incarceration to societal reintegration through the "Bridge to Freedom" program.

Conclusion

In conclusion, A Bridge to Freedom's goals are to provide holistic rehabilitation programs, implement educational and vocational training programs, create a supportive and inclusive community environment, and ensure housing stability and independent living. In A Bridge to Freedom's comprehensive program, the population of parolees that are reentering society can receive the support that they need in a way that no other single organization in the North Georgia area can do. It is important for this population to have support, not only for their own sake and the sake of their family, but for the better good of society as a whole, keeping them out of prison and in the workforce as productive members of society. This all-encompassing program can assist them with reentry housing, job and career support, mental health and substance abuse services, and legal assistance.

This non-profit organization will employ skilled individuals such as the director of operations, social workers, reentry coordinator, community engagement coordinator, employment and education specialist, and a caseworker who all have distinct job descriptions as outlined by the human resources plan. The organization's operations also include important and distinct policies for situations that may occur in the functioning of the organization, as well as a distinct marketing plan, a fundraising plan, and a detailed budget including income and expenses. At Bridge to Freedom, we envision a society where individuals rebuild their lives and contribute positively through our transformative reentry program, fostering lasting change and breaking the cycle of incarceration. Grounded in empowerment and community support, we cultivate self-sufficiency, serving as a model for reentry programs, transforming lives and communities.

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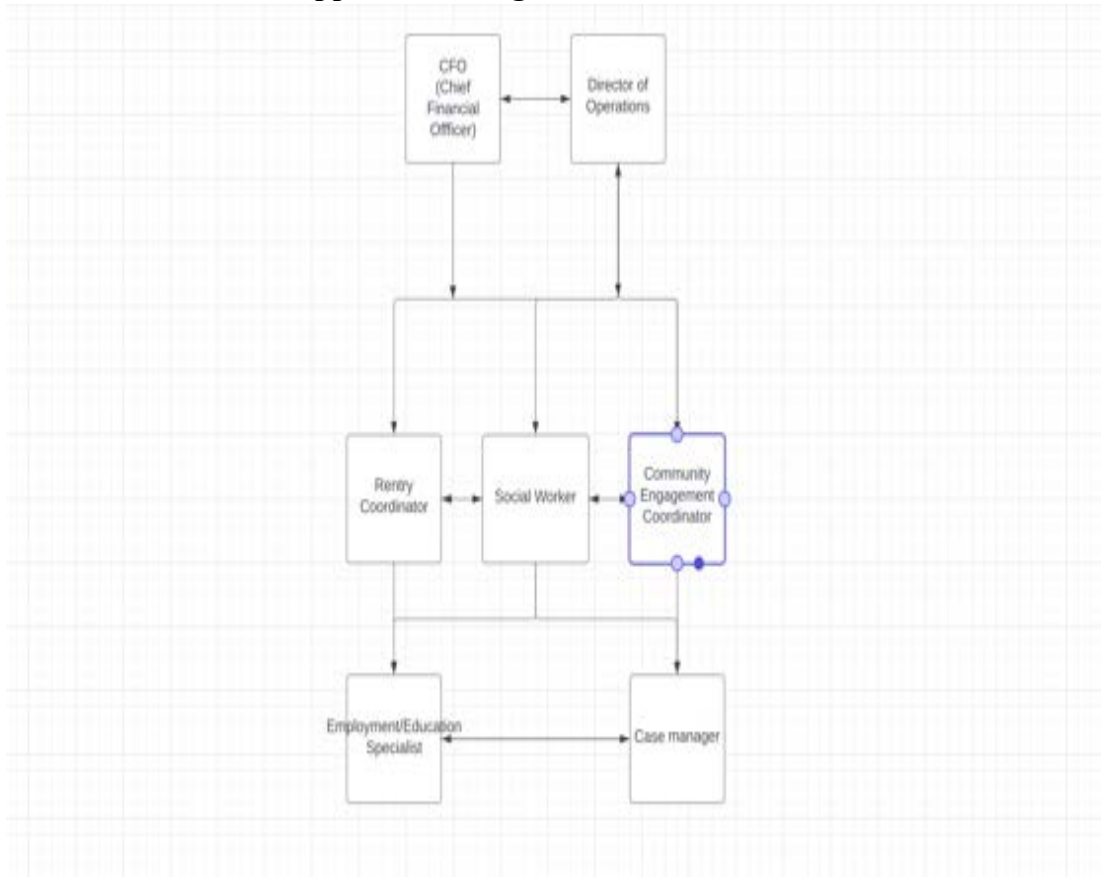
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Appendices

Appendix A. Organizational Chart



Appendix B. Budget (Revenues and Expenses)

Income Stream Annually	Estimated Total
Individual Donors (Fundraising)	\$150,000
Corporate Donors (Fundraising)	\$250,000
SAMHSA Grant	\$100,000
HUD Grant	\$200,000
BJA Grant	\$200,000
Rental Income	\$600 per tiny home per month x 20 homes= 12,000 per month x 12 months=\$144,000 total rental income
Stock Donations	\$150,000 per year
Online Donations	\$100,000 per year
TOTAL	\$1,294,000 per year

Start Up Expenses	Estimated Cost
20 Tiny Homes including HVAC (Initial Cost)	\$359,600
Labor to install Tiny Homes including electrical and plumbing.	\$450,400
Furniture for 20 Tiny Homes	\$39,373.60
Office Building (Initial Cost)	\$0 (allocated by the county)
Office Furniture (Desks, chairs)	\$10,000
Electronic Devices	\$10,000
Start Up Expenses Total	\$830,000
Annual Expenses	Estimated Cost
Staff Yearly Salaries	\$0(CFO is volunteer) \$90,000 Director of Operations \$72,000 Reentry Coordinator \$72,000 Community Engagement Coordinator \$75,000 Social Worker \$58,000 Employment/Education Specialist \$58,000 Case Manager Total \$425,000 for salary
Food For Participants For A Year	\$20,000
Office Supplies (Paper, Ink, Pens, etc.)	\$7,500
Utilities (Electric, Internet, Water, etc.)	\$10,000
Transportation	\$1,500
Annual Expenses Total	\$464,000
Grand Total	\$1,294,000

Appendix C. SMART Fundraising Goals

Fundraising Plan – SMART Goals

Goal 1: Raise \$150,000 from Individual donors by October 31, 2024

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answer the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability-Outcome Measure</u> What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	<u>Relevance</u> What are the expected results after implementing this strategy? How does this tactic fit in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when? (entity, position)
Organize a 5K marathon	Send out 10 invitations to 10 local running clubs in Catoosa, Walker, and Chattooga County, GA.	For the 5k, 75% of individuals contacted with donate and/or participate in the event	We will raise \$50,000 from the event and raise awareness of our organization’s mission.	The community engagement coordinator will make a spreadsheet and confirm individual spots and donations a week up to the event
Organize a gala	Advertise and send a 1 message a day on facebook, instagram, and twitter for upwards of 15 days leading to the event.	For the Gala, 80% of individuals contacted will attend the event and/or sponsor a table.	We will raise \$50,000 from the event, creating visibility for our organization, and donor engagement.	The community engagement coordinator will make a spreadsheet and confirm individual spots and donations a week up to the event
Organize a golf tournament	Send out 10 invitations to 10 major golf clubs recruiting individual participants in Catoosa, Walker, and Chattooga County, GA.	For the golf tournament, 90% of individuals contacted will pay \$100 per entry per player.	We will raise \$50,000 from the event and bring community awareness to the program and networking	The community engagement coordinator will make a spreadsheet and confirm individual spots and donations a week up to the event

Goal 2: Raise \$250,000 from Corporate donors by January 31, 2025

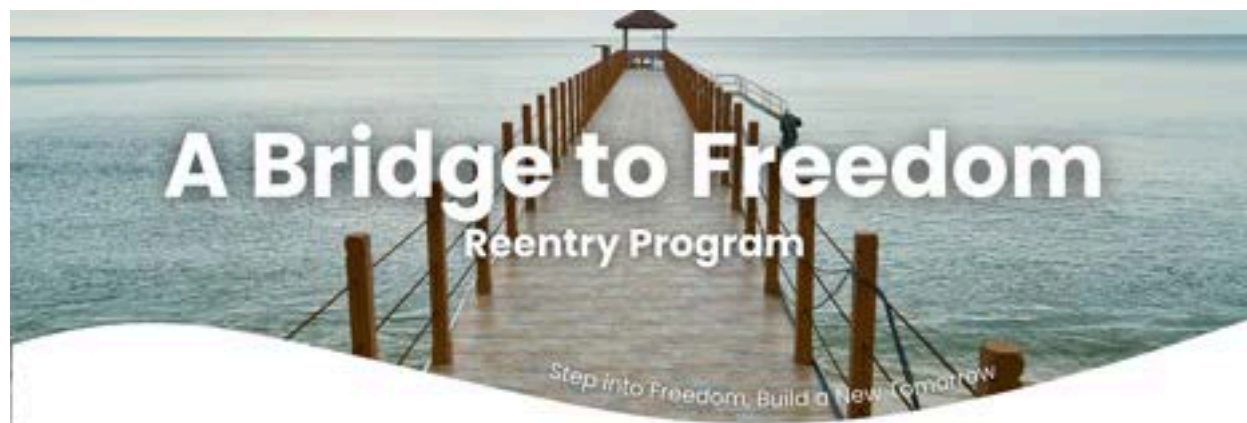
<p><u>Specific Strategies/Tactics</u></p> <p>This is something you will do to accomplish the goal. Answer the question—What will you do?</p>	<p><u>Process Measure</u></p> <p>How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><u>Attainability- Outcome Measure</u></p> <p>What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?</p>	<p><u>Relevance</u></p> <p>What are the expected results after implementing this strategy? How does this tactic fit in the overall fundraising plan?</p>	<p><u>Time frame and Responsibility</u></p> <p>Who is responsible for seeing that the strategy gets done and by when? (entity, position)</p>
Organize a Gala Dinner	Send out 20 invitations for major corporations to attend the gala and/or sponsor a table.	75% of organizations contacted will come with 50% donating a table at the event	We will raise \$150,000 from the event to add to the organizations mission	The community engagement coordinator will contact all organizations commuted to the event and collect all pre-payments up to a week before the event
Organize a golf tournament	Send out 10 invitations to 10 major golf clubs recruiting corporate teams to participate from Catoosa, Walker, and Chattooga County, GA.	Out of the 10 organizations contacted, 7 will commit to participating in the tournament as a corporation.	We will raise \$75,000 to implement creating vulnerability within the community and to bring awareness to the organizational cause	The community engagement coordinator will contact all organizations commuted to the event and collect all pre-payments up to a week before the event
Organize a 5k race	Send out 10 race invitations to 10 local corporations in recruit a team run from Catoosa, Walker, and	Out of 10 running clubs contacted 8 teams will have committed to put together a team.	We will raise \$75,000 to raise awareness and community for the organization's mission	The community engagement coordinator will contact all organizations commuted to the event and collect

	Chattooga County, GA.			all pre-payments up to a week before the event
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Goal 3: Raise \$500,000 from Grants by July 31, 2024.

<u>Specific Strategies/Tactics</u>	<u>Process Measure</u>	<u>Attainability-Outcome Measure</u>	<u>Relevance</u>	<u>Time frame and Responsibility</u>
<p>This is something you will do to accomplish the goal. Answer the question—What will you do?</p>	<p>How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p>What will show that you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?</p>	<p>What are the expected results after implementing this strategy? How does this tactic fit in the overall fundraising plan?</p>	<p>Who is responsible for seeing that the strategy gets done and by when? (entity, position)</p>
<p>Apply for a SAMSHA</p> <p>Apply for a HUD grant</p> <p>Apply for a BJA grant</p>	<p>Search on grants.gov, SAMSHA, BJA, and HUD for applicable grants.</p>	<p>We will have secured 2 out of 3 grants applied for and secured \$300,000 in grant funds.</p>	<p>We will have secured \$500,000 from grants.</p>	<p>The responsibility for executing these strategies falls under the Community Engagement Coordinator and the Program Director for A Bridge to Freedom Reentry program.</p>

Appendix D. Case for Support Letter



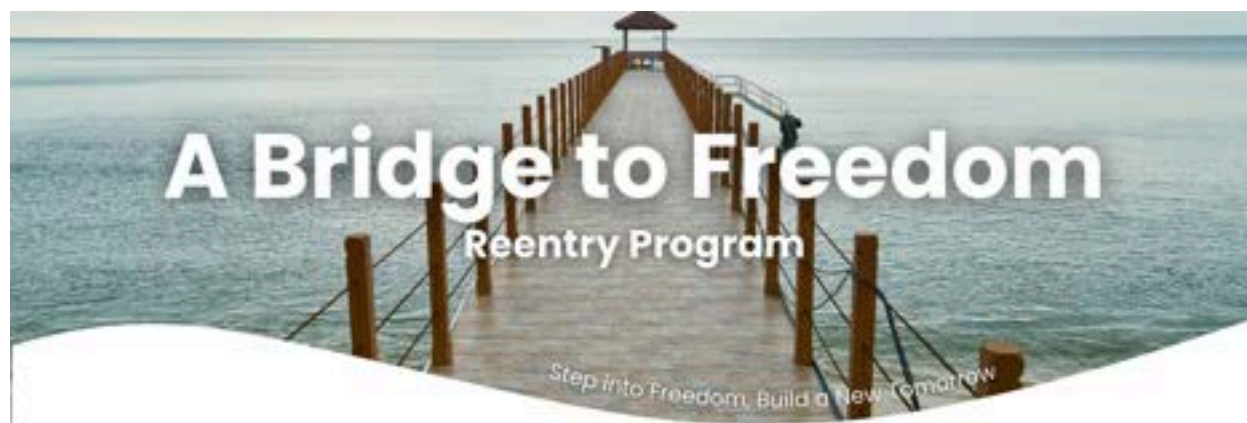
In just the few months that A Bridge to Freedom has been in operation, not only have these homes been filled, but we have seen the difference that our program has made in the lives of its participants. Seven of our participants have been able to find steady employment and several more have been taking advantage of the job training and education programs that we offer. Many individuals involved have addressed previously untreated mental health conditions, and others have committed to overcoming their struggles with substance abuse. Without this program, and its generous donors, these life-altering changes could not have been made.

According to the State of Georgia's Board of Pardon's and Paroles website, in June 2023 there were 18,369 individuals out on parole. Without programs such as A Bridge to Freedom addressing this ongoing issue, not only are the lives of the parolees affected, but the tax payers and society as well. According to ajc.com, Georgia operates the fifth-largest prison system in the nation, at a cost of \$1 billion a year. Giving former prisoners the support and training that they need, keeps them out of prison and jail, and instead of taxpayer dollars supporting them in jail or prison, they can become a more productive member of society, contributing to the economy.

I want to thank you for your consideration of donating to A Bridge to Freedom; your donation is tax-deductible and it makes a world of difference to us, the participants in our program, as well as the whole community.

Thank you for your time,

A Bridge to Freedom
123 Anywhere Street
Rock Spring, GA 30739



March 1, 2024

Ms. Cassandra Evergreen
123 Maple Street
LaFayette, GA 30750

Dear Ms. Evergreen,

I am happy to share with you our life-changing organization, A Bridge to Freedom. There are many challenges that individuals who were previously incarcerated face upon reentering society. These issues include a lack of housing available to them, a lack of employment due to their background as well as lack of training or education, as well as often mental health and substance abuse issues. Due to these many challenges, within three years of their release, two out of three former prisoners are rearrested and more than 50% are re-incarcerated¹. A Bridge to Freedom seeks to address these needs and break the reincarceration cycle.

Our organization began and is currently operating with 20 tiny homes which gives us the capability to help 20 previously incarcerated individuals rebuild their lives. It had been a blessing that our initial homes filled so quickly, but the need for this type of assistance has been much greater than our 20 homes can offer, and we currently have a waitlist of 26 people. Without our assistance, those 26 people could very well end up back in the jail or prison cycle. And that is where donors, such as yourself, come into the picture.

We have a goal to add 10 more tiny homes by September. These 10 tiny homes would allow us to expand how many individuals whose lives we can change. In addition, more funding is needed to help supply basic needs to these individuals as well as to continue to expand and improve our programs. Our estimated costs for these additions and improvements are about \$100,000.

¹Benecchi, L. (2020, August 8). Recidivism Imprisons American Progress. Harvard Political Review. <https://harvardpolitics.com/recidivism-american-progress/#:~:text=By%20the%20end%20of%202020%2C%20there%20were%20more>

Bridging Horizons with Tiny Homes for New Beginnings

Appendix E1. Marketing Materials Brochure

At a glance.

Our program encourages a supportive environment that equips participants with the tools, skills, and community connections necessary for successful reintegration into society.

About us.

At Bridge to Freedom, empowering lives and building futures is our mission. We aim to provide a transformative reentry experience for individuals transitioning from jails and prisons.

Visit Our Office

123 Anywhere St.
Rock Spring, GA 30739

Visit Our Website

abridgetofreedom.org

A Bridge to Freedom

Reentry Program

Bridging Horizons with Tiny Homes for New Beginnings

Step into Freedom,
Build a New Tomorrow

A Bridge To Freedom's Reentry Services



Mental Health and Substance Abuse Services

Our supportive team is ready to assist you with mental health and substance abuse services. Our team of LCSW's are here to help you navigate your journey to a brighter future.

Legal Services

Our experienced team of lawyers and paralegals offers guidance, resources, and advocacy to help you overcome legal barriers and move forward with your life.



Testimonial

"Thanks to A Bridge to Freedom program, I got back on track after leaving prison. They helped me find my way and gave me the support I needed to start fresh. I'm grateful for their help in turning my life around." - Robert Smith



Tiny Home Community

This unique program offers former inmates their own tiny houses on our campus while they're in the program. This gives them their own space and more privacy.



Employment and Education Services

Our dedicated Employment and Education Services team is here to guide you through job training, educational opportunities, and career support as you rebuild your life post-incarceration.

Contact us.



(706) 555-1212



abridgetofreedom.org



info@abridgetofreedom.org

Appendix E2. Marketing Materials
Flier



Appendix E3. Marketing Materials Email Newsletter



Our Organization's Update

A Bridge To Freedom has had a very successful start during our first quarter of operations! All 20 of our tiny homes had one of our new participants calling them home within the first month and a half of our program beginning. Due to the high demand, we currently have plans to expand with 5 more tiny homes in the next two months! That is why we appreciate donors and stakeholders like you for making this expansion possible, to impact even more lives!



7 of our participants have currently been able to find steady employment and 9 of our participants are currently using our amazing education program to learn some new skills to further their future job prospects.

We again are grateful to everyone that has invested in us and into the future of the beautiful Walker County!

New Team Member Alert

THIS IS NATASHA, OUR NEW PARALEGAL!

Natasha is new to our organization and new to Georgia! She comes from Florida where she has experience working in both criminal and business law experience. We are happy to have her on the team!





Successful Food Drive

THANK YOU FOOD LION AND THEIR CUSTOMERS!

On May 5, 2024 we had our first Food Drive outside Food Lion in both Lafayette and Chickamauga. Together we received 214 food items for our participants AND Food Lion matched the donations so we were able to receive double! Thank you!



Coming Up

EXPANSION

Our next 5 tiny homes are currently being built! We can't wait to have the ability to help 5 more people thanks to you!

[FIND OUT MORE](#)



Aldi Food Drive

JULY 6, 2024

Please join us at Aldi's on Battlefield Pkwy on July 6th from 10:00 am to 3:00 pm for our next food drive

[FIND OUT MORE](#)

Appendix E4. Marketing Materials Support Letter



February 21, 2024

Sheriff Steve Wilson
105 South Duke Street
LaFayette, GA 30728

Dear Sheriff Wilson,

We are writing to you today to share with you about our unique reentry program for individuals who are recently released from jail or prison. Our comprehensive program offers the services of housing, in our tiny house community, as well as mental health and substance abuse services, job training and education, as well as legal services. With A Bridge to Freedom, our goal is to get parolees back on their feet and in a better situation. This will also keep them from unnecessarily ending up back in jail, freeing up your and your staffs time to concentrate on other issues.

I have also enclosed some brochures that will share some information with you about our program, and we would love if you could share them with anything that you think may benefit from A Bridge to Freedom. If you need more, we will be happy to send them.

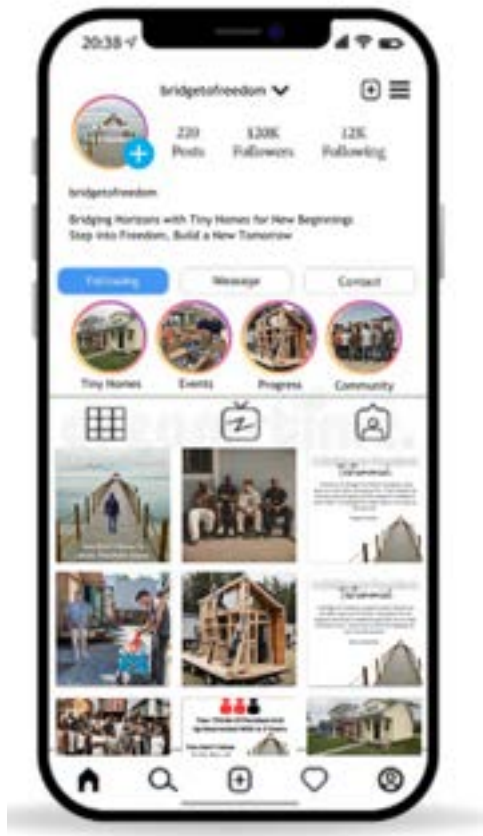
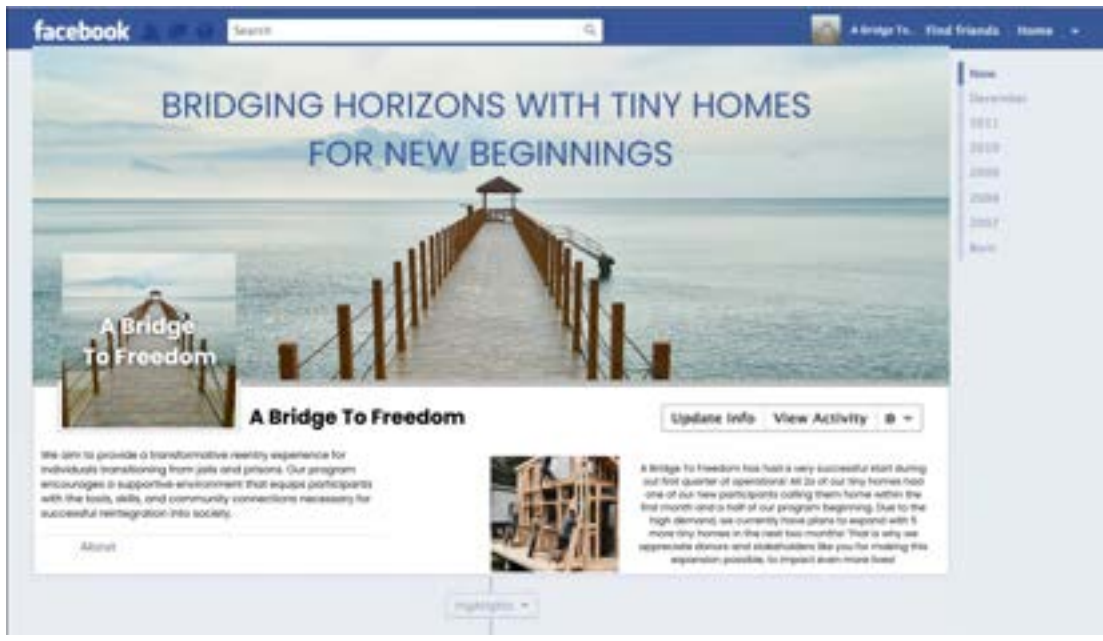
I wanted to just end with a testimonial from one of our programs graduates. He said, "Thanks to A Bridge to Freedom program, I got back on track after leaving prison. They helped me find my way and gave me the support I needed to start fresh. I'm grateful for their help in turning my life around." - Robert Smith

Thank you for your time,

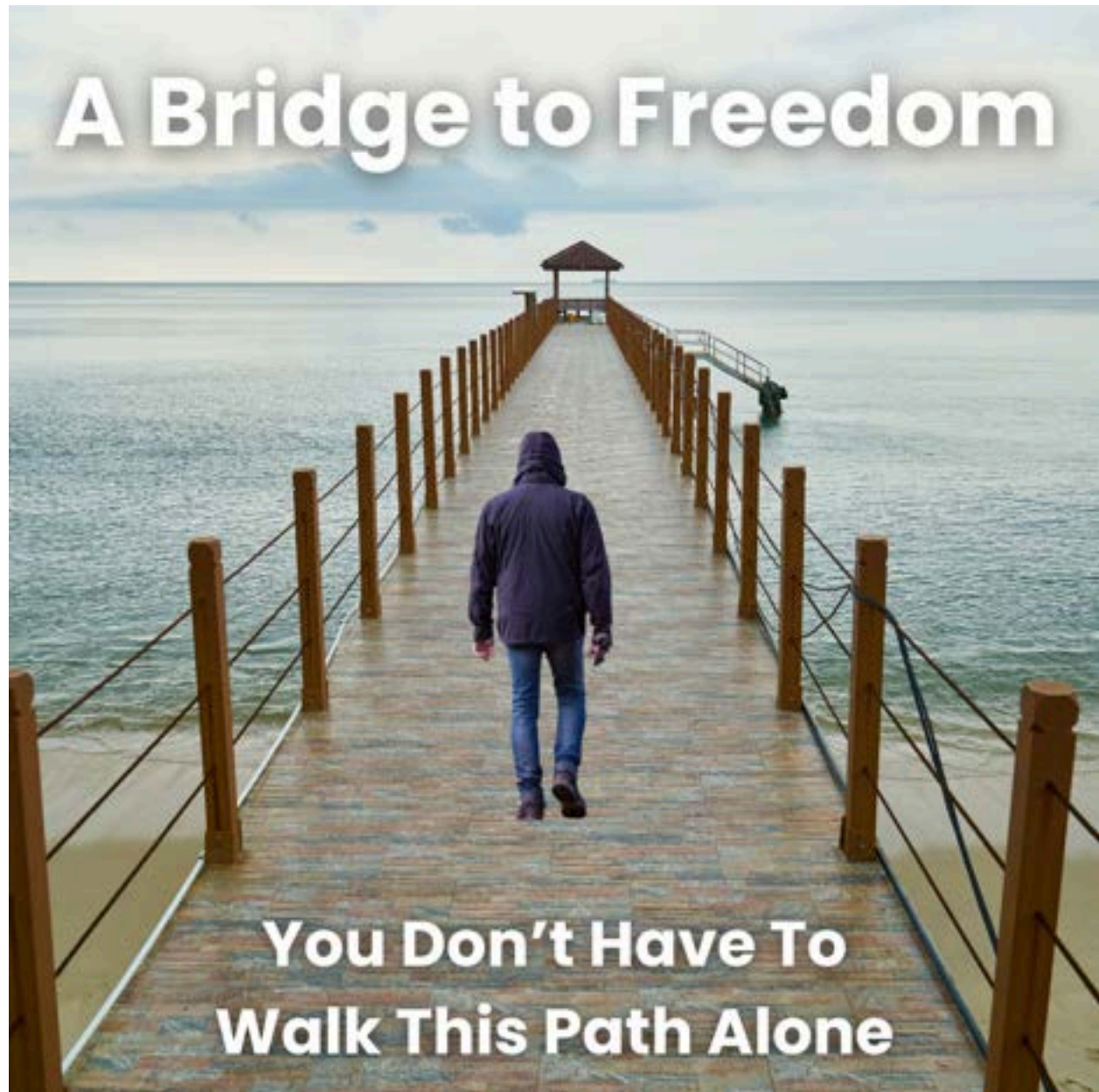
A Bridge to Freedom
123 Anywhere Street
Rock Spring, GA 30739

Bridging Horizons with Tiny Homes for New Beginnings

Appendix E5. Marketing Materials Social Media Pages



**Appendix E6. Marketing Materials
Example Social Media Posts**



A Bridge to Freedom *Testimonial*

“Thanks to A Bridge to Freedom program, I got back on track after leaving prison. They helped me find my way and gave me the support I needed to start fresh. I'm grateful for their help in turning my life around.”

Robert Smith



A Bridge to Freedom Testimonial

"A Bridge to Freedom program really helped me out after I got out of prison. They gave me the support and tools I needed to get back on my feet and start over. I owe a lot to them for helping me turn my life around."

Barry Spaniels



A Bridge to Freedom



**Two-Thirds Of Parolees End
Up Rearrested With In 3 Years**

**You Don't Have
To Be One of
Them.**



Appendix F. Full Job Descriptions

Director of Operations - Job Description

Introduction: The Director of Operations is responsible for our organization's day-to-day operations, program implementation, and strategic growth. Working in close collaboration with the Executive Director, the COO ensures the effective delivery of services and the achievement of the reentry program's mission.

Responsibilities:

- Operational Oversight: The Director of Operations is responsible for overall operational efficiency. This includes developing and implementing active policies, procedures, and systems to enhance productivity.
- Program Management: Oversee the implementation of reentry programs, ensuring they align with the organization's mission. Collaborate with program coordinators to monitor and evaluate program effectiveness.
- Strategic Planning: Work with the Executive Director to develop and implement strategic plans for organizational growth. Identify opportunities for expansion and improvement in service delivery.
- Team Leadership: Provide leadership and guidance to project coordinators and other staff. Foster a positive and collaborative work environment that encourages innovation and teamwork.
- Resource Allocation: Manage organizational resources efficiently, including budget oversight, staffing, and technology requirements. Ensure resources are allocated effectively to meet program goals.

Qualifications:

- Bachelor's or master's degree in a relevant field.
- Proven experience in a senior management role, preferably in a human services or nonprofit setting.
- Strong leadership and decision-making skills.
- Excellent organizational and project management abilities.
- Effective communication and interpersonal skills.

Director of Services - Job Description

Introduction: The Director of Services is a key leadership position responsible for overseeing protocols, policies, and the alignment of reentry programs with our organization's vision and mission. This role involves supervising and guiding project coordinators to ensure the effective delivery of services.

Responsibilities:

- Direct and oversee the organization's services, ensuring they meet high standards of quality, consistency, and alignment with its values.

- Protocol Development: Develop and implement protocols and policies related to the organization's population, ensuring compliance with industry standards and legal requirements.
- Provide leadership to project coordinators, offering guidance and support in their roles. Foster a collaborative and empowering work environment.
- Ensure that reentry programs align strategically with the organization's vision and mission. Collaborate with leadership to enhance program effectiveness.
- Implement mechanisms for monitoring and evaluating service delivery to maintain high-quality standards. Identify areas for improvement and implement necessary changes.

Qualifications:

- Master's degree in a social service or relevant field.
- Extensive experience in a leadership role within a human services or nonprofit organization.
- Strong knowledge of reentry programs and services.
- Excellent leadership and communication skills.
- Ability to develop and implement effective protocols and policies.

Reentry Coordinator-Job Description

Introduction: The Reentry Coordinator is crucial in assisting individuals transitioning from incarceration back into society. They work to establish supportive networks, provide resources, and facilitate successful reintegration into the community.

As a Reentry Coordinator, you'll be at the forefront of empowering individuals returning from incarceration to rebuild their lives. The Reentry Coordinator will collaborate with various stakeholders, including correctional facilities, community organizations, and government agencies, to ensure a smooth transition and reduce recidivism rates. Their efforts will focus on providing comprehensive support services, advocating for systemic change, and promoting community awareness and acceptance.

Responsibilities:

- Develop and maintain partnerships by forming alliances with correctional facilities, local organizations, employers, and government agencies to create a support network for individuals reentering society.
- Assess clients' needs and develop personalized reentry plans that address housing, employment, education, healthcare, and other essential services.
- Connect individuals with relevant resources such as housing assistance, job training programs, substance abuse treatment, mental health services, and legal aid.

- Advocate for policy reforms and community initiatives that remove barriers to successful reentry and promote opportunities for formerly incarcerated individuals.
- Conduct outreach activities to educate the community about the challenges faced by returning citizens and promote understanding and acceptance.
- Track clients' progress, collect data on outcomes and continuously evaluate the effectiveness of reentry programs and services.
- Provide immediate support and assistance to individuals facing challenges or crises during reentry.
- Work closely with colleagues, volunteers, mentors, and other stakeholders to ensure a coordinated and holistic approach to reentry support.

Qualifications:

- Bachelor's degree in social work, criminal justice, psychology, or a related field (master's degree preferred).
- Previous experience working with individuals impacted by the criminal justice system, preferably in a reentry or case management capacity.
- Strong interpersonal skills and the ability to build rapport with diverse populations, including individuals with histories of incarceration, substance use disorders, and mental health issues.
- Knowledge of community resources, social services, and legal systems related to reentry.
- Excellent verbal and written communication skills, with the ability to advocate effectively on behalf of clients and engage with stakeholders.
- Organizational skills and attention to detail, with the ability to manage multiple tasks and prioritize responsibilities effectively.
- Empathy, patience, and a nonjudgmental attitude towards individuals reentering society.
- Commitment to social justice, equity, and the belief in all individuals' inherent dignity and worth, regardless of their past mistakes.

Community Engagement Coordinator - Job Description

Introduction: The Community Engagement Coordinator is vital for building relationships and partnerships with local organizations and stakeholders. Additionally, they will organize fundraising events and support networks to enhance the organization's community presence.

Responsibilities:

- Establish and maintain positive relationships with local organizations, stakeholders, and community members to foster collaboration and support.
- Identify and develop strategic partnerships with organizations that align with our

mission. Facilitate collaboration for community-based initiatives.

- Plan and execute fundraising events to generate financial support for the organization. Collaborate with team members to develop creative and engaging events.
- Build and maintain support networks within the community. Engage with volunteers and advocates to enhance community involvement.
- Develop and implement strategies to increase public awareness of the organization's mission and programs. Utilize various platforms for effective communication.

Qualifications:

- Bachelor's degree or Master's degree in a relevant field.
- Previous experience in community engagement or related roles.
- Strong networking and relationship-building skills.
- Excellent organizational and event planning abilities.
- Effective communication and interpersonal skills.

Education/Employment Specialist - Job Description

Introduction: The Education Specialist is critical in overseeing educational opportunities and skill-building for reentry students. This position is crucial in providing academic support to enhance employment opportunities for individuals in the program.

Responsibilities:

- Educational/Employment Program Oversight: Oversee educational and workforce programs for reentry students, ensuring they align with the organization's goals and provide meaningful opportunities.
- Skill-Building Initiatives: Develop and implement skill-building initiatives to enhance the employability of reentry students.
- Educational Support: Provide educational support to reentry students

Qualifications

- at least a 4 year degree in general education but a Master's in Higher Education is preferred
- at least 2 years of leadership experience in an education or non-profit setting
- be able to work with incarcerated individuals on their educational goals
- able work with a team for the best outcome for the clients served

Chief Operating Officer (COO) - Job Description (This is a volunteer position)

Introduction: The Chief Operating Officer (COO) plays a pivotal role in overseeing our organization's day-to-day operations, program implementation, and strategic growth. Working in close collaboration with the Executive Director, the COO ensures the effective delivery of services and the achievement of the reentry program's mission.

Responsibilities:

- **Operational Oversight:** The COO is responsible for overall operational efficiency. This includes developing and implementing active policies, procedures, and systems to enhance productivity.
- **Program Management:** Oversee the implementation of reentry programs, ensuring they align with the organization's mission. Collaborate with program coordinators to monitor and evaluate program effectiveness.
- **Strategic Planning:** Work with the Executive Director to develop and implement strategic plans for organizational growth. Identify opportunities for expansion and improvement in service delivery.
- **Team Leadership:** Provide leadership and guidance to project coordinators and other staff. Foster a positive and collaborative work environment that encourages innovation and teamwork.
- **Resource Allocation:** Manage organizational resources efficiently, including budget oversight, staffing, and technology requirements. Ensure resources are allocated effectively to meet program goals.

Qualifications:

- Bachelor's or master's degree in a relevant field.
- Proven experience in a senior management role, preferably in a human services or nonprofit setting.
- Strong leadership and decision-making skills.
- Excellent organizational and project management abilities.
- Effective communication and interpersonal skills.

Legal Advocate - Job Description (this is a volunteer position)

Introduction: The Legal Advocate is a crucial position responsible for maintaining knowledge of the legal system and assisting formerly incarcerated individuals. Collaborating with legal organizations and nonprofits, the Legal Advocate advocates for civil and human rights.

Responsibilities:

- Provide legal assistance to formerly incarcerated individuals, guiding them through legal processes and procedures.

- Collaborate with legal organizations and non-profit agencies to advocate for civil and human rights for the organization's population.
- Stay updated on changes in the legal system, ensuring accurate and timely information is provided to clients.
- Advocate for the rights and needs of the organization's population within legal frameworks and systems.
- Offer emotional support and guidance to clients navigating legal challenges. Collaborate with social workers and therapists as needed.

Qualifications:

- A licensed attorney in the state of Georgia.
- Previous experience in legal advocacy or related roles.
- Knowledge of civil and human rights laws.
- Strong communication and advocacy skills.
- Empathy and compassion for individuals facing legal challenges.