

**Organizational Proposal Plan: ELEVATE**

Jenny Pontarelli, Abby Segovia, Angela Sparks, Richard Thomas, Amber Vaudreuil

School Of Social Work, Southern Adventist University

SOCW 618 Advanced Administrative Practice: Administrative and Leadership Skills

Dr. Laura Racovita

April 28, 2024

**Abstract.....7**

**Organizational Description and Goals.....8**

**Market Analysis and Environmental Assessment..... 8**

**Uniqueness of the Program..... 9**

**Target Client Population..... 10**

    Definitions.....10

**Service Offerings and Delivery..... 10**

    Referral for Housing..... 10

    Linked In Your Mission and Vision..... 11

    Court Support..... 11

    Career Training..... 11

    Healthcare and Taxes..... 11

    Life Skills..... 11

    Cooking and Budgeting..... 12

    ESL Tutoring..... 12

    Navigating School Systems (High School, College)..... 12

    GED..... 12

**Budget Rationale..... 13**

**Budget Narrative.....14**

    Salaries and Wage..... 14

	3
Employee Related Expenses (ERE) @ 25%.....	15
Operating Expenses.....	16
Program Expenses.....	17
<b>SMART Fundraising Goals and Strategies with Rationale.....</b>	<b>17</b>
Description of SMART Goals.....	17
Rationale for Strategies.....	20
<b>Marketing Campaign Strategy.....</b>	<b>23</b>
<b>Marketing Campaign Steps, Goals and Impact on Audiences.....</b>	<b>24</b>
<b>Marketing Campaign Name, Slogan, and Their Relationship to the Mission.....</b>	<b>27</b>
Name for Marketing Campaign.....	27
Slogan for Marketing Campaign.....	27
Relationship between Campaign Name and Slogan.....	27
<b>Human Resources Plan Overview.....</b>	<b>28</b>
<b>Key Job Positions and Descriptions.....</b>	<b>29</b>
<b>Staff and Volunteer Needs.....</b>	<b>30</b>
<b>Staff and Volunteer Motivation and Retention Plans.....</b>	<b>30</b>
Staff.....	30
Volunteers.....	31
<b>Staff Evaluation Plans.....</b>	<b>32</b>
<b>Volunteer Evaluation Plans.....</b>	<b>33</b>
<b>Strategies to Address Diversity.....</b>	<b>33</b>

	4
Implement Inclusive Leadership Practices.....	34
Establish Diversity Training Programs.....	34
Create Employee Resource Groups.....	35
<b>Organizational Policies.....</b>	<b>35</b>
<b>Applicable Policy.....</b>	<b>35</b>
<b>Policy Description.....</b>	<b>35</b>
<b>Applicability to Organization.....</b>	<b>37</b>
<b>Applied Organizational Policies.....</b>	<b>39</b>
<b>Organizational Strategic Plan Summary.....</b>	<b>40</b>
<b>Community Engagement Strategy.....</b>	<b>40</b>
<b>Conclusion.....</b>	<b>41</b>
<b>References.....</b>	<b>42</b>
<b>Appendix A: Job Positions Organizational Chart.....</b>	<b>53</b>
<b>Appendix B: Budget (Revenues and Expenses).....</b>	<b>54</b>
<b>Appendix C: SMART Fundraising Goals.....</b>	<b>56</b>
<b>Appendix D: Case for Support Letter.....</b>	<b>60</b>
<b>Appendix E: Marketing Materials.....</b>	<b>63</b>
<b>Appendix F: Job Descriptions.....</b>	<b>66</b>
<b>Appendix G: Organizational Policy - ELEVATE Mckinney-Vento Policy.....</b>	<b>69</b>
<b>Appendix H: Organizational Policy - Conflict of Interest.....</b>	<b>71</b>
<b>Appendix I: Organizational Policy - Whistleblower Protection Policy.....</b>	<b>73</b>

	5
<b>Appendix J: Organizational Policy - Grievance Policy.....</b>	<b>74</b>
<b>Appendix K: Evaluation Forms.....</b>	<b>82</b>
<b>Appendix L: Budget Narrative.....</b>	<b>91</b>

## **Abstract**

ELEVATE is a proposed community organization dedicated to providing support, guidance, and stability to unaccompanied youth in Southeast Tennessee. This proposal outlines the organization's mission, vision, and goals, as well as its unique approach to addressing the needs of this underserved population. ELEVATE aims to empower every young individual by equipping them with the essential tools and opportunities necessary to unlock their full potential. Through a comprehensive range of services, including housing referrals, legal support, career training, healthcare access, and mentorship programs, ELEVATE seeks to foster independence and resilience among unaccompanied youth as they navigate life without guardians. The organization's marketing campaign, "Elevation Through Connection," emphasizes the importance of building relationships and connections to support the growth and success of its clients. With a strategic budget plan aligned with its mission and goals, ELEVATE is poised to make a meaningful impact in the lives of unaccompanied youth and contribute to the overall well-being of the community.

## **Organizational Description and Goals**

The mission of ELEVATE is to provide support, guidance, and stability to unaccompanied youth by offering services needed to navigate life without guardians. The vision for ELEVATE is to empower every young individual and provide them with the essential tools and opportunities necessary to unlock their full potential. Through cultivating their unique abilities, fostering increased confidence, and building resilience, we aim to instill a profound sense of self-worth. Our objective is to enable these young individuals to emerge as positive contributors to the Southeast Tennessee community, ready to make a lasting impact. The purpose of the organization is to partner with unaccompanied youth in order to equip next generations with the tools and skills necessary to become functional and independent in society.

Unaccompanied youth are defined by this program as a person aged 14-24 who lacks a stable or legal guardian. One goal is to build strong local community partnerships in order to better serve clients with the resources and connections available within the area served. These community groups can also act as a potential source to identify and connect appropriate youth to the organization. Another goal is to expand the organization outside of Hamilton County within the next five years and be able to provide services to all of Southeast Tennessee with a local office space available in each of those 15 counties.

## **Market Analysis and Environmental Assessment**

The organization is set to operate in downtown Chattanooga, strategically located with convenient access to the CARTA. Several organizations in downtown Chattanooga offer services similar to ours, presenting opportunities for potential collaboration to enhance the support we provide to our target population. Some noteworthy organizations are as follows.

The organization Partnership for Families, Children, and Adults plays a vital role in the

greater Chattanooga area, offering a range of services, from children's advocacy to domestic violence support (Partnership for Families, Children, and Adults, 2024). A potential collaboration opportunity lies in their YHDP program, focused on providing services to at-risk youth aged 18-24, including case management for housing, education, employment, and socioemotional well-being.

Chambliss Center Transitional Living Program is dedicated to assisting children, youth, and families navigating the foster care system, this organization provides essential support programs (Chambliss Center for Children, n.d.). For the youth demographic, they offer stable housing and case management, particularly for those who have aged out of foster care and enrolled in the Extension of Foster Care (EFC) services in Tennessee. Enrollees must be in secondary or post-secondary education or maintain employment.

Bridge Refugee Services Inc. focuses on aiding refugees, humanitarian parolees, asylees, and entrants, this organization offers orientation and case management to facilitate adaptation to life in the US (Bridge Refugee Services, 2023). Services include ESL classes and early employment support, with a commitment to providing personalized assistance for successful integration and self-sufficiency.

La Paz Chattanooga targets the growing Latinx community in Chattanooga, this nonprofit offers various programs, including case management, the SIJS program providing visas to unaccompanied minors, and classes tailored for the Latino community (La Paz, 2024). Conducted entirely in Spanish, their services navigate the system for families who are undocumented or under-documented.

Given that our organization's services complement existing initiatives in the area, there is a strong indication of a long-term need for our operations. The potential for collaboration with

these organizations suggests that we could play a crucial role in filling gaps and addressing unmet needs within our community.

### **Uniqueness of the Program**

ELEVATE is a unique organization in the Southeast Tennessee region. The organization fills a gap that will serve unaccompanied youth and young adults transitioning into adulthood. These unaccompanied youth or young adults may be emancipated, unaccompanied refugees, or young adults who do not have any parental or guardians support. Currently there is not a service in the area that provides this type of specialized service to this population in the area.

### **Target Client Population**

The organization's target client population will be unaccompanied youth and young adults aged 14 to 24 living in Hamilton County, Tennessee. These unaccompanied youth and young adults may be emancipated from their parents, unaccompanied refugees, aged out of foster care, or lack any parental or guardian support.

### **Definitions**

The following are terms that may be unfamiliar and will be used throughout ELEVATE's organizational plan. Emancipated is defined as "to free from restraint, control, or the power of another" (Merriam-Webster, n.d.-a) and will be used in reference to our clients that are not under their parent' authority. Refugees are defined as "one that flees" (Merriam-Webster, n.d-c) and will be used in reference to our clients that have come to the United States to escape situations in their country. Guardians is defined as "someone who has the care of the person or property of another" (Merriam-Webster, n.d.-b). Usually guardians are appointed when there is no parent available to take care of a minor child.

## **Service Offerings and Delivery**

ELEVATE envisions creating Empowered, Leader, Educated, Valuable, Accomplished, Talented, and Extraordinary individuals. ELEVATE is committed to providing support, guidance, and stability to unaccompanied youth by offering services needed to navigate life without guardians. In alignment with Social Work Competency 2.1, the organization aims to demonstrate leadership in developing and implementing evidence-based practices, addressing various human rights issues at different levels, from individual to policy.

### **Referral for Housing**

ELEVATE takes a leadership role in collaborating with housing agencies, advocating for safe, affordable, and stable housing options specifically tailored for unaccompanied youth, ensuring a supportive environment as they navigate life independently.

### **Linked In Your Mission and Vision**

Leadership at ELEVATE involves fostering a sense of belonging and shared purpose among unaccompanied youth, actively involving them in the organization's vision. This connection aims to empower and inspire a collective journey toward personal and community excellence.

### **Court Support**

ELEVATE demonstrates leadership by providing unaccompanied youth with comprehensive support during legal proceedings, advocating for fair representation, and offering legal literacy programs. This helps address social and racial justice issues within the legal system.

### **Career Training**

Career training at ELEVATE focuses on developing evidence-based programs

specifically tailored for unaccompanied youth, equipping them with essential skills for sustainable employment and addressing economic disparities.

### **Healthcare and Taxes**

ELEVATE actively advocates for healthcare access and provides guidance on tax matters, recognizing the unique needs of unaccompanied youth. This service aims to address economic and health disparities while promoting a sense of agency.

### **Life Skills**

ELEVATE leadership in the 'Adulting' program involves empowering youth with practical life skills, such as decision-making and effective communication, fostering independence and addressing social and personal justice issues.

### **Cooking and Budgeting**

The organization takes a role in teaching unaccompanied youth essential life skills like cooking and budgeting, promoting financial literacy, efficient resource management, and healthy living.

### **ESL Tutoring**

ELEVATE demonstrates leadership by providing ESL tutoring tailored to the unique needs of unaccompanied youth, fostering linguistic capabilities and addressing language barriers to ensure inclusivity and cultural competence.

### **Navigating School Systems (High School, College)**

This service involves guiding unaccompanied youth through educational systems, advocating for equitable education opportunities, and addressing racial and social justice issues within educational institutions.

**GED**

ELEVATE will be offering evidence-based GED programs designed specifically for unaccompanied youth, empowering them to achieve educational milestones and promoting economic and educational justice.

**Financial Stability and Literacy**

ELEVATE demonstrates leadership by promoting financial stability and literacy among unaccompanied youth, offering programs that empower them to make informed financial decisions and address economic disparities.

**Mentor Program**

The Mentor Program involves creating evidence-based mentorship programs that guide unaccompanied youth toward personal and professional growth, fostering positive relationships and addressing social and personal justice issues.

ELEVATE services are designed to meet the unique needs of youth that are the head of household, aligning with their vision to empower, educate, and uplift individuals. The organization's leadership in implementing evidence-based practices actively addresses human rights issues across various levels, contributing to the holistic well-being and success of unaccompanied youth in their journey toward empowerment and excellence.

**Budget Rationale**

The rationale for the budget plan for our organization is deeply rooted in our mission, vision, and goals. As outlined in our mission statement, we are dedicated to providing support, guidance, and stability to unaccompanied youth by offering services needed to navigate life without guardians. Our vision is to empower every young individual and provide them with the essential tools and opportunities necessary to unlock their full potential. To fulfill this mission

and vision, we need to allocate resources effectively to support our target population. The budget plan reflects our commitment to providing comprehensive services that address the diverse needs of unaccompanied youth in Southeast Tennessee. This includes funding for positions such as case managers, and educational specialists, legal assistance, etc. who will work directly with youth to provide support and guidance. Additionally, the budget includes provisions for staff training, room and equipment to create safe and welcoming spaces where youth can access our services and workshops. These spaces are essential for building trust and fostering a sense of stability for young individuals who may be facing challenging circumstances. By investing in competent staff, a place where clients can access and receive services, and equipment, and other resources, we are equipping unaccompanied youth with the tools, materials, and support they need to navigate life successfully and emerge as positive contributors to our community.

### **Budget Narrative**

The proposed budget outlines the financial plan for ELEVATE, aiming to support our mission of providing support, guidance, and stability to unaccompanied youth by offering services needed to navigate life without guardians, while ensuring operational sustainability and program effectiveness. Each expense category is strategically allocated to fulfill organizational objectives and meet the needs of our stakeholders. The budget is laid out in an organizational chart for further understanding of where our funding will be distributed (Appendix B).

### **Salaries and Wage**

Our personnel expenses constitute the largest portion of the budget, reflecting our commitment to hiring skilled professionals to drive organizational growth and program success.

***Chief Executive Officer (CEO)***

The CEO plays a pivotal role in providing strategic leadership and overseeing daily operations. A competitive salary of \$70,000 is allocated to attract and retain top-tier talent, reflecting industry standards and the level of responsibility associated with this position (ZipRecruiter, 2024b).

***Financial Advisor***

A skilled financial advisor is essential for ensuring fiscal responsibility and guiding financial decisions. With a salary of \$60,000, we ensure access to expertise that optimizes financial resources and supports long-term sustainability (ZipRecruiter, 2023).

***Legal Advisor (Consulting)***

Legal compliance and risk management are critical aspects of our operations. We engage a legal advisor on a consulting basis, allocating \$35,000 to ensure access to legal expertise while managing costs effectively (ZipRecruiter, 2024d).

***Director of Programs***

The Director of Programs oversees the development, implementation, and evaluation of our programs. A salary of \$50,000 is allocated to this position, reflecting the leadership role in program management and strategic planning (PayScale, 2022).

***Case Management Supervisor and Case Managers***

These roles are vital for providing direct services to our clients and ensuring their holistic well-being. Competitive salaries totaling \$126,000 (\$50,000 for the supervisor and \$76,000 for two case managers) are allocated to attract qualified professionals dedicated to client advocacy and support (ZipRecruiter, 2024a; indeed, 2024).

### ***Outreach Coordinator***

To expand our reach and engage with the community effectively, we allocate \$38,000 for an Outreach Coordinator. This role focuses on building partnerships, raising awareness, and increasing access to our services (ZipRecruiter, 2024c).

### **Employee Related Expenses (ERE) @ 25%**

In addition to salaries, Employee Related Expenses (ERE) including insurance and benefits are crucial for attracting and retaining talent. We allocate 25% of personnel costs, totaling \$94,750, to cover ERE, ensuring the well-being and security of our staff.

### **Operating Expenses**

#### ***Rent***

A total of \$42,000 (\$3,500 per month) is allocated for rent, providing a physical space for our operations and client services. This expense is based on current market rates and the space requirements for our organization (PropertyShark, 2024).

#### ***Utilities***

To maintain a functional workspace, \$12,600 is allocated for utilities (\$1,050 per month). This includes electricity, water, and other essential services necessary for daily operations. The property found to rent will include utilities in the overall cost (Appendix L).

#### ***Supplies***

An allocation of \$3,000 is designated for office supplies (Bean-Mellinger, B. 2019), ensuring smooth workflow and efficient operations. This includes essential items such as desk supplies (Amazon, n.d.-f), desks (Amazon, n.d.-c), chairs (Amazon, n.d.-b), and printers (Amazon, n.d.-e), with approximate pricing detailed in the respective links (Appendix L) .

### ***Technology***

Technology plays a crucial role in enhancing productivity and communication. A budget of \$5,000 is allocated for computers, phones, and software to support our staff in delivering high-quality services (Appendix L). This technology consists of ChromeBooks (Amazon, n.d.-h), office phones (Amazon, n.d.-d), extension cords (Amazon, n.d.-g), Blink Mini camera for security (Amazon, n.d.-a), and internet services (Xfinity, n.d.).

### ***Postage***

To facilitate communication and outreach efforts, \$2,000 is allocated for postage expenses, including mailing materials and correspondence (USPS, n.d.).

### **Program Expenses**

#### ***Fundraising***

A budget of \$20,000 is allocated for fundraising activities to secure resources necessary for program implementation and organizational growth. This includes event planning, donor cultivation, and marketing efforts to garner support for our mission.

#### ***Training and Class Materials***

To ensure staff proficiency and program effectiveness, \$7,000 is allocated for training and class materials. This investment in professional development enhances staff skills and contributes to better client outcomes.

## **SMART Fundraising Goals and Strategies with Rationale**

### **Description of SMART Goals**

ELEVATE has identified three main fundraising activities and goals. Each of these goals has a specific strategy to be utilized in order to achieve the desired outcomes. These goals are outlined below. An organizational chart was created to showcase these goals as well and can be

viewed in Appendix C. In support of these three fundraising strategies, a Case for Support letter will be sent out to possible donors to be able to continue funding and expanding the programs impacting the community (Appendix D).

### **Race for Connection**

ELEVATE's Race for Connection goal is to raise \$5,000. In order to achieve this there are strategies in place to track the progress of reaching this amount. The planning committee that is formulated to create and organize the Race for Connection could also work on some of the other goals like the ELEVATE Knowledge and Silent Auction. Networking with attendees at both the Race for Connection and the ELEVATE Knowledge and Silent Auction will continue to grow this organization's area of impact. If a good relationship is developed with sponsors that support the Race for Connection, from that connection could lead to donors and sponsors of the ELEVATE Knowledge and Silent Auction.

The advertising and outreach efforts from both the Race for Connection and ELEVATE Knowledge and Silent Auction could be evaluated and analyzed to then be improved upon for the following fundraising event. For example what worked well in the outreach process for the ELEVATE Knowledge and Silent Auction could be applied to the Race for Connection, and what could have been improved upon could be addressed. Thus leading to more successful outreach. Finally the recognition lunch is something that could be extended to also thank the sponsors and donors from the Race for Connection as well. Further deepening those connections creating long term relationships.

### **ELEVATE Knowledge and Silent Auction**

The goal for the ELEVATE Knowledge and Silent Auction is specific because it clearly outlines the objective of collecting \$20,000 for the budget in one night. We can measure it

because it defines a specific target amount of \$20,000. This allows organizers to track progress towards the goal and determine whether it has been achieved. This is achievable because it sets a realistic target that is within reach based on the resources, time, and effort available to organize the trivia night plus the auction. And it is relevant because it directly contributes to the financial needs of the organization. Raising \$20,000 will help support the budget and enable the organization to continue its operations and activities. Since we are taking the time to plan and collect the items for the auction, our financial goal should be met at the night of the event.

The ELEVATE Knowledge and Silent Auction event will serve as a fundraiser where participants pay to participate in the trivia competition. Additionally, organizers can sell tickets for admission, offer food and drinks for sale, and incorporate other fundraising elements such as raffles or silent auctions. The proceeds generated from these activities will contribute towards reaching the \$20,000 fundraising goal. The auction component of the event provides another opportunity to raise funds. Organizers can solicit donations of goods or services from local businesses or individuals to be auctioned off to the highest bidder. The proceeds from the auction sales will also count towards achieving the \$20,000 fundraising goal. By hosting both the trivia night and auction activities, the organization maximizes its chances of reaching the \$20,000 target. Each activity offers different avenues for fundraising, allowing for diverse participation and engagement from supporters. Additionally, the combination of these two activities creates a fun and interactive event that appeals to a wide audience, further increasing the likelihood of success in achieving the SMART goal.

### **Apply for Grants**

Regarding grants, the goal is to secure a minimum of \$400,000 from grants by the end of fiscal year 2024. To accomplish this task, the following SMART goals have been identified:

research grants that are available and apply for grants that match the goals and mission of ELEVATE.

The case management supervisor and their intern will take the lead on researching grants. They will be responsible for creating a comprehensive list of available and appropriate grants for ELEVATE to apply for. Among the grants on the list, there should be at least four significant grants that total \$100,000 or more each. Creating this list will raise awareness of organizations and donors with the potential for partnership and collaboration. This list should be a working list that is updated regularly. At least \$200,000 in grants should be identified by the end of June 2024. However, the research of grants will be an ongoing task.

When a suitable grant is identified, the application process should begin. The case manager supervisor will work closely with the financial advisor to complete the applications and ensure that all requested information is provided and accurate. The applications should be completed on time to guarantee they are submitted before the grant application due date. The final draft of the grant application should be completed at least three days before the application due date. At least \$400,000 in grants should be applied for by the end of October 2024.

### **Rationale for Strategies**

ELEVATE will use different strategies to raise funds for the organization depending on the fundraising SMART goals. The strategies will be utilized in the Race for Connection fundraising event, ELEVATE Knowledge and Silent Auction fundraising event, and grant writing.

### **Race for Connection**

Our organization will utilize strategies for the Race for Connection fundraising event that will encompass designating a planning committee of organization employees and volunteers,

obtaining sponsors for the event, advertising and promoting the Race for Connection event, and then creating the registration avenues and methods for paying registration fees and getting donations. These strategies will ensure a successful fundraiser for our organization.

The Race for Connection will be successful and raise funds only if our organization sets how the funds will be used, organizes a committee of employees and volunteers, and sets a budget for the fundraising event (Shrum, 2018). The planning committee would address the details to ensure the Race for Connection is successful and define if the Race for Connection will be a walk, run bike, or a combination of the three. The planning committee will also plan the route, address the difficulty level, and the time of the year to ensure that the Race for Connection will appeal to participants.

Obtaining a sponsor is a vital strategy in a Race for Connection (Larson, 2023). Our organization will maximize profit by having sponsors (5Kevents.org, n.d.). Partnering with corporations will lead to more participation in the event, keep the costs down, and provide needed community collaboration.

Our organization will advertise and promote the Race for Connection event by using a few different means to be effective (Grassroots Unwired, 2021). Our organization will use social media, email, and flyers to reach the most people. Another way to effectively advertise is to have the volunteers, current participants, and sponsors use their media platforms to advertise. Lastly, our organization will create campaign flyers and a campaign page to ensure that our advertisement will appeal and bring in sponsors, volunteers, and participants. These strategies will help generate the publicity we need to bring in the most funds.

ELEVATE will create registration avenues to help with the paperwork, provide methods for the participants to pay for registration, and offer a way for donations to be given to the

organization. Our organization will use a concise and convenient registration method to ensure the participants have a simple registration (Grassroots Unwired, 2021). Another way to ensure that the event maximizes participation is by having the registration form culturally relevant to the participants, offering accessible registration, and having the form in multiple languages. Lastly, the organization will use only secure payment methods to ensure participants feel their data is safe.

### **ELEVATE Knowledge and Silent Auction**

The ELEVATE Knowledge and Silent Auction fundraising strategies are finding a pub to partner with the organization, finding corporation donors to provide silent auction items, conducting social media outreach to promote the event, and hosting a recognition lunch. In using these different strategies, our fundraiser will be successful.

By partnering with a pub that hosts a trivia night, the organization will cut down on the costs associated with venue rentals. It will already have an established base of attendees. Bars that host trivia nights increase their profit between 30% and 50% (Sheidlower, 2023). According to the 2022 Datassential report in Shiedlower's article (2023), 82% of people had visited an eatertainment in the last year, and over 50% said they would go again.

Corporations donating silent auction items will elevate the organization's profit (Double the Donation, 2023). The profit will be increased by having auction items that are higher valued and appeal to more bidders. By using corporations as donors, our organization will form relationships for continued support (Burnell, 2023).

Social media outreach is an essential strategy for the ELEVATE Knowledge and Silent Auction to be successful (Schmid, 2024). By creating a social media outreach targeted toward the audience that would support our organization, our ELEVATE Knowledge and Silent Auction

will attract more attention and be successful. Social media outreach will create more awareness for our organization and bring about new connections (Evoy, 2016).

To finalize ELEVATE Knowledge and Silent Auction night, the organization will host a recognition lunch to show our appreciation to the corporate donors, sponsors, and volunteers who participated in the event. By hosting a lunch, we acknowledge the support we received and show our gratitude, which will make the supporters feel valued and impactful (Weinger, 2024). When corporate donors, sponsors, and volunteers feel valued and impactful, they are more likely to continue to support the organization.

## **Grants**

Our organization will use two strategies to secure funds through grant writing. ELEVATE will conduct research to find available grants that fit our organization and then apply for those grants.

Researching available grants that fit our organization and the organizational needs is integral to using grants to fund our nonprofit (Kindful, 2022). Since there are many different types of grants and stipulations on the grants received, our organization will only want to research and find the ones that will meet our needs. Focusing only on the grants that will fit our organizational needs will save our resources and other people's resources.

We will apply for the grants once we find the applicable grants that will fit our organizational needs. Grants are vital to an organization, funding programs, and operations (LinkedIn, 2023). When an organization receives a grant, receiving more grant money is often easier (Society for Nonprofits, 2024). Not only is it often more accessible, but since the organization will receive a grant, we will gain visibility and credibility.

These fundraising goals are vital to the organization. By having the ELEVATE

Knowledge and Silent Auction event, Race for Connection event, and utilizing grants, ELEVATE will raise the funds necessary to provide the services the target population needs.

### **Marketing Campaign Strategy**

ELEVATE will utilize a marketing campaign consisting of social media, brochures, lunch and learn, and billboards (Appendix E). This campaign will target potential community partners and unaccompanied minors aged 14 to 24 as potential clients. The organization hopes that by using this marketing campaign, community partner agencies and potential clients will become aware and informed of the services that ELEVATE has to offer.

ELEVATE will make use of several outlets during this marketing campaign. One of the strategies will include the use of social media. By using social media such as LinkedIn, with 756 million subscribers; Facebook, with a few billion subscribers; and Twitter, with millions of users, a large audience in the community will be reached (McLaren, 2021). Our marketing campaign will also use an organizational website to attract community partners (indeed, 2023). This will allow the organization to have a place for the community partners to learn about the organization and sign up for a newsletter. The organization will also have community engagement opportunities, such as being a vendor at a school event or hosting a lunch and learn, to get the organization noticed in the community (LinkedIn, 2023).

In targeting unaccompanied youth, ELEVATE will take advantage of a few different strategies. One strategy will include the use of social media. According to Vogels (2023), teens use social media such as YouTube (95%), Tik-Tok (66%), and Instagram (62%). YouTube is used daily 77% of the time. Our marketing will also reach the young adults teens by the use of geo targeting on apps that appeal to the young adults, such as YouTube, Fortnite, etc. (Forbes Magazine, 2023). Another strategy we will utilize is ads on video games, such as Minecraft, to

inform the youth of our organization (Walton, 2023). The organization will also have a junior board of directors that will help bridge the gap between the organization and the young adults that the organization is trying to reach (Marketing Partners, 2018).

### **Marketing Campaign Steps, Goals and Impact on Audiences**

ELEVATE's comprehensive marketing strategy aims to foster awareness, engagement, and community involvement among young individuals. Through a multi-faceted approach, we strive to amplify our presence across various platforms, from social media giants like Instagram, Facebook, TikTok, and YouTube to more traditional avenues such as brochures, websites, face-to-face meetings, and billboards. Each step is meticulously designed to garner attention and spark meaningful connections and dialogue within our target demographic. By implementing these strategies, we aim to inform, inspire, and empower the youth, creating a vibrant community that thrives on support, engagement, and shared experiences. With measurable goals and impactful outcomes in mind, we embark on this journey to elevate minds, uplift spirits, and transform lives.

#### **Step 1: Develop social media campaign**

- Goal 1: Generate awareness of ELEVATE's programs and services among young people aged 14-24 on Instagram, Facebook, Tik Tok, and YouTube.
- Impact: Measuring the increase in awareness through tracking the number of new followers on each social media platform and monitoring the reach and engagement of posts to gauge the extent of awareness among young people.
- Goal 2: Increase community engagement by sharing the community that can be found and created at ELEVATE through our programs.
- Impact: Assess the engagement levels in discussions and conversations through the social

media platforms that are being used by young people. Encourage user-generated content through challenges or campaigns and evaluating the participation.

#### Step 2: Create Brochures

- Goal 1: Printing brochures with information about the organization and the services provided.
- Impact: Brochures often use eye-catching designs, colors, and images to attract attention and engage young adults, who are typically drawn to visually appealing content (University of Kansas, 2018).

#### Step 3: Create a Website

- Goal 1: Create an attractive website that was accessible
- Impact: Having an attractive website will entice people to delve deeper into the organization. When a website is made accessible, the organization will reach a larger audience (Forbes Magazine, 2022).

#### Step 4. Host Face to Face Meetings (Lunch N' Learn)

- Goal 1: Engage with community partners and community members
- Impact: Utilizing a casual meeting setting and format to create connections to potential partners. While using this opportunity to share volunteer opportunities and other ways of support. This meeting format creates the opportunity for more direct communication and clearer communication of key information (Salandy, 2020).
- Goal 2: Engage and meet students and target youth population
- Impact: Meeting potential clients through this non-threatening, in formal format creating an open environment for those who attend to ask questions about services and express concerns (Nebraska Department of Education, 2018).

### Step 5: Create and display a Billboard

- Goal 1: Obtain a wide reach and visibility.
- Goal 2: Increase awareness in the community.
- Impact: There is a potential for great impact with billboards as you have the opportunity to utilize geographical targeting to reach a specific audience. Billboards also offer great creative opportunities to use eye-catching visuals to attract your target audience (Chernoff, 2023). Since billboards are always on, they create high visibility and they are difficult to ignore (Wade, 2023). This allows a great opportunity for increased brand awareness.

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

To best share ELEVATE's mission, a strategic marketing campaign has been carefully prepared. The campaign name and slogan were chosen to best reflect and emphasize ELEVATE's mission statement. The campaign is centered around the importance of connection within the community.

#### **Name for Marketing Campaign**

The name of ELEVATE's marketing campaign is Elevation Through Connection. The campaign's name ties in the organization's name with the term Elevation. It also ties in seamlessly with the mission of ELEVATE since connecting clients to resources and opportunities will aid in them building their ability to live life successfully as adults.

#### **Slogan for Marketing Campaign**

The marketing campaign slogan for ELEVATE is Elevate Connect Empower. Similar to the campaign title, the slogan uses the word Elevate to make an obvious connection. The words connect and empower highlight the mission of ELEVATE, which is to empower unaccompanied

youth to live successfully and independently as adults by connecting them with resources and opportunities.

### **Relationship between Campaign Name and Slogan**

The organization's mission is to provide support, guidance, and stability to unaccompanied youth by offering services needed to navigate life without guardians. The campaign name shows that relationships and connections are vital to growth and success. Our mission is to provide these young people with programs that connect them to knowledge and mentors to help them live their best lives. The slogan emphasizes the journey the clients would embark on to achieve these goals, showing that they will get connected and be empowered through the organization. Both the campaign name and slogan intend to build a narrative of connection and elevation. The target population comes from situations and scenarios where they may be disconnected and unimportant. The use of the language in these marketing initiatives is purposeful to convey the message that they can be connected with the organization and get the assistance they need to find stability, success, and empowerment.

### **Human Resources Plan Overview**

ELEVATE's Human Resources Plan is designed to strategically align staffing and volunteer efforts with the organization's mission and goals. With a staff of nine paid members and ten volunteers, including a dedicated CEO, financial and legal advisors, case management supervisors, program directors, and interns, the plan aims to efficiently manage operations and provide comprehensive support to the target population. The organizational job descriptions emphasize the critical roles of each position, ensuring alignment with ELEVATE's vision.

The plan also outlines staff and volunteer engagement strategies, emphasizing job enrichment, goal-setting, and fostering trust relationships among staff. For volunteers, the plan

incorporates comprehensive orientation, ongoing skill development, and recognition programs to enhance their capabilities and maintain sustained involvement. Feedback mechanisms and individualized recognition efforts are integrated to acknowledge the unique contributions of each volunteer.

Furthermore, the plan details the staff and volunteer evaluation processes, utilizing strength-based performance appraisals for staff and quarterly volunteer evaluations to gather feedback and ensure continuous improvement. The inclusion of culturally informed diversity strategies underscores ELEVATE's commitment to fostering an inclusive organizational culture, promoting diversity training programs, and establishing Employee Resource Groups (ERGs) to support employees with shared identities or interests. By implementing these strategies, ELEVATE aims to create a workplace environment that values diversity, fosters inclusion, and optimizes the contributions of both staff and volunteers.

### **Key Job Positions and Descriptions**

ELEVATE relies on a cohesive team comprising key positions essential for delivering optimal services to our clients, and this can be seen through an organizational chart with our key positions (Appendix A). At the helm is the Chief Executive Officer, responsible for upholding our mission and vision, overseeing daily operations, and serving as the organization's primary spokesperson and fundraiser. The Legal Advisor ensures compliance with non-profit law, advocating for staff legal rights, and mitigating legal risks through policy development and effective risk management. Meanwhile, the Financial Advisor manages the organization's financial health, including fundraising efforts and financial legalities, in collaboration with the Legal Advisor. The Case Management Supervisor leads the case management team, ensuring equitable service delivery to our target population and providing supervision and support to case

managers. Lastly, the Director of Programs oversees the management, coordination, and implementation of all programs and initiatives, ensuring alignment with our mission and goals (For more in depth detail on each position, see appendix F). Together, these key positions form a robust and dedicated team committed to advancing ELEVATE's objectives and serving our community effectively.

### **Staff and Volunteer Needs**

There will be nine paid staff and ten volunteers that will be a part of the ELEVATE organization. There will be a Chief Executive Officer (CEO) to oversee the organization and all its working parts. Working alongside the CEO will be a financial advisor and a legal advisor to handle all the administrative aspects of the organization. A case management supervisor and program director will be managing and ensuring the needs of the clients are met according to the mission of the organization. Assisting the case manager supervisor are two paid case managers and two unpaid interns. The program director will work alongside the outreach coordinator and two unpaid interns to organize programs and manage the other six volunteers that will be coming in to help with mentoring and conducting life skill workshops. By utilizing the interns and volunteers, the organization will cut down on staffing costs.

### **Staff and Volunteer Motivation and Retention Plans**

ELEVATE recognizes the importance of creating a positive and uplifting work environment for staff and volunteers. It is recognized that the culture of an organization plays a key role in motivation and retention. Several strategies have been identified to aid in creating this type of work place.

#### **Staff**

Offering job enrichment has been a proven method for staff motivation. According to

Said AbdiMohamud et al. (2017), in surveys that they gave to employees who had received job enrichment, the findings showed that job enrichment was the most influential means of motivating the staff. ELEVATE will utilize job enrichment that focuses on improving work related skills. ELEVATE will also set defined long term and short term goals, that are in line with the values and beliefs of the organization, to foster a strong organizational culture. A study by Thokozani et al. (2017), stated that a strong organizational culture will help with the effective transfer of information, while motivating new employees to strive to learn and be a part of the culture.

ELEVATE will be dedicated to creating a strong trust relationship with the staff. The human resource department will implement policies that preserve, protect, and promote strong trust relationships. One policy will be providing scheduled one-on-one open communication meetings with staff members. giving them the opportunity to provide feedback and discuss concerns, and talk about personal goals. By offering the choice of flexible work arrangements when workable will build both the organizational culture and trust relationships. According to (Ferit et al., 2021), strong trust relationships help facilitate positive social interaction, and staff cooperation, and promote high quality of services and job retention.

### **Volunteers**

This plan aims to ensure sustained volunteer involvement and motivation. Applying the insights into Management Practice (planning and recruitment), Management Practice (training and support), and Management Practice (performance management and recognition), the plan begins with comprehensive orientation and training programs aligned with the principles of planning and recruitment (Mutawa, 2015). The ongoing skill development opportunities are integrated to enhance volunteers' capabilities. We will then incorporate regular communication

channels and recognition programs, drawing from the significance of performance management and recognition, will be established to keep volunteers informed and acknowledged for their contributions (Mutawa, 2015). Acknowledging the research found that Management Practice (planning and recruitment) play a role in volunteers' decision to join rather than in retention, the plan emphasizes flexible scheduling, team-building activities, and social events to foster a sense of community among volunteers.

Feedback mechanisms will be implemented to gather insights from volunteers, incorporating the importance of volunteer input (Nencini, 2015). Additionally, specific programs targeting volunteer motivation will be designed to meet the needs of volunteers and what their interests are in regard to assisting the organization, aligning with the research's insight that training and support influence retention through motivation rather than satisfaction (Mutawa, 2015).

The plan recognizes the individuality of volunteers by incorporating personalized recognition efforts and planning discussions. This comprehensive plan draws from the relationships identified in the research between volunteer management practices, motivation, satisfaction, and retention. By adapting these insights, the proposed plan aims to provide a holistic framework for our organizations to optimize volunteer involvement, ensuring continuous monitoring, and adjustments to align with evolving literature, volunteer feedback, and organizational needs.

### **Staff Evaluation Plans**

The staff evaluation plan that ELEVATE will utilize will be the Strength-Based Performance Appraisal for all staff yearly. Using a strength-based performance appraisal, the evaluation will consist of a self-evaluation and skill and strengths evaluation (See Appendix K).

The self-evaluation plan is an evaluation that the employee fills out that consists of a total of eleven questions in three sections. The three sections consist of the following sections; a general, goal setting, and development planning. The questions in these sections will ask in depth questions about how well they feel they are doing in the job and how better the organization can support them.

The skill and strengths evaluation is filled out by the reviewer and the employees' peers. This evaluation consists of the following sections: responsibilities, overall performance, key strengths, and looking ahead. The questions in these sections will focus on the strengths of the employee. By focusing on the employees' strengths, there will be more job satisfaction, an increase in job performance, and more positive engagement in the workplace (Miglianico et al., 2019; van Woerkom et al., 2020). Any needed improvement is still addressed, but in a way that provides coaching regarding their strengths (Krezek et al., 2023).

### **Volunteer Evaluation Plans**

ELEVATE will evaluate volunteers quarterly to gain feedback and collect valuable data. A volunteer satisfaction survey will be utilized for these quarterly evaluations, and performance will be discussed during this time (See Appendix K). This evaluation form will identify the amount of hours worked and whether or not those hours are being well utilized. It will also give the volunteers the opportunity to rate their experience with ELEVATE and provide any additional comments or feedback. When efforts are made to evaluate volunteer performance, it reinforces to volunteers that the organization cares and values their position (Substance Abuse and Mental Health Service Administration [SAMHSA], 2005). Evaluating volunteers provides a structured opportunity to provide input, which is associated with positive outcomes and less burnout (Allen, 2013). This practice will also help ensure that volunteers can achieve the organization's desired

outcomes (Denny, 2023).

### **Strategies to Address Diversity**

It is a priority for ELEVATE to cultivate a work environment that is diverse and inclusive. It is vital that employees and volunteers value the diverse clientele ELEVATE serves and strive to bridge gaps in knowledge and understanding. In order to ensure this, ELEVATE has identified strategies to address diversity and inclusion.

#### **Implement Inclusive Leadership Practices**

In order to foster an inclusive organizational culture, ELEVATE will promote inclusive leadership practices. This involves ensuring that leaders demonstrate commitment to diversity and inclusion, actively engage with diverse perspectives, and create opportunities for all employees to contribute and thrive (Thomas & Ely, 2020). An example can be holding regular leadership workshops or training sessions focused on inclusive leadership practices. Provide leaders with resources and tools to better understand diverse perspectives, address unconscious biases, and create inclusive environments (Thomas, 2020). Encourage leaders to actively seek input from employees of diverse backgrounds, promote open communication, and recognize and reward inclusive behaviors.

#### **Establish Diversity Training Programs.**

ELEVATE will develop and implement diversity training programs to educate employees about cultural differences, unconscious biases, and the importance of inclusion. These programs can help raise awareness, enhance cross-cultural understanding, and promote respectful interactions among employees from diverse backgrounds (Jackson & Joshi, 2020). This can be done by developing a series of interactive diversity training workshops for employees at all levels of the organization. These trainings will cover topics such as cultural competence,

unconscious bias, inclusive communication, and respectful workplace behavior. They will be offered for both in-person and online to accommodate diverse learning preferences and schedules. ELEVATE will monitor participation and engagement metrics to assess the effectiveness of the training programs and make adjustments as needed (Jackson, 2020). Also, it is important to check back with the team and hear their feedback about these training sessions in order to find out what was helpful and what can be improved.

### **Create Employee Resource Groups**

Employee Resource Groups (ERGs), or affinity groups, provide a supportive space for employees with shared identities or interests. ERGs can serve as forums for networking, mentorship, and advocacy, allowing employees to connect, collaborate, and contribute to organizational diversity and inclusion initiatives (Cox, Lobel, & McLeod, 2020). The literature suggests launching Employee Resource Groups (ERGs) based on various dimensions of diversity, such as ethnicity, gender, sexual orientation, age, or disability status. Provide resources and support for ERGs, including dedicated meeting spaces, funding for events and activities, and access to leadership development opportunities. Encourage ERGs to host networking events, educational workshops, and cultural celebrations to promote understanding and inclusion across the organization. Involve ERG members in diversity and inclusion initiatives, task forces, and decision-making processes to ensure their voices are heard and valued (Cox, 2020).

## **Organizational Policies**

### **Applicable Policy**

42 USC CHAPTER 119, SUBCHAPTER VI, Part B: Education for Homeless Children and Youths is a federal law that affects the population that our organization works with. Since this law will affect our clients, ELEVATE will write an organizational policy to ensure that our

services will reflect and work with the federal law. By doing this, our clients' needs will be addressed.

### **Policy Description**

The policy outlined in 42 USC Chapter 119, Subchapter VI, Part B focuses on providing education for homeless children and youths, as per the McKinney-Vento Act. The intent of the policy is to ensure that homeless children and youths have access to a free, appropriate public education and to remove barriers that may prevent their enrollment, attendance, and success in school. While offering connections to needed services that could support them in school, with transportation and advocacy. The McKinney-Vento Act extends this policy, while offering assistance for housing and establishing definitions of homelessness (Fowler et al., 2017).

The application of the policy applies to all states and school districts receiving federal funding under the McKinney-Vento Act. This policy is often applied through the use of homeless liaisons that work for school districts who get the student referrals from the school social workers. Clemens et al. (2017), highlighted that this process is usually a systemic approach that focuses on the varying needs of the students that get placed on their radar. The article also highlighted the need and importance of individualized support due to the diverse situations of each student and their families.

The target population includes homeless children and youths, defined as individuals lacking a fixed, regular, and adequate nighttime residence. In a study by Ausikaitis et al. (2014), they looked at the main focus for McKinney-Vento is addressing problems and barriers that cause students not to be able to stay in school. Focusing on working with students ages 3 to 18 and unaccompanied minors. The study identified that there are "1.7 million unaccompanied minors under the age of 18". Due to this high number the study identified a large amount of this work is

with high school students, and that there is a need for more support for the unaccompanied minors at the high school level that are at a high risk for dropping out.

Oversight of the policy is provided by the U.S. Department of Education, with goals aimed at identifying homeless children and youths, ensuring their enrollment in school, providing them with necessary support services, and promoting their educational stability and success. The policy addresses various problems faced by homeless children and youths, including lack of stable housing, transportation barriers, educational disruptions, and social and emotional challenges.

### **Applicability to Organization**

The federal Homeless Children and Youth law will influence our organization's operations. This law will provide ELEVATE the guidance necessary to implement policy, advocacy, education, and engagement to fulfill our mission and vision (Standards for Excellence Institute, 2023). Having the law influence this way will allow our organization to create a sense of community and motivate our staff, volunteers, and stakeholders to achieve our goals (Ifeyanichukwu, 2023).

According to the Standards for Excellence Institute (2023), to be effective, our organization must ensure that it has a board-approved policy on the positions it holds on specific topics. Our employees, volunteers, and stakeholders must have a clear direction regarding our organization's position on how the federal law for homeless children and youth affects and determines our services, requiring the organization to implement employee and volunteer training on the federal law. Our organization also needs to have policies in place to ensure that our organization will correctly advocate and educate the public on the topics of unaccompanied youth and young adults that this federal law encompasses. By creating these policies, our

organization will proactively avoid undesired outcomes, such as losing our nonprofit status or a staff member acting inappropriately with clients or stakeholders (Herman, 2024).

Understanding federal law will allow ELEVATE to be compliant and create collaboration with organizations to accomplish more for the unaccompanied youth and young adults who benefit from our organization. Collaboration with organizations currently working with unaccompanied youth and young adults, such as schools, will help us fulfill our mission in a few different ways. First, collaboratively working with such organizations will decrease our costs due to sharing administrative expenses, such as joint staff training and shared expenses for facility rental (Stengel, 2013). Secondly, working collaboratively with other organizations will help us enhance our program. We can offer more referrals to organizations that can provide the appropriate services. Thirdly, in partnering and working collaboratively with the school system, we will have a more effective outreach due to the school system already working with the population. This type of collaboration will allow for a more organized process, a reduction in duplicate efforts, and the elimination of ineffectiveness or inefficiency that will keep the organization from helping (Ifeanyichukwu, 2023).

Not only does the federal law affect our organization, but it also affects the larger systems that our organization works with and our organization. According to Forbes (2019), our organization needs to understand how external factors may influence these larger systems and, in turn, our organization. Our organization will need to understand the politics of the law and public opinion. Monitoring social media or researching public opinion is essential, especially around an election year. The politics of the law may end up having financial repercussions or even changes in the law, which would affect the policies of the organization or our services.

This federal law influences our organization by providing guidance and direction for the

types of services and collaboration needed to support the student. Our organization will be ready by policy-making, educating the community, making and maintaining collaborative partnerships, and paying attention to systems outside the agency to achieve our mission and vision.

### **Applied Organizational Policies**

Within ELEVATE, a comprehensive framework for policy implementation is meticulously designed to ensure adherence to key guidelines and regulations. Each policy, meticulously crafted to address specific needs and standards, is seamlessly integrated into the organization's operational structure. ELEVATE's approach to the McKinney-Vento policy (See Appendix G), Grievance Policy (See Appendix J), Conflict of Interest Policy (See Appendix H), and Whistleblower Protection Policy (See Appendix I), offer a clear roadmap for implementation and enforcement. These policies serve as pillars in fostering transparency, accountability, and ethical conduct within the organization, reflecting ELEVATE's unwavering commitment to integrity and excellence.

Within ELEVATE, the implementation of these policies goes beyond mere compliance; it serves as a cornerstone for cultivating a culture of trust, fairness, and accountability. The McKinney-Vento policy attachment underscores our dedication to addressing homelessness and ensuring equitable access to education for all students, especially those experiencing housing instability. Our Grievance Policy attachment provides a structured mechanism for employees and stakeholders to voice concerns, fostering a supportive environment where issues can be addressed promptly and fairly. Likewise, the Conflict of Interest Policy attachment establishes clear guidelines to prevent potential conflicts, safeguarding the integrity of our decision-making processes. Furthermore, our Whistleblower Protection Policy attachment offers reassurance to individuals who identify wrongdoing, empowering them to come forward without fear of

retaliation. By integrating these policies into our organizational framework, ELEVATE not only meets regulatory requirements but also reinforces our commitment to ethical conduct, transparency, and the well-being of all those involved.

### **Organizational Strategic Plan Summary**

A comprehensive strategic plan has been developed to ensure ELEVATE's long-term survival and thriving. Central to this plan is diversifying funding beyond grants and donations, exploring revenue-generating activities like fee-for-service programs and strategic partnerships with community businesses. ELEVATE is dedicated to sound financial management practices, including budgeting and building reserves for unforeseen expenses. Collaborating with other nonprofits, governmental agencies, and corporations forms a crucial part of our strategy, enabling us to leverage resources and networks for a more significant impact.

ELEVATE plans to invest in the capacity and skills of our team through training and professional development. Additionally, ELEVATE will prioritize measuring and evaluating its impact regularly, gathering data and feedback to ensure the programs effectively meet the needs of the target population. ELEVATE will respond intentionally to changing circumstances, guided by a clear long-term vision rooted in the organization's mission and values. Through these efforts, ELEVATE is confident in its ability to survive and thrive, making a lasting difference in the communities we serve.

### **Community Engagement Strategy**

To aid in engaging the community, flyers will be made available with figures and statistics identifying the prevalence of unaccompanied youth at fundraising events. Along with these flyers will be a QR code for community members to sign up for monthly newsletters. The newsletters will cover upcoming events, volunteer opportunities, and success stories. Another

strategy will be holding an informal open house for donors and other community supporters. This will be held on-site near the end of the year. At the open house, there will be a short program where one of the clients will have the opportunity to share their story. After that portion, there will be displays with the year's accomplishments and plans for the future.

### **Conclusion**

The ELEVATE organization aims to fill a gap in our area for unaccompanied youth. Currently, no organization in the Hamilton County area holistically supports the specific population identified in this proposal. The services that ELEVATE will offer will cover a wide range of skills and education that will enrich the lives of these youth. These services will aid the clients in gaining independence and success on their journey into adulthood. Empowering these youth will not only improve their lives but also give them the ability to give back and better the community.

Careful thought and strategic planning have been put into place to ensure the success of this organization. The preliminary staff and volunteer positions will support building a solid foundation for ELEVATE. The initial marketing campaign will focus on creating a broad awareness of ELEVATE within the community and provide the necessary momentum to move the organization successfully into the future.

## References

5Kevents.org. (n.d.). *How to get sponsorships*. Sponsorship Programs.

<https://5kevents.org/sponsorship-acquisition-program.html#:~:text=Come%20up%20with%20at%20least,the%20person%20responsible%20for%20sponsorship>.

Allen, J. A., & Mueller, S. L. (2013). *The revolving door: A closer look at major factors in volunteers' intention to quit*. *Journal of Community Psychology*, 41(2), 139-155.

Al Mutawa, O. (2015, January 1). *Impact of volunteer management practice on volunteer motivation and satisfaction to enhance volunteer retention*. Brunel University Research Archive: Home. <http://bura.brunel.ac.uk/handle/2438/11581>

Akekelwa, R. (2023, April 30). *12 perfect employee evaluation templates [free]*. Employee Evaluation Templates. <https://templatelab.com/employee-evaluation-templates/>

Amazon. (n.d-a). *Blink mini*. Connected Home.

[https://www.amazon.com/dp/B07X27VK3D?\\_encoding=UTF8&psc=1&ref\\_=cm\\_sw\\_r\\_cp\\_ud\\_dp\\_MCKSGM4ZZ19QP7PNN37H](https://www.amazon.com/dp/B07X27VK3D?_encoding=UTF8&psc=1&ref_=cm_sw_r_cp_ud_dp_MCKSGM4ZZ19QP7PNN37H)

Amazon. (n.d.-b). *Home office desk chairs*. Home Office Desk Chairs.

[https://www.amazon.com/dp/B08KSCDM47?ref\\_=cm\\_sw\\_r\\_cp\\_ud\\_dp\\_RPJ9FDCYMRP85BEMJZAS](https://www.amazon.com/dp/B08KSCDM47?ref_=cm_sw_r_cp_ud_dp_RPJ9FDCYMRP85BEMJZAS)

Amazon. (n.d.-c). *Home office desk*. Home Office Furniture.

[https://www.amazon.com/dp/B0CMQF1VN9?\\_encoding=UTF8&psc=1&ref\\_=cm\\_sw\\_r\\_cp\\_ud\\_dp\\_AJ35YCYAMW0FC7VB72F8](https://www.amazon.com/dp/B0CMQF1VN9?_encoding=UTF8&psc=1&ref_=cm_sw_r_cp_ud_dp_AJ35YCYAMW0FC7VB72F8)

Amazon. (n.d.-d). *Landline phones*. Telephone & Accessories.

[https://www.amazon.com/dp/B0CNPGHDFL?\\_encoding=UTF8&psc=1&ref\\_=cm\\_sw\\_r\\_cp\\_ud\\_dp\\_J9TZ2X4AKDKMWQPK24E5](https://www.amazon.com/dp/B0CNPGHDFL?_encoding=UTF8&psc=1&ref_=cm_sw_r_cp_ud_dp_J9TZ2X4AKDKMWQPK24E5)

Amazon. (n.d.-e). *Laser printers*. Printers.

[https://www.amazon.com/dp/B01BGZSS6U?ref\\_=cm\\_sw\\_r\\_cp\\_ud\\_dp\\_TV3JYYV8BG011BBJFJBT&th=1](https://www.amazon.com/dp/B01BGZSS6U?ref_=cm_sw_r_cp_ud_dp_TV3JYYV8BG011BBJFJBT&th=1)

Amazon. (n.d.-f). *Pencil holders*. Office Products.

[https://www.amazon.com/dp/B08HCXXTPJ?\\_encoding=UTF8&ref\\_=cm\\_sw\\_r\\_cp\\_ud\\_dp\\_2H3DX3H0HYNK89E3KP2J&th=1](https://www.amazon.com/dp/B08HCXXTPJ?_encoding=UTF8&ref_=cm_sw_r_cp_ud_dp_2H3DX3H0HYNK89E3KP2J&th=1)

Amazon. (n.d.-g). *Power strips*. Power Strips & Surge Protectors.

[https://www.amazon.com/dp/B092J8LPWR?ref\\_=cm\\_sw\\_r\\_cp\\_ud\\_dp\\_KKZW6D64H6X44E7XVY1N&th=1](https://www.amazon.com/dp/B092J8LPWR?ref_=cm_sw_r_cp_ud_dp_KKZW6D64H6X44E7XVY1N&th=1)

Amazon. (n.d.-h). *Traditional Laptops*. Laptops.

[https://www.amazon.com/dp/B0CXX88BW9?\\_encoding=UTF8&psc=1&ref\\_=cm\\_sw\\_r\\_cp\\_ud\\_dp\\_1CGSWKP3Q857SS9XE6E4](https://www.amazon.com/dp/B0CXX88BW9?_encoding=UTF8&psc=1&ref_=cm_sw_r_cp_ud_dp_1CGSWKP3Q857SS9XE6E4)

Ausikaitis, A. E., Wynne, M. E., Persaud, S., Pitt, R., Hosek, A., Reker, K., Turner, C., Flores, S., & Flores, S. (2014). Staying in school. *Youth & Society*, 47(5), 707–726.

<https://doi.org/10.1177/0044118x14564138>

Bean-Mellinger, B. (2019, March 8). *The average cost per month for office supplies*. Small Business.

<https://smallbusiness.chron.com/average-cost-per-month-office-supplies-12771.html>

Bridge Refugee Services. (2023, March 15). *Our services*. Our Services.

<https://www.bridgerefugees.org/services/>

Burnell, M. (2023, October 25). *How to secure corporate sponsors for a nonprofit auction*.

Association of Fundraising Professionals.

<https://afpglobal.org/how-secure-corporate-sponsors-nonprofit-auction>

Chambliss Center For Children. (n.d.). *Transitional living*. Residential Services.

<https://www.chamblisscenter.org/transitional-living>

Chernoff, J. (2023, June 26). *7 reasons why advertising on billboards is a smart investment*.

Linkedin.

<https://www.linkedin.com/pulse/7-reasons-why-advertising-billboards-smart-investment-jeff-chernoff#:~:text=Billboards%20offer%20immense%20creative%20opportunities,%20C%20and%20brand%2Dbuilding%20elements>.

Clemens, E., Hess, R. S., Strear, M. M., Rue, L., Rizzolo, S., & Henninger, J. (2017). Promoting resilience in youth experiencing homelessness through implementation of the mckinney-vento homeless assistance act. *Preventing School Failure: Alternative Education for Children and Youth*, 62(2), 105–115.

<https://doi.org/10.1080/1045988x.2017.1387756>

Cox, T., Lobel, S. A., & McLeod, P. L. (2020). Strategies for managing diversity and inclusion:

An international perspective. *International Journal of Management Reviews*, 22(2), 250-273. <https://doi.org/10.1111/ijmr.12183>

Denny, M. (2023). *ISOTURE: A model for effective volunteer management*. Mississippi State University Extension Service.

<http://extension.msstate.edu/publications/isoture-model-for-effective-volunteer-management>

Double the Donation. (2023, October 12). *Silent auctions: A how-to guide to receiving more bids*. Silent Auctions.

<https://doublethedonation.com/silent-auctions/#:~:text=Team%20Up%20with%20Corporate%20Sponsors&text=In%20return%2C%20your%20organization%20offers,return%20>

on%20your%20silent%20auction.

Evoy, K. (2016, November 8). *How to market your trivia event*. How to Host A Quiz Night.

<https://quizrunners.com/blogs/how-to-host-a-quiz-night/how-to-market-your-trivia-event>

Ferit, İ. Z. C. İ., Othman, N., & Ameen, S. H. (2021). The importance of staff motivation in

improving performance and job satisfaction in the public health sector. *Akademik*

*İzdişüm Dergisi*, 6(2), 1-18.

Forbes Magazine. (2019, February 15). *Council post: Top factors expected to influence nonprofit organizations in 2019*. Leadership.

<https://www.forbes.com/sites/forbesnonprofitcouncil/2019/02/15/top-factors-expected-to-influence-nonprofit-organizations-in-2019/?sh=16e7f7f35646>

Forbes Magazine. (2022, November 9). *Council post: 15 features every nonprofit website should have*. Leadership.

<https://www.forbes.com/sites/forbesnonprofitcouncil/2021/04/06/15-features-every-nonprofit-website-should-have/?sh=66a58c996bc8>

Forbes Magazine. (2023, September 12). *Council post: Seven marketing strategies for reaching younger customers*. Leadership.

<https://www.forbes.com/sites/forbesbusinessdevelopmentcouncil/2019/01/23/seven-marketing-strategies-for-reaching-younger-customers/?sh=7bda87a0af77>

Fowler, P. J., Farrell, A. F., Marcal, K. E., Chung, S., & Hovmand, P. S. (2017). Housing and child welfare: Emerging evidence and implications for scaling up services. *American*

*Journal of Community Psychology*, 60(1–2), 134–144. <https://doi.org/10.1002/ajcp.12155>

Grassroots Unwired. (2023, May 9). *Running a successful 5k fundraiser: The complete guide*.

Grassroots Unwired. <https://www.grassrootsunwired.com/5k-fundraiser/>

Herman, M. L. (2024). *Neglected element of the risk management equation*. Staff Training.

<https://portal.nonprofitrisk.org/library/articles/employment-training010206.shtml>

Ifeanyichukwu, C. (2023, July 7). *The impact of team-work and collaboration in non-profits*.

Junior Achievement Nigeria.

<https://www.linkedin.com/pulse/impact-teamwork-collaboration-non-profits-janigeria#:~:text=By%20partnering%20with%20other%20organizations,support%20to%20a%20specific%20community.>

Indeed. (2023, February 3). *10 types of marketing for a nonprofit (plus helpful tips)*. Finding a

job. <https://www.indeed.com/career-advice/finding-a-job/marketing-for-a-nonprofit>

Indeed. (2024, April 16). *Case manager salary in Chattanooga, TN*. Salaries.

<https://www.indeed.com/career/case-manager/salaries/Chattanooga--TN>

Jackson, J. R., & Joshi, A. (2020). Strategies for promoting diversity and inclusion in the

workplace: A systematic review. *The Journal of Applied Behavioral Science*, 56(3),

282-317. <https://doi.org/10.1177/0021886320917703>

Kindful. (2022, November 30). *What is a nonprofit grant?*. Nonprofit Glossary.

<https://kindful.com/nonprofit-glossary/nonprofit-grant/>

Krezek, C., Gruman, J., & Budworth, M. H. (2023). Reimagining performance management: A

strengths-based process designed to offer more to the supervisor and employee. *Human Resource Management - An Update [Working Title]*.

<https://doi.org/10.5772/intechopen.1002508>

La Paz Chattanooga. (2024). *Family Stabilization*.

<https://www.lapazchattanooga.org/social-impact>

Larson, S. (2023, September 13). *Planning a 5k race in 2023: Everything you need to know*.

Event Marketing. <https://www.eventbrite.com/blog/plan-5k-race-ds00/>

Lim, J., & Smith, D. B. (2019). Using ratio analysis to manage not-for-profit organizations. *The CPA Journal*. Retrieved from

<https://www.cpajournal.com/2019/06/05/using-ratio-analysis-to-manage-not-for-profit-organizations/>

LinkedIn. (2023, March 8). *Why grants are vital for nonprofits to achieve their mission*. The Nonprofit Strategist.

<https://www.linkedin.com/pulse/why-grants-vital-nonprofits-achieve-mission-magiclamp-consulting/>

LinkedIn. (2023, September 6). *Marketing for non-profits: Why it's crucial for success*. MBS Newsletter. <https://www.linkedin.com/pulse/marketing-non-profits-why-its-crucial/>

McLaren, S. (2021, May 5). *Which social media platforms should your nonprofit use?*. LinkedIn for Nonprofits.

<https://nonprofit.linkedin.com/blog/2021/05/which-social-media-platforms-should-your-nonprofit-use>

Marketing Partners. (2018, April 26). *How to attract young people to your nonprofit*. Change Conversations.

<https://www.marketing-partners.com/conversations2/how-to-attract-young-people-to-your-nonprofit>

Merriam-Webster. (n.d.-a). *Emancipate definition & meaning*. Merriam-Webster.

<https://www.merriam-webster.com/dictionary/emancipate>

Merriam-Webster. (n.d.-b). *Guardian definition & meaning*. Merriam-Webster.

<https://www.merriam-webster.com/dictionary/guardian>

Merriam-Webster. (n.d.-c). *Refugee definition & meaning*. Merriam-Webster.

<https://www.merriam-webster.com/dictionary/refugee>

Miglianico, M., Dubreuil, P., Miquelon, P., Bakker, A. B., & Martin-Krumm, C. (2019). Strength use in the workplace: A literature review. *Journal of Happiness Studies*, 21(2), 737–764.

<https://doi.org/10.1007/s10902-019-00095-w>

National Council of Nonprofits. (2010). *Sample CEO self-evaluation*. Documents.

<https://www.councilofnonprofits.org/files/media/documents/2023/sample-ceo-self-evaluation.pdf>

Nebraska Department Of Education. (2018, August 16). *Lunch & learns*. Phase 1 Awareness Strategies. <https://www.education.ne.gov/workplace-experiences/lunch-learns/>

Nencini, A., Romaioli, D., & Meneghini, A. M. (2015). Volunteer motivation and organizational climate: Factors that promote satisfaction and sustained volunteerism in npos.

*VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 27(2), 618–639. <https://doi.org/10.1007/s11266-015-9593-z>

Pantea, S. (2016). Nonprofit pay and benefits: Estimates from the national compensation survey.

*Monthly Labor Review*. Retrieved from

<https://www.bls.gov/opub/mlr/2016/article/nonprofit-pay-and-benefits.htm>

Partnership for Families, Children, and Adults. (2024). *Youth homelessness demonstration program*. Youth Homelessness Demonstration Program.

<https://www.partnershipfca.com/youth-homelessness-demonstration-program>

PayScale. (2022, May 3). *Average program director, non-profit salary in Chattanooga, Tennessee*. Program Director, Non-Profit.

[https://www.payscale.com/research/US/Job=Program\\_Director%2C\\_Non-Profit/Salary/fb](https://www.payscale.com/research/US/Job=Program_Director%2C_Non-Profit/Salary/fb)

c0596f/Chattanooga-TN

PropertyShark. (2024, March 12). *Chattanooga*. TN.

<https://www.propertyshark.com/cre/commercial-real-estate/us/tn/chattanooga/>

Pérez, R. M., Stevens, J. A., & Zhang, L. (2018). Financial sustainability for nonprofit organizations: A review of the literature. *Nonprofit and Voluntary Sector Quarterly*, 47(3), 549-565. <https://doi.org/10.1177/1534484317750993>

Said AbdiMohamud, Abdiaziz Ahmed Ibrahim and Jamal Mohamud Hussein (2017). Human resource management practice and organizational performance: Case study from hormuud telecom in Mogadishu-somalia. *European Researcher*, 8(2).

<https://doi.org/10.13187/er.2017.2.78>

Salandy, P. (2020, May 20). *12 benefits of a learn at lunch program*. AMA.

<https://www.amanet.org/articles/12-benefits-of-a-learn-at-lunch-program/>

Schmid, K. (2024, January 13). *Trivia night fundraisers: The ultimate guide*. Nonprofit Blog.

<https://donorbox.org/nonprofit-blog/trivia-night-fundraisers>

Shrum, M. (2018, May 2). *5K fundraiser pro tips*. The Modern Nonprofit.

<https://thomodernnonprofit.com/5k-fundraiser-tips/>

Sheidlower, N. (2023, April 7). *Question: How are some bars boosting profits? Answer: Trivia nights*. Restaurants.

<https://www.cnbc.com/2023/04/07/trivia-night-boosts-profit-for-bars-restaurants.html>

Society for Nonprofits. (2024). *Pros and cons: Grants*. Pros and Cons.

<https://www.snpo.org/funding/grants.php>

Standards for Excellence Institute. (2023). *The standards for excellence code: An ethics and accountability code for the nonprofit sector*. Standards for Excellence program.

<https://standardsforexcellence.org/Home-2/code>

Stengel, G. (2013, April 9). *Nonprofit collaborations: Why teaming up can make sense.*

Leadership.

<https://www.forbes.com/sites/geristengel/2013/04/09/nonprofit-collaborations-why-teaming-up-can-make-sense/?sh=33e595953985>

Substance Abuse and Mental Health Service Administration. (2005). *Successful strategies for recruiting, training, and utilizing volunteers.*

[https://www.samhsa.gov/sites/default/files/volunteer\\_handbook.pdf](https://www.samhsa.gov/sites/default/files/volunteer_handbook.pdf)

TemplateLAB. (2023, April 30). *50+ self evaluation examples, forms & questions.* Self

Evaluation Examples. <https://templatelab.com/self-evaluation-examples/>

Thokozani, S. B. M., & Maseko, B. (2017). Strong vs. weak organizational culture: Assessing the impact on employee motivation. *Arabian Journal of Business and Management Review*, 7(1), 2-5.

Thomas, D. A., & Ely, R. J. (2020). Building inclusive organizations: A review of best practices and strategies for success. *Academy of Management Annals*, 14(1), 395-442.

<https://doi.org/10.5465/annals.2018.0123>

Tilega, C., Nitu, C. V., & Oprisan, O. (2016). Tools and strategies for increasing the efficiency of social media campaigns. *Revista Economică*, 68(1).

University of Kansas . (n.d.). *Section 13. creating brochures.* Chapter 6. Communications to Promote Interest.

<https://ctb.ku.edu/en/table-of-contents/participation/promoting-interest/brochures/main>

USPS. (n.d.). *Postage rates & prices.* Quick Tools. <https://www.usps.com/business/prices.htm>

van Woerkom, M., & Kroon, B. (2020). The effect of strengths-based performance appraisal on

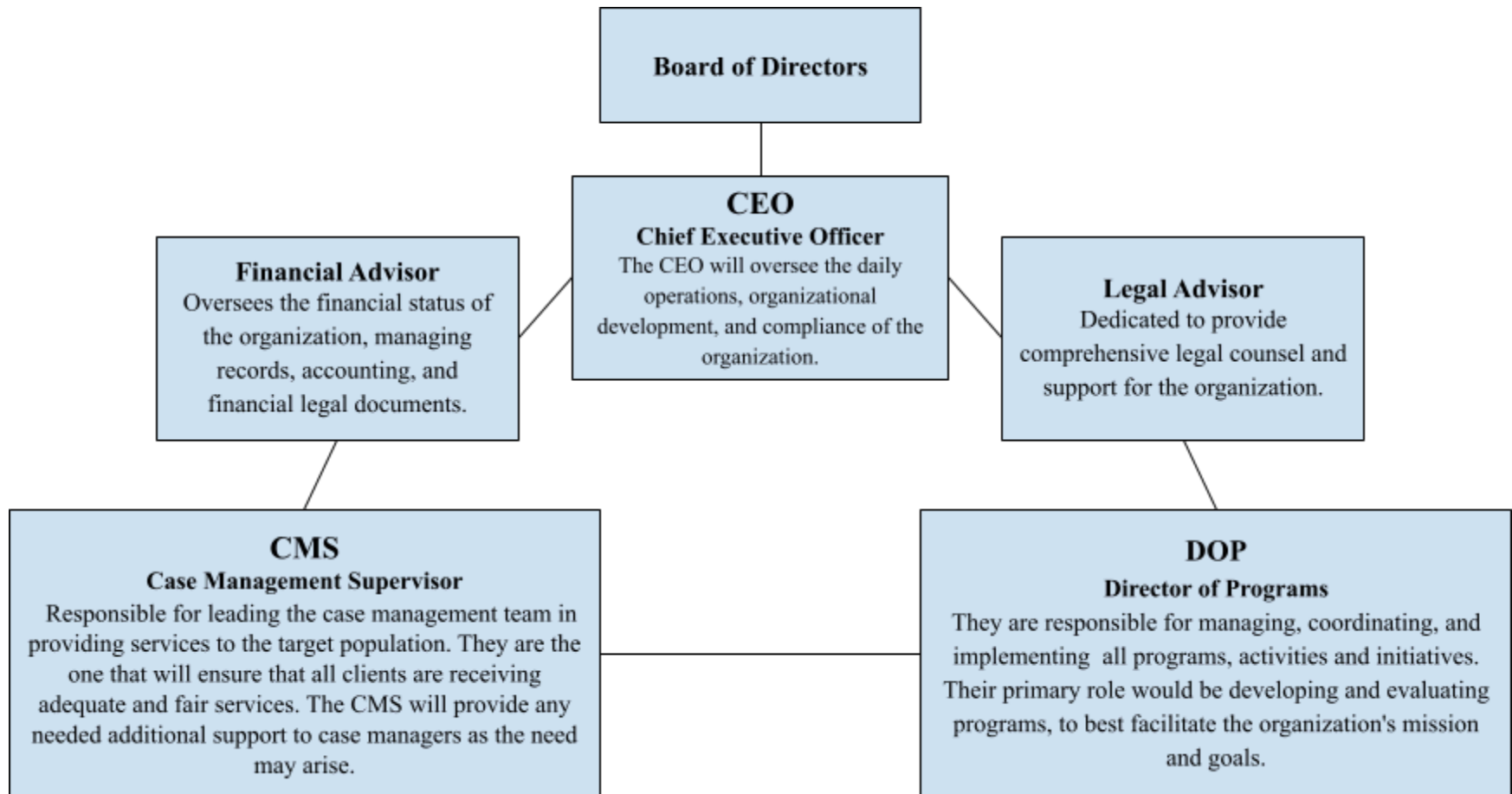
- perceived supervisor support and the motivation to improve performance. *Frontiers in Psychology, 11*. <https://doi.org/10.3389/fpsyg.2020.01883>
- Vogels, E. A., & GELLES-WATNICK, R. (2023, April 23). *Teens and social media: Key findings from Pew Research Center surveys*. Social Media. <https://www.pewresearch.org/short-reads/2023/04/24/teens-and-social-media-key-findings-from-pew-research-center-surveys/>
- Wade, D. (2023, September 29). *Does billboard marketing work? (a complete guide)*. SparrowBoost. <https://www.sparrowboost.com/article/does-billboard-marketing-work>
- Walton, J. (2023, April 27). *The impact of Youth Marketing on Your Business*. LinkedIn. <https://www.linkedin.com/pulse/what-youth-marketing-jared-walton/>
- Weinger, A. (2024, January 24). *Donor recognition: When & how to acknowledge supporters*. Donor Recognition. <https://doublethedonation.com/donor-recognition/>
- Xfinity. (n.d.). *Internet*. Internet. <https://www.xfinity.com/learn/internet-service>
- Zavy. (n.d.). *The best 17 performance review templates to grow your people: Zavvy*. Blog. <https://www.zavvy.io/blog/performance-review-template>
- ZipRecruiter. (2023). *Non profit accountant salary in Chattanooga, TN*. Salary. <https://www.salary.com/research/salary/benchmark/accountant-i-salary/chattanooga-tn>
- ZipRecruiter. (2024a). *Case management supervisor salary in Tennessee*. Salary. <https://www.ziprecruiter.com/Salaries/Case-Management-Supervisor-Salary--in-Tennessee#Yearly>
- ZipRecruiter. (2024b). *CEO non profit annual salary*. Salary. <https://www.ziprecruiter.com/Salaries/CEO-Non-Profit-Salary>
- ZipRecruiter. (2024c). *Outreach coordinator salary in Tennessee*. Salary.

<https://www.ziprecruiter.com/Salaries/Outreach-Coordinator-Salary--in-Tennessee#Yearly>

ZipRecruiter. (2024d). *Non profit attorney salary in Tennessee*. Salary.

<https://www.ziprecruiter.com/Salaries/Entry-Level-Lawyer-Salary--in-Tennessee>

### Appendix A: Job Positions Organizational Chart



### Appendix B: Budget (Revenues and Expenses)

<b>CURRENT FISCAL YEAR</b>	
----------------------------	--

<b>REVENUE</b>	<b>CURRENT YEAR BUDGET</b>	<b>YEAR TO DATE ACTUALS</b>
Grants and contracts	\$ 400,000.00	\$ -
Corporate Sponsorships	\$ 30,000.00	\$ -
Interest from bank accounts	\$ 8,000.00	\$ -
Individual Donations	\$ 60,000.00	\$ -
Legacy Gifts	\$ 50,000.00	\$ -
Race for Connection	\$ 5,000.00	\$ -
ELEVATE Knowledge with Silent Auction	\$ 20,000.00	\$ -
Giving Tuesday	\$ 20,000.00	\$ -
Other	\$ -	\$ -
<b>TOTAL YEARLY REVENUE</b>	<b>\$ 573,000.00</b>	<b>\$ -</b>

<b>EXPENSES</b>	<b>CURRENT YEAR BUDGET</b>	<b>YEAR TO DATE ACTUALS</b>
Salaries and Wages	\$ -	\$ -
Chief Executive Officer	\$ 72,000.00	
Financial Advisor	\$ 62,000.00	
Legal Advisor (consulting)	\$ 35,000.00	
Director of Programs	\$ 51,000.00	
Case Management Supervisor	\$ 51,000.00	

Case Manager x 2 (\$40,000 each)	\$ 80,000.00	
Outreach Coordinator	\$ 40,000.00	
ERE @ 25% (Insurance, etc)	\$ 89,000.00	\$ -
Rent (\$3,500/month)	\$ 41,000.00	
Office Supplies	\$ 3,000.00	\$ -
Technology (computers, phones, printers)	\$ 6,000.00	\$ -
Utilities	\$ 13,000.00	\$ -
Postage	\$ 2,000.00	\$ -
Fundraising (materials, appreciations)	\$ 20,000.00	\$ -
Trainings	\$ 5,000.00	\$ -
Class Materials	\$ 3,000.00	\$ -
Other	\$ -	\$ -
<b>TOTAL YEARLY EXPENSES</b>	<b>\$ 573,000.00</b>	<b>\$ -</b>

<b>\$ 573,000.00</b>	<b>TOTAL YEARLY REVENUE</b>
<b>\$ 573,000.00</b>	<b>TOTAL YEARLY EXPENSES</b>
<b>\$ -</b>	<b>TOTAL YEARLY OPERATING OVERAGE/SURPLUS</b>

## Appendix C: SMART Fundraising Goals

### Goal 1: Raise \$20,000 during ELEVATE Knowledge and Silent Auction by October 16, 2024

<p><b><u>Specific Strategies/Tactics</u></b> This is something you will do to accomplish the goal. Answer the question—What will you do?</p>	<p><b><u>Process Measure</u></b> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><b><u>Attainability- Outcome Measure</u></b> 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><b><u>Relevance</u></b> What are the expected results after implementing this strategy? How does this tactic fit in the overall fundraising plan?</p>	<p><b><u>Time frame and Responsibility</u></b> Who is responsible for seeing that the strategy gets done and by when? (entity, position)</p>
<p>1. Find a pub that will partner with the organization</p>	<p>The process measure involves reaching out to a predetermined number of pubs, conducting meetings or negotiations with potential partners, and ultimately securing a partnership agreement.</p>	<p>Accomplishing this strategy would be demonstrated by securing a partnership agreement with a pub for hosting the trivia night. This can be measured by having a signed contract with the pub owner or manager.</p>	<p>Securing a pub partner is crucial as it provides a venue for the event and potentially increases attendance. It fits into the fundraising plan by providing a location for the event and potentially reducing costs associated with venue rental.</p>	<p>The fundraising committee or designated team members are responsible for securing the pub partner. This should be accomplished within a specified timeline, ideally several weeks before the scheduled event date.</p>
<p>2. Find corporations donors to provide silent auction items</p>	<p>The process involves researching potential corporate donors, reaching out to them with sponsorship packages, following up on leads, and securing donations. It also involves tracking the number and value of donations received.</p>	<p>Successfully securing corporate donors for silent auction items would be evidenced by obtaining a predetermined number of donated items or sponsorships from corporations. This can be measured by the number of confirmed donations.</p>	<p>Corporate donations are essential for enhancing the auction items' value and attracting bidders, thereby increasing fundraising potential. This tactic aligns with the overall fundraising plan by diversifying revenue streams and engaging corporate partners in supporting the organization's mission.</p>	<p>The fundraising committee or development team is responsible for securing corporate donors. This should be initiated well in advance of the event, with ongoing efforts to secure donations leading up to the event date.</p>
<p>3. Social media outreach to promote the event</p>	<p>Successful social media outreach would be demonstrated by increased event awareness, engagement, and ticket sales. This can be measured by tracking metrics such as reach, engagement (likes, comments, shares), website</p>	<p>The process involves creating and scheduling social media posts, engaging with followers, running targeted ads, and monitoring analytics to assess the effectiveness of outreach efforts.</p>	<p>Social media outreach is crucial for promoting the event to a wider audience, driving ticket sales, and generating buzz around the fundraiser. It plays a vital role in reaching potential attendees and donors, thereby contributing to the overall fundraising goal.</p>	<p>The marketing or communications team is responsible for social media outreach. Efforts should be ongoing leading up to the event, with targeted campaigns closer to the event date to drive ticket sales and engagement.</p>

	traffic, and ticket purchases attributed to social media			
4. Host recognition lunch	Hosting a successful recognition lunch would be demonstrated by positive feedback from attendees, acknowledgment of sponsors and donors, and expressions of gratitude. This can be measured through attendee surveys or feedback forms.	The process involves planning logistics, securing a venue, coordinating catering, preparing speeches or presentations, and inviting attendees. It also includes documenting sponsor acknowledgments and testimonials.	The recognition lunch serves to appreciate and acknowledge the contributions of donors, sponsors, and volunteers, fostering goodwill and potentially cultivating long-term relationships. It fits into the fundraising plan by reinforcing donor stewardship and recognizing their support.	The event planning committee or designated team members are responsible for organizing the recognition lunch. It should be scheduled shortly after the fundraising event, and preparations should begin well in advance to ensure a seamless and memorable experience for attendees.

**Goal 2: From the Race for Connection secure \$5,000 by August of 2024**

<b>Specific Strategies/Tactics</b>	<b>Process Measure</b>	<b>Attainability- Outcome Measure</b>	<b>Relevance</b>	<b>Time frame and Responsibility</b>
<p>1. Designate a planning committee of organization employees and volunteers. For logistics and marketing.</p> <p>2. Obtain sponsors</p>	<p>1. There will be 3 organization employees on the committee and 8 volunteers. There will be a logistics plan outline going over restrooms, race timing, refreshments, etc, and a marketing plan outline for logos, signs, shirts, and medals.</p> <p>2. We will reach out too and obtain 4 sponsors within Hamilton County.</p>	<p>1. We will have 4 meetings, with meeting minutes.</p> <p>2. We will have emails sent out to all 4 sponsors, and 2 scheduled meetings (2 confirmed sponsors).</p>	<p>1. Organization and planning of this event, with the intent of networking with organizations, and meeting the community.</p> <p>2. A networking tactic that will bring more eyes to the fundraiser and the organization.</p>	<p>Steps 1 and 2 will be handled by the Chief Executive Officer, and will be done by June 1, 2024.</p> <p>Steps 3 and 4 will be handled by the Director of Programs and will be completed by June 30, 2024.</p>
<p>3. Advertise and promote 5K</p>	<p>3. Send out emails, create social media posts, and post signs in the area.</p>	<p>3. We will have an email list, 3 social media posts, and 20 signs posted around the area.</p>	<p>3. This is relevant because without advertisement no fundraising will happen, meaning there would not be connection to the community and population the organization intends to serve.</p>	
<p>4. Create registration avenues, methods for paying donation/registration fees and informative documents.</p>	<p>4. Make QR codes to go with the signs, social media posts, and emails. With links to schedules and safety plans.</p>	<p>4. We will have a signup genius created for the event. Along with a linktree with donation links, and links to informative documents. At each meeting, we will track how many people have utilized the links and signed up.</p>	<p>4. A needed step to register a spot for those that will run and donate to the organization. Along with the necessary documents that will help the race day go smoothly keeping all participants informed. While also streamlining the donation/registration fee process to meet the \$5,000 goal.</p>	

**Goal 3: Secure \$400,000 in Grants by the end of the fiscal year 2024**

<b><u>Specific Strategies/Tactics</u></b>	<b><u>Process Measure</u></b>	<b><u>Attainability- Outcome Measure</u></b>	<b><u>Relevance</u></b>	<b><u>Time frame and Responsibility</u></b>
Research online and for grants available. Also reach out to community agencies.	Create a comprehensive list of the available grants that have requirements and purposes that can be met by the needs of the organization.	Identify at least 4 major grants with the available reward balance of \$100,000 or more.	Expanding knowledge of grants available and their criteria. Building a knowledge base of organizations and donors that are a good fit for partnership and/or collaboration.	The case manager supervisor and their intern are responsible for this role. Research should be ongoing - with at least \$250,000 in potential grants identified before end of June 2024
Apply for Grants	Complete all necessary paperwork and documents necessary to apply for each grant	Completed applications will be submitted to appropriate entities by the end of the year 2024	By submitting applications on time with complete required information, the expected results are that the organization will obtain the needed funding	The case manager supervisor will work with the financial advisor to ensure all the grant applications have accurate information and all necessary information is thoroughly included. The goal is for the final draft of the applications to be done at least 3 days prior to the grant application due date. There should be at least \$400,000 in grants applied for by October 2024.

## Appendix D: Case for Support Letter

EXCEL.LEAD.EMPOWER.VALUE.ACHIEVE.THRIVE.EVOLVE.

# ELEVATE

EST. 2024

### Dear (Donor's Name),

I hope this letter finds you well. I am reaching out on behalf of ELEVATE, an organization passionately dedicated to supporting unaccompanied youth aged 14 to 24 in Hamilton County, Tennessee, and beyond. Your potential support can be a beacon of hope for these young individuals who, due to circumstances beyond their control, find themselves navigating the complexities of life without stable guardianship.

ELEVATE, abbreviated from Excel.Lead.Empower.Value.Achieve.Thrive.Evolve., is more than a name; it represents a commitment to empowering unaccompanied youth, providing them with essential tools and opportunities to unlock their full potential. We believe in fostering resilience, instilling confidence, and building a profound sense of self-worth, all with the goal of enabling these young individuals to become positive contributors to the Southeast Tennessee community.

Our purpose is clear: to partner with unaccompanied youth, equipping the next generations with the tools and skills necessary to become functional and independent in society with assistance from our programs. Our goal is to build strong local community partnerships, ensuring that we can better serve our clients with the resources and connections available within the area. Furthermore, our aspiration is to expand our reach beyond Hamilton County in the next five years, establishing local offices in each of the 15 counties of Southeast Tennessee.

### Problem Statement:

Unaccompanied youth face a myriad of challenges, including housing instability, legal complexities, and barriers to education and career training. The gravity of their struggles is evident in Tennessee, where 14.3% of individuals under 18 live below the poverty level, and 1,414 unaccompanied homeless youth were reported in schools during the 2021-2022 academic year.<sup>1</sup>

Subgroup Type	SY 2019-2020	SY 2020-2021	SY 2021-2022
Children with disabilities (IDEA)	3,039	2,526	3,041
Limited English Proficient (LEP) students	2,239	1,531	2,082
Migratory children/youth	40	38	50
Unaccompanied homeless youth	1,345	1,109	1,414

Nationally, the situation is equally alarming. An estimated 4.2 million youth experience homelessness annually in the United States, with 700,000 being unaccompanied minors.<sup>2</sup> These figures underscore the urgent need for comprehensive support. At ELEVATE, we recognize the individual stories behind these statistics and strive to provide tailored support, guidance, and stability to each unaccompanied youth. Your support can make a transformative

difference, not just in addressing statistics but in changing the trajectory of individual lives. By partnering with ELEVATE, you contribute to a brighter and more hopeful future for unaccompanied youth, empowering them to overcome adversity and thrive in society.

### **Programs and Activities:**

ELEVATE's programs are meticulously designed to address the identified problems head-on. From housing referrals to career training, legal support, and mentorship programs, our initiatives directly target the challenges faced by unaccompanied youth. We proudly highlight successful outcomes and achievements, showcasing the tangible impact of our efforts. The positive impact of our programs on the lives of beneficiaries is evident in the testimonials and stories we receive, illustrating the transformative power of ELEVATE's work. We measure success not just in numbers but in the tangible improvements in the lives of those we serve. Relevant metrics and data demonstrate the results of our programs, and third-party evaluations further validate the efficacy of our approach.



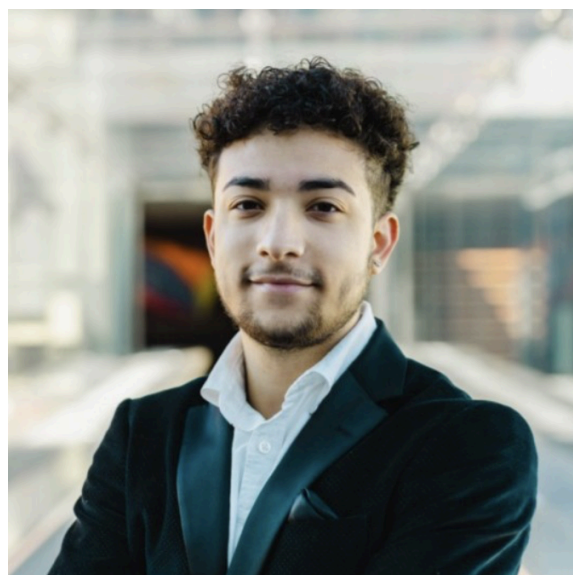
### **Meet Melanie!**

In the face of adversity, Melanie, a resilient 19-year-old who aged out of foster care, found transformative support through ELEVATE. Melanie regained access to crucial legal documents, received compassionate guidance in budgeting, secured stable housing, and pursued her dream of becoming a graphic designer. The cornerstone of her success was the compassionate mentorship she received, offering a genuine connection to discuss dreams, goals, and challenges. Melanie's journey with ELEVATE is a heartfelt triumph, showcasing the profound

impact of empathy, support, and a community that cares. Together, we can continue empowering young individuals like Melanie to thrive against all odds.

### **Meet Andres!**

Andres, a 20-year-old immigrant from Mexico, faced numerous challenges upon arriving in the U.S. Struggling with limited English proficiency, he initially dropped out of high school to support himself through various jobs. After facing displacement from his living situation, Andres, through word of mouth, discovered ELEVATE. With the organization's assistance, including ESL classes and guidance on trade schools, Andres not only improved his language skills but also gained the opportunity to explore additional trades. ELEVATE's ongoing support, facilitated by a dedicated case manager, enabled Andres to chart a path towards personal and professional growth, turning his initial hardships into a promising success story.



**Call to Action:**

We are inviting you to join our cause, to be a force for positive change in the lives of unaccompanied youth. Your donation is not just a financial contribution; it is an investment in the future. Join us in empowering lives through a \$15,000 goal to enhance our program workshops and introduce impactful initiatives at ELEVATE. Your contribution directly aids in acquiring quality materials for workshops, providing practical tools for skill development. Additionally, it enables the expansion of programs, including language classes and vocational training, reaching more individuals like Melanie, Andres and so many more. Your support is an investment in breaking barriers and fostering transformation in the lives of those seeking a brighter future. Together, let's make a lasting impact—donate now to empower, uplift, and transform lives at ELEVATE. Different donation levels are offered, each associated with benefits and recognition, expressing our deep gratitude for your vital role in achieving our mission.

Thank you for considering our cause and for being a potential partner in creating a brighter future for young people. Your support is not just an investment in unaccompanied youth; it is an investment in the future of our community.

Sincerely,

Feyra Archeron  
Program Director

<sup>1</sup>US Department of Education (ED). (2024, March 6). *The EDFACTS initiative: U.S. Department of Education*. Home. <https://profiles.nche.seiservices.com/StateProfile.aspx?StateID=50>

<sup>2</sup>*Report youth homelessness overview*. National Conference of State Legislatures. (n.d.).

<https://www.ncsl.org/human-services/youth-homelessness-overview#:~:text=These%20estimates%20indicate%20that%20approximately,will%20experience%20homelessness%20each%20year.>

## Appendix E: Marketing Materials

### ELEVATE Logo



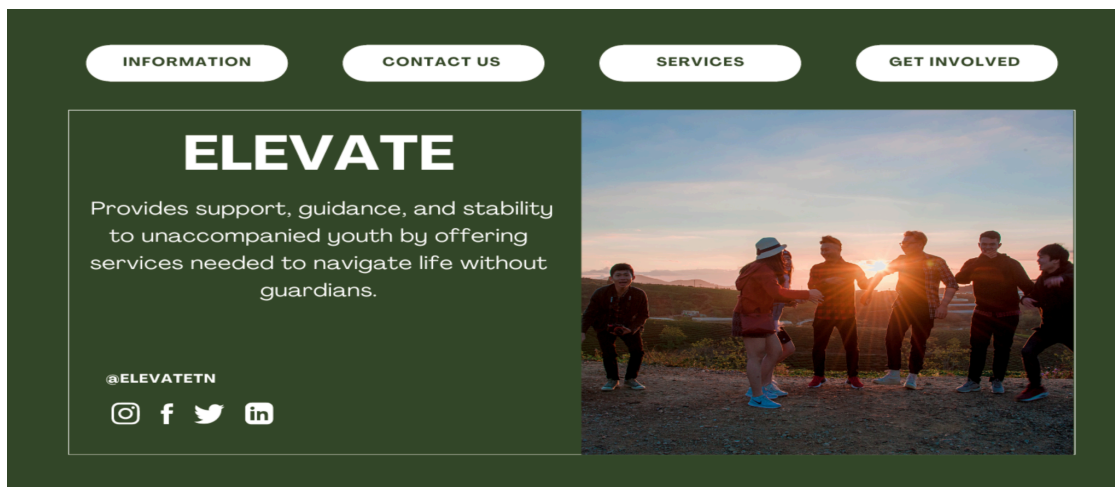
### Billboard



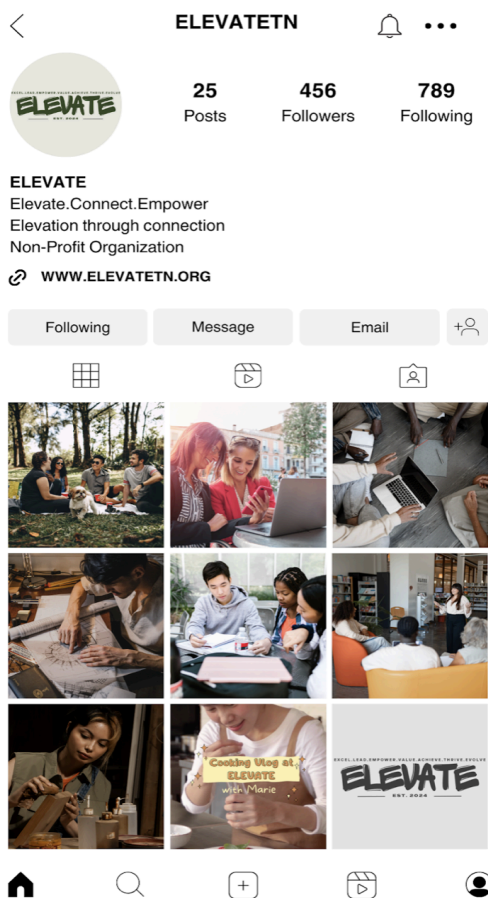
### Tik Tok Post

 **ELEVATE cooking vlog Tik Tok.mp4**

Website



Instagram Page and Post



# ELEVATE

## *Elevation through connection*

ELEVATE is a non-profit organization whose mission is to provide support, guidance, and stability to unaccompanied youth by offering the following services:

### Life Skills and Education Services:

- **Career Training:** Elevate offers evidence-based career training programs, equipping youth with essential skills for sustainable employment and addressing economic disparities.
- **Cooking and Budgeting:** by promoting financial literacy and healthy living.
- **ESL Tutoring:** Elevate provides ESL tutoring tailored to the unique needs of youth, fostering linguistic capabilities and addressing language barriers.
- **Navigating School Systems:** Elevate guides youth through educational systems, advocating for equitable opportunities and addressing social justice issues.
- **GED Programs:** Elevate offers evidence-based GED programs, empowering youth to achieve educational milestones and promoting educational justice.
- **Mentor Program:** Elevate creates mentorship programs for personal and professional growth, fostering positive relationships and addressing social justice issues.

### Legal and Advocacy Services:

- **Court Support:** Elevate provides comprehensive support during legal proceedings, advocating for fair representation and offering legal literacy programs.
- **Healthcare and Taxes:** Elevate advocates for healthcare access and provides guidance on tax matters, addressing economic and health disparities.

### Housing and Stability Services:

- **Referral for Housing:** Elevate collaborates with housing agencies to advocate for safe and affordable housing options tailored for unaccompanied youth.

### CONTACT US:

423.897.9087  
 info@elevatechat.org  
 WWW.ELEVATETN.COM



## **Appendix F: Job Descriptions**

### **CEO**

The Chief Executive Officer is a vital component of the organization. They will ensure that the organization is abiding by the mission and vision statement. The CEO will oversee the daily operations, organizational development, and compliance of the organization.

Position Responsibilities:

- Be the spokesperson for the organization
- Provide leadership and mentorship to the staff and volunteers of the organization
- Coordinate and facilitate monthly meetings with staff and volunteers
- Collaborate with outside organizations to gain visibility and volunteers for the organization
- Fundraise for the organization
- Plan and prepare information for board meetings in collaboration with the board chair

Qualifications:

- Master's in Operations Management, Program Management, or Social Work related field preferred
- 5 years or more of nonprofit experience
- 3 years or more management experience
- Works independently
- Creative problem solving skills
- Organized
- Enthusiastic
- Able to multitask
- Team player

### **Legal Advisor**

The Legal Advisor is dedicated to provide comprehensive legal counsel and support for the organization. For this position the candidate must have a passion for social justice and good understanding of non-profit law, and the ability to navigate legal issues related to young adults.

Position Responsibilities:

- Provide legal advice and guidance to the organization staff.
- Advocate for the legal rights and their best interest. Stay informed about legal issues affecting youth and contribute to advocacy efforts.
- Training the staff, and providing updates on policies.
- Contribute to the development and review of the organization policies.

- Collaborate with external organizations as well as maintaining positive relationships with legal partners and government agencies.
- Identify legal risk and develop strategies to work in collaboration with the leadership team to implement risk management protocols.

**Qualifications:**

- Juris Doctor (JD) degree from an accredited law school.
- Admission to the bar in the state of Tennessee.
- Three or more years of experience.
- Strong knowledge of nonprofit law, youth advocacy, and relevant legislation.
- Works well with others and independently.
- Excellent communication and interpersonal skills.
- Bilingual (preferred not required).

**Financial Advisor**

The Financial Advisor oversees the financial status of the organization. This position is necessary to be able to manage and distribute funds to keep the organization working efficiently. This position also works closely with the legal advisor to manage records, accounting, and financial legal documents.

**Position Responsibilities:**

- Analyze existing donations and grants to determine if they will be continuing, are needing to be renewed, or ending after a period of time.
- Oversees the financial status of the organization.
- Managing salaries and the allocation of all the funds received.
- Provide ideas and plans to fundraise for the organization's different programs.
- Maintain accurate records and accounting books.

**Qualifications:**

- Bachelor's Degree in Accounting or Certified Public Accountant (CPA).
- 5 years of experience at a non-profit organization over financial management.
- Excellent analytic experience and decision making skills.
- Ability to communicate financial information to non-financial stakeholders.

**Case Management Supervisor**

The Case Management Supervisor (CMS) is a vital position that is responsible for leading the case management team in providing services to the target population. They are the one that will ensure that all clients are receiving adequate and fair services. The CMS will provide any needed additional support to case managers as the need may arise. This position works closely with the Director of Programs.

**Position Responsibilities:**

- Oversee and supervise the case management team.
- Ensure services are reaching the intended target population.

- Collect data of services provided for the target population.
- Complete reports regarding services provided.
- Lead weekly case management team meetings.
- Review client files monthly

Qualifications:

- Master's in Social Work or related fields
- Experience in leadership and supervising teams.
- Excellent communication skills

### **Director of Programs**

They are responsible for managing, coordinating, and implementing all programs, activities and initiatives. Their primary role would be developing and evaluating programs, to best facilitate the organization's mission and goals.

Position Responsibilities:

- Program development, designing and or selecting programs that align with the organization's goals
- Planning and coordinating
- Team leadership, supervising program staff and volunteers
- Evaluation, using data to ensure that each program is having an effective impact
- Community collaboration and engagement,
- Public relations and advocacy
- Fundraising and grant writing

Qualifications:

- Bachelors or Masters in a relevant field (Social Work, Management, etc)
- 4 or more years of related work experience.
- Experience in program development, implementation, fundraising evaluation, and event planning.
- Understanding of nonprofit operations, and community development.
- Excellence in leadership and communication skills.

## **Appendix G: Organizational Policy - ELEVATE McKinney-Vento Policy**

### **Purpose:**

ELEVATE is committed to ensuring compliance with the federal McKinney-Vento Act, specifically Section 42 USC Chapter 119, Subchapter VI, Part B, which focuses on providing education for homeless children and youths. The purpose of this organizational policy is to establish guidelines for employee training on the McKinney-Vento Act and its implementation within our organization. This policy aims to educate employees, particularly case managers and liaisons, on the provisions of the law and ensure that the rights of homeless individuals, as outlined in the specified section, are upheld.

### **Training Program:**

#### **1. Scope of Training:**

- a. All employees and interns that work directly with clients will undergo training on the McKinney-Vento Act within (specified timeframe) of their employment start date.
- b. The training program will cover the provisions of the McKinney-Vento Act, definitions of homelessness, rights and protections afforded to homeless individuals, and the responsibilities of ELEVATE in ensuring compliance with the law.

#### **2. Training Content:**

- a. Detailed overview of the McKinney-Vento Act, including its purpose, scope, and application.
- b. Definitions of homelessness as per the McKinney-Vento Act, including the criteria for determining eligibility for services.
- c. Rights and protections provided to homeless individuals under the McKinney-Vento Act, including access to education and support services.
- d. Responsibilities of ELEVATE staff in identifying, supporting, and advocating for homeless individuals.
- e. Procedures for assisting unaccompanied youth and young adults who seek services from ELEVATE, including ensuring their rights are upheld and providing necessary support.

#### **3. Training Delivery:**

- a. Training sessions will be conducted by (designated trainer(s)), who possess expertise in the McKinney-Vento Act and its implementation.
- b. Training sessions may be conducted in person or virtually, depending on organizational needs and employee availability.

- c. Employees will be provided with training materials, including handouts, presentations, and relevant resources, to facilitate learning and understanding of the McKinney-Vento Act.

### **Implementation Guidelines:**

#### **1. Identification and Support:**

- a. Case managers will be responsible for identifying homeless individuals who seek services from ELEVATE and ensuring they are provided with necessary support.
- b. Employees will be trained to recognize the signs of homelessness and assess eligibility for services based on the criteria outlined in the McKinney-Vento Act.

#### **2. Rights Awareness:**

- a. Employees will educate homeless individuals, particularly unaccompanied youth and young adults, about their rights under the McKinney-Vento Act, including access to education, transportation, and support services.
- b. Legal team members will assist in ensuring that homeless individuals are treated as adults with legal rights and that their rights under the McKinney-Vento Act are met.

#### **3. Documentation and Compliance:**

- a. ELEVATE will maintain accurate records of homeless individuals served and the services provided to them, in compliance with the McKinney-Vento Act reporting requirements.
- b. Employees will follow established protocols for documenting interactions with homeless individuals and ensuring compliance with all aspects of the McKinney-Vento Act.

### **Policy Review:**

This organizational policy will be reviewed annually and updated as necessary to ensure alignment with the provisions of the McKinney-Vento Act and best practices in serving homeless individuals.

### **Approval:**

This policy has been approved by the Board of Directors of ELEVATE and is effective as of March 24th, 2024.

### **Contact Information:**

For questions or concerns regarding this policy, please contact:

Strawberry Shortcake  
Board of Directors Member  
[sshortcake@elevatechat.org](mailto:sshortcake@elevatechat.org)

## Appendix H: Organizational Policy - Conflict of Interest

### Purpose:

The purpose of this policy is to protect the interests of *ELEVATE* by:

- Preventing the personal interest of Board Members, Officers, Employees, and Volunteers from interfering with their duties to the organization and
- Avoiding any unethical financial, professional, or political gain on the part of such individuals. The intent of this policy is to supplement, not replace, any applicable federal, state, or local laws regarding conflicts of interest.

### Definition of Conflict of Interest

A conflict of interest exists when an individual's personal, professional, financial, or other interests interfere with their ability to impartially carry out their responsibilities to *ELEVATE*.

### Persons Concerned

This statement applies to Board Members, Officers, all Employees, and Volunteers who can influence the governance and actions of *ELEVATE*. This includes anyone who makes financial decisions, might be referred to as “management personnel,” or have proprietary information regarding *ELEVATE*.

### Procedures:

#### 1. Duty to Disclose

Each Member, Director, Officer, Employee, Volunteer and any other Interested Person is under an obligation to disclose the existence or potential existence of a conflict of interest as it arises.

Disclosure should include all relevant facts about the conflict of interest, including but not limited to financial interests, personal relationships, and any other factors that may influence decision-making.

#### 2. Investigating Conflicts

When a potential Conflict of Interest is disclosed, the Board will then provide the individual with an opportunity to disclose all material facts. The Board will collect all pertinent information and question the involved parties. If it turns out that a conflict does not exist, the inquiry will be documented but no further action will be taken.

#### 3. Addressing a Conflict of Interest

If the Board determines that a conflict of interest exists, they will take the appropriate actions to address the conflict. This may include (but not be limited to): prohibiting any Interested Parties from voting on any matter related to said conflict of interest, modification of duties, or terminating employment with *ELEVATE*.

Affected parties both within and outside of *ELEVATE*, including shareholders, directors, employees, and independent contractors, will be notified. If the Conflict of Interest in question involves a member of the Board, that individual will be excused from deliberations.

#### 4. Disciplinary Action

All conflicts of interest will be reviewed on a case-by-case basis. The board has full discretion to deem what disciplinary action is appropriate and necessary for disclosed conflicts of interest.

If the governing officers reasonably believe a member or staff member failed to disclose an existing or possible conflict of interest, it shall inform the individual of the rationale for such belief and grant the individual an opportunity to explain the alleged failure to disclose the conflict of interest.

After hearing the individual's response and investigating further as warranted by the circumstances, the governing officers may take appropriate disciplinary action, including removal from the position at the organization.

*ELEVATE* may seek external legal or professional advice to ensure proper management of the conflict of interest.

#### 5. Notice of Annual Statements

Every Member, Officer, Employee, Volunteer and any other Interested Person must sign a Conflict of Interest Disclosure Statement upon said individual's term of office, employment, or other relationship with *ELEVATE* and must do so annually. Failure to sign does not nullify the policy.

#### **Acknowledgment**

By signing, the individual named below understands what constitutes a conflict of interest and understands the procedure for addressing them with *[organization name]*, including their duty to disclose any known or potential conflicts of interest.

The signee agrees to abide by the procedures set forth by this policy for the duration of their relationship with *ELEVATE*.

Name (printed): \_\_\_\_\_ Date: \_\_/\_\_/20\_\_

Signature: \_\_\_\_\_

## **Appendix I: Organizational Policy - Whistleblower Protection Policy**

*ELEVATE* requires Board Members, Officers, Employees, and Volunteers to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the *ELEVATE*, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns internally so that *ELEVATE* can address and correct inappropriate conduct and actions. It is the responsibility of all Board Members, Officers, Employees and Volunteers to report concerns about violations of *ELEVATE*'s code of ethics or suspected violations of law or regulations that govern *ELEVATE*'s operations.

If an employee has a reasonable belief that an employee or *ELEVATE* has engaged in any action that violates any applicable law, or regulation, including those concerning accounting and auditing, or constitutes a fraudulent practice, the employee is expected to immediately report such information to the Executive Director. If the employee does not feel comfortable reporting to the Executive Director, violations or suspected violations may be submitted on a confidential basis via a QR code that is posted in the copy room of the office and is also available on the organization's internal website. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

All reports will be followed up promptly, and an investigation conducted.

No employee or volunteer who in good faith reports a violation or cooperates in the investigation of a violation shall suffer harassment, retaliation, or adverse employment or volunteer consequences. Any individual within *ELEVATE* who retaliates against another individual who in good faith has reported a violation or has cooperated in the investigation of a violation is subject to discipline, including termination of employment or volunteer status.

The Executive Director will notify the person who submitted a complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

## **Appendix J: Organizational Policy - Grievance Policy**

### **Purpose:**

ELEVATE is committed to maintaining a positive and respectful work environment for all individuals involved in our organization, including employees, volunteers, clients, and stakeholders. We recognize that conflicts and grievances may arise from time to time, and it is our priority to address and resolve these issues promptly and fairly. The purpose of this Grievance Policy is to provide a transparent and effective process for addressing grievances within our organization.

In alignment with our commitment to serving the population we work with, ELEVATE's Grievance Policy ensures that the concerns and grievances of unaccompanied youth are given special consideration. We recognize the vulnerability of this population and the importance of creating a safe and supportive environment for them. Therefore, our Grievance Policy includes provisions to prioritize the needs and well-being of unaccompanied youth throughout the grievance resolution process. By providing a transparent and effective process for addressing grievances, we uphold our commitment to fairness, respect, and accountability within our organization.

### **Scope:**

This Grievance Policy applies to all individuals associated with ELEVATE, including employees, volunteers, clients, donors, board members, and any other stakeholders.

### **Definition of Grievance:**

A grievance is defined as any concern, complaint, or dispute related to the organization's activities, policies, procedures, working conditions, treatment of individuals, or any other matter affecting the organization or its stakeholders.

### **Principles:**

1. Confidentiality: All grievances will be handled with the utmost confidentiality, and information will only be disclosed to those individuals directly involved in the resolution process.
2. Fairness: ELEVATE is committed to ensuring that all grievances are addressed and resolved in a fair, impartial, and unbiased manner.
3. Timeliness: Grievances will be handled promptly, and every effort will be made to resolve them in a timely manner.
4. Non-Retaliation: ELEVATE prohibits retaliation against any individual who raises a grievance in good faith.

**Grievance Procedure:****1. Informal Resolution:**

- a. Individuals are encouraged to address their concerns informally whenever possible. This may involve discussing the issue directly with the person(s) involved or with their supervisor or manager.
- b. If the grievance involves a supervisor or manager, or if the individual is uncomfortable addressing the issue directly, they may contact the Human Resources department or another designated individual within the organization.
- c. Additional Step for Clients:
  - i. For clients seeking informal resolution of grievances, ELEVATE encourages direct communication with their assigned case manager or support coordinator. Clients can feel free to schedule a meeting or communicate their concerns during regular check-ins or sessions with their designated support personnel.
  - ii. In instances where the grievance involves the assigned case manager or support coordinator, or if the client is uncomfortable addressing the issue directly with them, they may contact the Program Director or another designated staff member who oversees client services. ELEVATE is committed to ensuring that clients feel heard and supported throughout the informal resolution process.

**2. Formal Resolution:**

- a. If the grievance cannot be resolved informally, or if the individual is not satisfied with the outcome of the informal resolution process, they may initiate a formal grievance by submitting a written complaint using the **Grievance Report Form** to the Human Resources department or another designated individual within the organization.
- b. The written complaint should include a detailed description of the grievance, including relevant facts, dates, and any supporting documentation or evidence.
- c. Upon receipt of the **Grievance Report Form**, ELEVATE will conduct a thorough investigation into the grievance, which may involve interviewing relevant parties and reviewing relevant documents.
- d. ELEVATE will make every effort to resolve the grievance in a timely manner and will communicate the outcome of the investigation to the individual who raised the grievance.
- e. Additional Step for Clients:
  - i. For clients initiating a formal grievance, ELEVATE ensures that the process is accessible and supportive. Clients may submit their written complaint using the **Grievance Report Form** to their assigned case manager. Alternatively, they may choose to submit the complaint directly

to the Program Director or another designated staff member who oversees client services.

- ii. ELEVATE is committed to ensuring that clients feel empowered to raise grievances and have their concerns addressed promptly and fairly. Throughout the formal resolution process, clients will be provided with updates on the status of their grievance and will be given the opportunity to participate in any interviews or discussions related to the investigation, if desired.

### **3. Appeal Process:**

- a. If the individual is not satisfied with the outcome of the formal grievance process, they may appeal the decision by submitting an **Appeal Grievance Form** to the Board of Directors within a specified timeframe.
- b. The Board of Directors will review the appeal and may conduct further investigation if necessary.
- c. The decision of the Board of Directors will be final and binding.
- d. Additional Step for Clients:
  - i. For clients wishing to appeal the decision, clients may submit their **Appeal Grievance Form** to their assigned case manager or support coordinator, who will then forward it to the Board of Directors on their behalf. Alternatively, clients may choose to submit the form directly to the Board of Directors.
  - ii. ELEVATE is committed to ensuring that clients have the opportunity to have their appeal heard and considered by the Board of Directors. Throughout the appeal process, clients will be provided with updates on the status of their appeal and will be given the opportunity to participate in any discussions or provide additional information, if desired.
  - iii. The decision of the Board of Directors will be final and binding, and clients will be informed of the outcome in writing. ELEVATE respects the rights of clients to seek further recourse if they remain dissatisfied with the decision.

### **Reporting Procedure:**

Any individual who wishes to raise a grievance should do so as soon as possible after the incident of the grievance occurs. Grievances should be reported to the Human Resources department or another designated individual within the organization.

### **Policy Review:**

This Grievance Policy will be reviewed periodically and updated as necessary to ensure its effectiveness and compliance with applicable laws and regulations.

**Approval:**

This Grievance Policy has been approved by the Board of Directors of ELEVATE and is effective as of March 24th, 2024.

**Contact Information:**

For any questions or concerns regarding this Grievance Policy, please contact:

Steven Wonderful

Head of Human Resource Department

[swonderful@elevatechat.org](mailto:swonderful@elevatechat.org)

## Grievance Report Form

**Instructions:**

Please use this form to report any grievances or concerns you may have regarding your experience with ELEVATE. Your feedback is important to us, and we are committed to addressing and resolving any issues promptly and fairly. Please fill out this form completely and accurately. All information provided will be kept confidential.

**Personal Information:**

Full Name:

Contact Information (Phone/Email):

Role/Relationship with ELEVATE (e.g., Employee, Volunteer, Client, Donor, Stakeholder):

**Details of Grievance:**

Date of Incident:

Description of Grievance (Please provide a detailed description of the grievance, including relevant facts, dates, and any supporting documentation or evidence):

---

---

---

**Steps Taken to Resolve Informally:**

Describe any steps you have taken to address the grievance informally, including any discussions with relevant parties or supervisors:

---

---

**Formal Resolution:**

Have you previously raised this grievance formally with ELEVATE? (Yes/No)

If yes, please provide details of the previous formal resolution process and outcome:

---

---

**Desired Outcome:**

What outcome or resolution are you seeking?

---

---

**Additional Information:**

Is there any other information you would like to provide regarding this grievance?

---

---

**Signature:**

By signing below, I confirm that the information provided in this grievance report is true and accurate to the best of my knowledge.

Signature \_\_\_\_\_

**Submission:**

Please submit this completed form to the Human Resources department or another designated individual within ELEVATE. You may submit it electronically via email or in person.

Thank you for taking the time to report your grievance. We are committed to addressing your concerns and resolving this issue as quickly and effectively as possible.

## Appeal Grievance Form

**Instructions:**

Please use this form to appeal the decision made regarding your grievance with ELEVATE Nonprofit Organization. If you are dissatisfied with the outcome of the formal grievance process and wish to appeal the decision, please complete this form in its entirety. Your appeal will be reviewed by the Board of Directors, and every effort will be made to address your concerns fairly and promptly. Please provide all requested information accurately and thoroughly. All information provided will be kept confidential.

**Personal Information:**

Full Name:

Contact Information (Phone/Email):

Role/Relationship with ELEVATE (e.g., Employee, Volunteer, Client, Donor, Stakeholder):

**Details of Grievance:**

Date of Incident:

Brief Description of Grievance:

---

---

Outcome of Formal Grievance Process:

---

---

**Reasons for Appeal:**

Please explain why you believe the decision regarding your grievance should be reconsidered. Include any additional information or evidence you believe is relevant to your appeal:

---

---

---

**Desired Outcome:**

What outcome or resolution are you seeking through this appeal?

---

---

**Signature:**

By signing below, I confirm that the information provided in this appeal form is true and accurate to the best of my knowledge.

Signature \_\_\_\_\_

**Submission:**

Please submit this completed form to the Board of Directors of ELEVATE. You may submit it electronically via email or in person.

Thank you for taking the time to appeal the decision regarding your grievance. We assure you that your appeal will be reviewed thoroughly and fairly by the Board of Directors.

**Appendix K: Evaluation Forms**  
**Employee Performance Appraisal**

**Reviewer's name:**

**Employee name:**

**Position:**

**Review period:**

**Instructions for the reviewer:**

A strength-based performance appraisal focuses on identifying, developing, and leveraging an employee's strengths rather than dwelling on their weaknesses. It's a positive and motivating approach to performance reviews.

Before you begin:

- Prepare thoroughly:** Review the employee's job description, prior performance reviews, your own observations, and feedback from peers. Look for evidence of the employee's strengths in action.
- Be objective:** While this is a strength-based review, you must maintain objectivity. Recognize real strengths that positively contribute to the employee's performance and the team.
- Keep all feedback constructive:** Constructive feedback is vital for growth. Be honest but kind in your feedback, focusing on how they can improve and develop.
- Use specific examples:** When highlighting an employee's strength, always support it with specific examples of their work or behavior.
- Consider career progression:** Discuss the employee's career aspirations. Show them a clear path of progression within the organization and offer guidance on achieving it.

## RESPONSIBILITIES

•	•
•	•
•	•

### Overall performance

[Provide a brief summary of the employee's overall performance during the review period, focusing primarily on their contributions and achievements.]

### Key Strengths

- |  |   |
|--|---|
| <input type="checkbox"/> Problem Solving     | <input type="checkbox"/> Critical Thinking      |
| <input type="checkbox"/> Flexibility         | <input type="checkbox"/> Communication          |
| <input type="checkbox"/> Teamwork            | <input type="checkbox"/> Organization           |
| <input type="checkbox"/> Creativity          | <input type="checkbox"/> Emotional Intelligence |
| <input type="checkbox"/> Attention to Detail | <input type="checkbox"/> Responsibility         |
| <input type="checkbox"/> Digital Skills      | <input type="checkbox"/> Design                 |
| <input type="checkbox"/> Data Analysis       | <input type="checkbox"/> Negotiation            |
| <input type="checkbox"/> Mathematics         | <input type="checkbox"/> Project Management     |
| <input type="checkbox"/> Marketing           | <input type="checkbox"/> Administrative         |
| <input type="checkbox"/> Writing             | <input type="checkbox"/> Foreign Languages      |

## **Examples of strength exploitation + alignment**

[For each identified strength, give specific examples of how the employee used that strength in their role during the review period. Provide context and mention the outcomes of using these strengths.]

## **Peer feedback**

[If available, include positive feedback from peers that corroborates the identified strengths. This not only confirms the identified strengths but also helps in making the appraisal more balanced and holistic.]

## **Looking Ahead**

### **Capitalizing on employee strengths**

[Discuss how each strength could be further utilized in the future to enhance performance, contribute to the team, or achieve organizational goals. Also, suggest potential new roles, responsibilities, or projects where these strengths could be applied.]

### **Strength development goals**

[Establish specific goals for the next review period that focus on further developing and using the identified strengths. Use SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) criteria to set these goals.]

**Action plan and next steps**

[Conclude with an action plan that outlines specific steps the employee can take to further develop their strengths and how these can be incorporated into their daily work. Discuss the resources and support that will be needed to achieve the goals and establish a plan for tracking progress.]

**Follow-up timeline**

[Outline the schedule for future check-ins between the employee and manager. This can include regular check-ins, such as monthly or quarterly, as well as any additional check-ins that may be necessary to discuss progress on specific goals or action items. Be sure to include the dates and frequency of the check-ins.]

Zavy (n.d.); Akekelwa (2023)

**Chief Executive Officer Performance Appraisal -- Self Evaluation**

TO: Chief Executive Officer

FROM: Board of Trustees

RE: Self Evaluation

DATE:

Dear [Name of Chief Executive Officer]: The performance evaluation process is a two-way dialogue. The Board of Trustees would appreciate your input regarding the specific subjects you would like to discuss regarding your performance in the past year, and your professional development goals in the coming year. Please return this to the Board Chair by [date]. Your comments will form the basis for a discussion with selected members of the Board of Trustees that will constitute your formal performance evaluation for the period beginning \_\_\_\_ to present, and also will provide a basis for the identification of your performance goals for the period \_\_\_\_ through \_\_\_\_\_. As necessary, please use additional pages to complete your thoughts.

1. What do you believe has been your most significant achievements during the past year?

---

---

---

2. What have been the most significant challenges for you during the past year?

---

---

---

3. Is there any area of your job where you believe you are not in alignment with the expectations of the board of directors? Please explain.

---

---

---

4. In what areas are you striving to achieve personal and professional development? How can the Board assist you in your development as the chief staff leader? What specific professional development opportunities do you think would help you in your job?

---

---

---

---

5. In a separate document, please share your immediate and longer term goals to support the organization’s strategic priorities, noting the levels of priority, “urgent”, “soon” and “later”, with time frames for deliverables, as applicable.

---

---

---

---

6. What can the Board do, individually and/or collectively, to support you in your work relating to fund development and cultivating donors for the organization?

---

---

---

---

7. Is there anything else you would like to discuss in your performance review meeting?

---

---

---

---

8. Taking all factors into consideration, how would you rate your overall performance in the past year?

- 1 = Unsatisfactory
- 2 = Below Expectations
- 3 = Meets Expectations
- 4 = Exceeds Expectations
- 5 = Exceptional

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

## Annual Employee Self-Evaluation

Employee:

Date of review:

Position:

Attach a current job description; if applicable, note any significant developments since last year's performance review.

1. Which job duties do you view as most important? Why?
2. What do you consider to be your major on-the-job accomplishments since your last review?
3. Do you have the resources you need to perform your job? What additional resources or information would be helpful?
4. Are there any changes that could be made to improve your effectiveness?
5. What skills or new knowledge would you like to develop to improve your performance?
6. What can you, your supervisor, or the agency do to improve your performance and increase your overall job satisfaction?
7. How would you assess communication within your department? How well informed are you of the information necessary to perform your duties efficiently? What additional information do you need?

### Goal setting

1. What are your plans/goals next year and what steps do you plan to take to meet these goals?
2. What can your supervisor do to support you in performing your job and meeting these goals?

**Development planning**

1. What kinds of professional development activities would you like to complete next year?
  
2. What information or support do you need to accomplish these activities?

Employee signature:

Date:

TemplateLAB (2023)

## Volunteer Survey and Review



**ELEVATE**

Empowered, Leader, Educated, Valuable,  
Accomplished, Talented, and Extraordinary

Chattanooga, TN

### Volunteer Survey and Review

Name \_\_\_\_\_

Address \_\_\_\_\_

Phone number \_\_\_\_\_

E-mail \_\_\_\_\_

1. How many hours do you volunteer?

- 0-4 per week     5-9 per week     10-14 per week     other \_\_\_\_\_

2. Your time as a volunteer is well utilized.

- Strongly Agree     Somewhat agree     Neutral     Somewhat disagree     Strongly Disagree

3. You feel confident in carrying out your assigned tasks.

- Strongly Agree     Somewhat agree     Neutral     Somewhat disagree     Strongly Disagree

4. Is the ELEVATE staff helpful and knowledgeable?

- Extremely helpful     Somewhat helpful     Neutral     Somewhat unhelpful     Extremely unhelpful

5. How likely are you to recommend volunteering with ELEVATE?

- Very Likely     Likely     Neutral     Unlikely     Very Unlikely

6. How would you rate your overall volunteer experience with ELEVATE?

- 😄 Excellent     😊 Good     😐 Neutral     😞 Poor     😡 Very Poor

7. How would you rate your overall performance as a volunteer with ELEVATE?

- Excellent     Good     Neutral     Poor     Very Poor

8. Do you have any additional comments or feedback that you would like to share with us?

## Appendix L: Budget Narrative

The proposed budget outlines the financial plan for ELEVATE, aiming to support our mission of providing support, guidance, and stability to unaccompanied youth by offering services needed to navigate life without guardians, while ensuring operational sustainability and program effectiveness. Each expense category is strategically allocated to fulfill organizational objectives and meet the needs of our stakeholders.

### Salaries and Wages:

Our personnel expenses constitute the largest portion of the budget, reflecting our commitment to hiring skilled professionals to drive organizational growth and program success.

- Chief Executive Officer (CEO): The CEO plays a pivotal role in providing strategic leadership and overseeing daily operations. A competitive salary of \$70,000 is allocated to attract and retain top-tier talent, reflecting industry standards and the level of responsibility associated with this position.
  - <https://www.ziprecruiter.com/Salaries/Ceo-Non-Profit-Salary--in-Tennessee>
- Financial Advisor: A skilled financial advisor is essential for ensuring fiscal responsibility and guiding financial decisions. With a salary of \$60,000, we ensure access to expertise that optimizes financial resources and supports long-term sustainability.
  - <https://www.ziprecruiter.com/Salaries/Non-Profit-Accountant-Salary-in-Chattanooga,TN>
- Legal Advisor (Consulting): Legal compliance and risk management are critical aspects of our operations. We engage a legal advisor on a consulting basis, allocating \$35,000 to ensure access to legal expertise while managing costs effectively.
  - <https://www.ziprecruiter.com/Salaries/Non-Profit-Attorney-Salary--in-Tennessee#Hourly>
- Director of Programs: The Director of Programs oversees the development, implementation, and evaluation of our programs. A salary of \$50,000 is allocated to this position, reflecting the leadership role in program management and strategic planning.
  - [https://www.payscale.com/research/US/Job=Program\\_Director%2C\\_Non-Profit/Salary/fbc0596f/Chattanooga-TN](https://www.payscale.com/research/US/Job=Program_Director%2C_Non-Profit/Salary/fbc0596f/Chattanooga-TN)
- Case Management Supervisor and Case Managers: These roles are vital for providing direct services to our clients and ensuring their holistic well-being. Competitive salaries totaling \$126,000 (\$50,000 for the supervisor and \$76,000 for two case managers) are allocated to attract qualified professionals dedicated to client advocacy and support.
  - <https://www.ziprecruiter.com/Salaries/Case-Management-Supervisor-Salary--in-Tennessee#Yearly>
  - <https://www.indeed.com/career/case-manager/salaries/Chattanooga--TN>
- Outreach Coordinator: To expand our reach and engage with the community effectively, we allocate \$38,000 for an Outreach Coordinator. This role focuses on building partnerships, raising awareness, and increasing access to our services.
  - <https://www.ziprecruiter.com/Salaries/Outreach-Coordinator-Salary--in-Tennessee#Yearly>

**Employee Related Expenses (ERE) @ 25%:**

In addition to salaries, Employee Related Expenses (ERE) including insurance and benefits are crucial for attracting and retaining talent. We allocate 25% of personnel costs, totaling \$94,750, to cover ERE, ensuring the well-being and security of our staff.

**Operating Expenses:**

- Rent: A total of \$42,000 (\$3,500 per month) is allocated for rent, providing a physical space for our operations and client services. This expense is based on current market rates and the space requirements for our organization.
  - <https://www.propertyshark.com/cre/commercial-property/us/tn/chattanooga/36-e-main-st-retail-shop-and-loft/>
- Utilities: To maintain a functional workspace, \$12,600 is allocated for utilities (\$1,050 per month). This includes electricity, water, internet, and other essential services necessary for daily operations.
  - Property listed above includes utilities.
- Supplies: An allocation of \$3,000 is designated for office supplies, ensuring smooth workflow and efficient operations.
  - <https://smallbusiness.chron.com/average-cost-per-month-office-supplies-12771.html>
  - <https://a.co/d/dY9D4qO> (Desk Supplies)
  - <https://a.co/d/61e9NLc> (Desks)
  - <https://a.co/d/4wkkJee> (Chairs)
  - <https://a.co/d/iYqFBmh> (Printer)
- Technology: Technology plays a crucial role in enhancing productivity and communication. A budget of \$5,000 is allocated for computers, phones, and software to support our staff in delivering high-quality services.
  - <https://a.co/d/c4gM85E> (ChromeBooks)
  - <https://a.co/d/aDyYXos> (Office Phones)
  - <https://a.co/d/6fJxyyp> (Extension Cords)
  - <https://a.co/d/40J5g3P> (Cameras for Security)
  - <https://www.xfinity.com/learn/internet-service> (WIFI)
- Postage: To facilitate communication and outreach efforts, \$2,000 is allocated for postage expenses, including mailing materials and correspondence.
  - <https://www.usps.com/business/prices.htm>