

RISE: Reaching Independence Seeking Education

Independent Living Organization Proposal Plan

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SOCW-618-A Advanced Administrative Practice: Administrative and Leadership Skills

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April 25, 2021

Abstract

This organization proposal plan is based on literature that encompasses the importance of Independent Living Programs (ILP), as well as a comprehensive plan to implement a unique ILP program that will serve the community in Chattanooga, TN. The purpose of this study is to identify gaps in current ILP programs and address them by implementing unique aspects that will increase successful outcomes in foster youth transitioning into adulthood. The proposed organization offers services to young adults aged 18 to 21 who have aged out of Tennessee's foster care system and participate in Extension of Foster Care (EFC) services through the Tennessee Department of Children Services (DCS). The aim of this organization focuses on addressing the commonly faced issues experienced by this population which include but are not limited to unstable housing, insufficient job training, behavioral health issues, mental health issues, and lack of healthcare access and social connections. RISE will utilize resources and services such as stable housing, case management, therapeutic and mental health services, educational and employment assistance, and independent living skills classes. Potential limitations to be addressed include funding, volunteer engagement, and accessibility to qualified experts.

Organizational Description and Goals

RISE (Reaching Independence Seeking Education) is a community-wide organization that is offering support to foster youth in Chattanooga, TN. The purpose of the organization is to provide support during the gap between the aging out process of foster care and into independent living by offering stable housing along with other helpful skills and training. The organization will extend continued education, independent living skills, housing, and therapeutic support. The three main goals of RISE are for foster youth to find self-sufficiency in terms of finances, health, and education. The second is for foster youth to gain confidence and competence as adults in Chattanooga. The third being for foster youth to heal and grow their physical, emotional, and mental health. These goals will enable the organization to accomplish not only its mission but also its vision for the future of these foster youth. RISE's mission is to empower foster care youth in the Chattanooga area with the resources necessary for self-sufficiency in all aspects of life. The organization will integrate its mission and values in every aspect of operations.

The vision statement for RISE is that the youth of Chattanooga Tennessee are deserving of consistent support throughout the journey of aging out of the foster care system. These teens face many challenges that are going unaddressed by the community and state. RISE is envisioned to encompass the needs of these teens and provide the highest quality of support through independent living skills training, community liaisons, educational outreach and advocacy, interim living accommodations, and independent living housing. In order to accomplish and offer this to the community of Chattanooga, RISE will:

- Work with state and community leaders that are forward thinkers and realize the importance of supporting foster youth.

- Continuously reinvest in the RISE programs and independent living spaces.
- Consistent checking in with RISE youth to ensure their needs are being met.
- Integrate their needs and suggestions through the structure of the RISE staff.
- Recognize issues and challenges within RISE so that a solution can be made effectively and efficiently.
- Offer diverse staffing and experiences to enrich the lives of the RISE youth.
- Focus on the physical, emotional, and mental health of the youth in the hopes of bettering their future.
- Provide support that is non-judgmental, culturally competent, inclusive, and intergenerational.

Market Analysis and Environmental Assessment

The Chattanooga community encompasses a metropolitan environment in southeast Tennessee. It is a progressive city that is diverse with nonprofits and businesses that will operate simultaneously with RISE. There are approximately 2,335 nonprofit organizations of a wide variety operating in the Chattanooga area, with educational organizations and charitable organizations being the most common (Tax Exempt World, 2021).

The Tennessee Department of Children Services (DCS) offers the option of Extension of Foster Care (EFC) to all foster youth aging out of the system. If the young adult chooses to enter EFC, they will continue to receive case management and a monthly stipend for living expenses through DCS. Eligibility criteria to receive EFC services include school enrollment and maintaining employment while in the program (Tennessee Department of Children Services, 2019).

There are a few existing organizations in Chattanooga that offer independent living services to individuals that have aged out of foster care and continue receiving Extension of Foster Care (EFC) services. These include River City Youth Collective, Partnership for Families, Children, and Adults, and Youth Villages Life Set.

River City Youth Collective (RCYC) is an independent living program through the Partnership for Families, Children, and Adults. RCYC provides life skills education classes, financial literacy, sexual health education, supervised housing, education and employment support, and free therapy services (Partnership for Families, Children, and Adults, n.d.). RCYC also offers all of its services, except housing, to younger teenagers preparing to turn eighteen. Youth also do not have to be in the foster care system to receive RCYC services. A major component of RCYC is that they connect participants to a Tennessee Valley Credit Union savings account and will match all savings the youth has accrued by their eighteenth birthday. RCYC currently has three houses that serve as independent living sites. Participants that decide to live in these housing sites share the home with a maximum of five other individuals and an adult worker supervisor.

Chambliss Center for Children has a transitional living program that offers housing and case management (Chambliss Center for Children, n.d.). Chambliss currently has twelve unsupervised housing units. Chambliss allows family units to young adult mothers on a case-by-case basis.

Youth Villages LifeSet program is connected directly with DCS and EFC. LifeSet is a community-based program that focuses on bridging the gap between foster care and independent adulthood. Through this program, EFC participants can receive case management centered on

independent living skills. This case management also includes connecting participants to stable housing, but the program itself does not have available housing units.

The RISE organization shares similarities with some of these already existing independent living programs in Chattanooga. Similarities include stable housing, case management, therapeutic and mental health services, educational and employment assistance, and independent living skills classes. The main thing that RISE offers that no other Chattanooga agency does is layover transitional housing. RISE will have a certain number of housing units available for individuals still on a waiting list for permanent independent housing. RISE will make this layover transitional housing available for not just those on the RISE waitlist but also on the RCYC and Chambliss waiting lists. This may allow RISE and the other organizations to build a strong, coexisting, and supportive bond with each other. Despite having multiple agencies offering independent living services in the Chattanooga area, there is still a dire need for housing and services for kids aging out of Tennessee foster care. RISE will make it a priority to connect with these agencies to build rapport and collaboration. RISE's case managers will work directly with DCS EFC case managers to ensure needs are being met and to provide individualized treatment options. Additionally, RISE will work closely with the Youth Villages LifeSet program and DCS so that they may make referrals to RISE to fit the needs of their clients. Through collaboration and connections with these other Chattanooga-based organizations, RISE will increase its long-term operation success.

Uniqueness of the Program

The proposed organization, RISE, is dedicated to improving the lives of foster children that participate in Extension of Foster Care. While there are multiple organizations that offer independent living programs, RISE is significantly different because it offers layover housing.

This unique aspect is critical to youth who are transitioning into adulthood but have not identified an independent living program with space available to the youth. When foster youth turn 18, typical housing options decrease considerably, leaving them without safe or stable options. The goal of this organization is to fill this gap and provide temporary housing to accommodate the needs of youth transitioning into adulthood while they may wait on a permanent apartment or housing to become available.

Target Client Population

The target client population is young adults aged 18 to 21 who have aged out of Tennessee's foster care system. The clients will need to also participate in Extension of Foster Care (EFC) services through the Tennessee Department of Children Services (DCS) to qualify. Some common problems that this population faces as they prepare to enter early adulthood are unstable housing, insufficient job training, behavioral health issues, and lack of healthcare access and social connections (Riley, 2017). Research has shown that this population is also at risk for incarceration, substance addiction, unplanned pregnancies, homelessness, poverty, and sex trafficking after they age out of the foster care system (National Conference of State Legislatures, 2021; National Foster Youth Institute, n.d.; Riley, 2017).

Service Offerings and Delivery

RISE will offer independent living skills services, which include training and instruction in various aspects of life skills including budgeting, applying for jobs, soft skills such as emotional intelligence, communication, cooking, cleaning, and other household tasks. There will be a director for this program and employees as well as recruited volunteers to teach various mandatory classes for participants in the program on these topics.

Another service offered will be housing. This includes short-term housing for clients who are still on a waiting list for permanent housing so they have a place to stay as they are aging out of the foster care system. In addition to this, housing will be provided for as long as participants need as they are in this program. There will be a housing director and the number of clients accepted into the program will correlate with the amount of housing available. Housing agreements will be signed by clients living in RISE housing, whether short-term or long-term. Family housing and daycare will be included in this service as there may be some clients who have children and will need this service in order to participate in the program.

Case management services will be offered for all clients of the RISE program, including weekly meetings for accountability, reaching SMART goals, and overseeing the process of foster care youth applying for jobs, furthering education, and taking steps to become independent. This can include referring to outside resources, providing emotional support, brainstorming ideas for the client's future career and taking practical steps, budgeting, and offering support for any other concerns the clients may have. This will be done by employing case managers to meet the caseload level of the program and having weekly appointments set up.

Mental health services will be offered by employing therapists as well as a therapist director to oversee and offer weekly therapy for all clients. Therapy groups for a variety of relevant topics such as trauma support, depression, and anxiety will also be available. Along with weekly therapy for each client and participation in a group, the mental health professionals will take a trauma-informed approach as nearly all foster care youth carry some level of trauma with them and many have high ACE scores. A weekly general support group for all clients will be offered to encourage social support as the clients age out of the foster care system. Therapists will use trauma-informed CBT in individual sessions as well as mindfulness techniques and

potentially other modalities such as dialectical behavioral therapy, psycho-education, and person-centered therapy in helping the clients reach their therapeutic goals. Clients will be referred out to another agency for medication management.

Educational services will be offered including Hi-Set and GED resources to help clients reach their educational goals. There will also be assistance for college applications including community college, trade schools, or university programs. There will be employees to work on the educational aspect of this program as it is a requirement for foster care youth, and this can include career testing, education about possible careers, and education about how to study for the required exams and complete applications. The educational director will oversee this crucial program and provide supervision to employees while ensuring that each client is provided with the resources needed to strive towards their educational goals.

Budget Rationale

The mission, values, and goals at RISE highlight the empowerment of foster care youth aging out of the system in the Chattanooga area by providing the resources necessary to promote self-sufficiency in all aspects of life. The proposed budget plan for RISE was purposely created to reflect the mission, vision, and goals, while financially assisting foster youth as they evolve into competent adults. The budget plan incorporates employee salaries and benefits, facility maintenance, equipment, and utility cost estimated for the initial 12 month period of operations for the RISE organization.

RISE values the importance of all 14 total employees and the expert skills that they offer to young adult participants. Because of this, the budget plan consists of salaries for part time and full employees. Part time employment includes one Clinical Supervisor, while the full time employees consist of one Independent Living Specialist, one Case Manager Supervisor, two

Case Managers, one Housing Supervisor, two therapists, one Educational Supervisor, one Administrative Assistant, and one Receptionist. Each of these experts directly impact the success of RISE participants and their ability to effectively transition into adulthood through support, education, and services. RISE ensures that salaries reflect true admiration for employees and the desire to sustain their employment.

RISE understands the importance of having a large facility and its impact on successfully serving the young adults in the community. A prominent and local carpet company, with similar values as RISE, has a large, empty warehouse that they are willing to donate. The building has a sufficient amount of space which will allow for the independent living apartment units, as well as the needed office spaces. Since the facility will require maintenance upkeep, RISE has included this maintenance in the budget plan. In addition to the \$20,000 maintenance budget, RISE and the carpet company have identified volunteers to assist in this area. RISE will also request donations from the community to help with furnishing materials, particularly for the independent living apartment units. The facility will provide individual and family apartments, independent living skills classrooms, educational and vocational training offices, trauma-informed mental health offices, and an outdoor recreational area. Each of these facilities are critical in the success of RISE and its participants. These facilities will promote successful outcomes for youth participants by providing unique access to treatment, services, and resources. Appropriate facilities will not only impact the participants involved with the organization but also the employees' morale and productivity (Heitzman, 2018).

Lastly, RISE will require equipment for the organization, therefore, will be included in the budget plan. In order to efficiently operate and achieve goals, RISE will need equipment including desks, chairs, computers, telephones, internet, filing cabinets, and conference tables. At

RISE, it is important that employees are comfortable and have a positive environment that encompasses organization, efficiency, and productivity (Wolters Kluwer, 2021). This will have a direct influence on the ability to showcase the full potential of the staff and participants at RISE.

Other organizational costs for RISE such as utilities, materials, and supplies are detailed in the income budget plan (See Appendix A), expense plan (See Appendix B), and budget narrative. Funding comes from individual and corporate donors, state and federal grants, participant insurance, and Extension of Foster Care Services stipends. RISE will utilize the budget to successfully meet the needs of participants and assist with their transition into a self-sufficient, competent adulthood.

Budget Narrative

RISE has created a detailed budget narrative to justify each projected organizational expense. The narrative includes a total of eleven categories and utilizes supportive references for each monetary amount.

Category One: Salary and Wage

Salaries are estimated within average range for corresponding positions from national, state, and city area pay scales.

- Executive Director salary of \$70,000 is for one full time employment position of a 12 month period. Salary wage is based on the average pay in the Chattanooga area for this role and the minimum of two to four years' experience qualifications (PayScale, 2021).
- Financial Director salary of \$65,000 is for one full time employment position of a 12 month period. Salary wage is within the average range for the Tennessee area (Zip Recruiter, 2021c).

- Human Resource salary of \$50,000 is for one full time employment position of a 12 month period. Salary wage is close to the Tennessee average pay of \$55, 239 for this position (Zip Recruiter, 2021d).
- Administrative Assistant salary of \$50,000 is for one full time employment position of a 12 month period. Salary wage is within the 57th percentile of national pay scale for this position (Comparably, 2021).
- Receptionist salary of \$35,000 is for one full time employment position of a 12 month period. Salary wage is a little higher than the median of \$33,704 for the Chattanooga area (Salary, 2021b). The receptionist will have a higher workload than the average receptionist since this position will assist in all departments.
- Case Manager salary total of \$90,00 includes two full time employment positions of a 12 month period. Both of these positions will receive a little higher than the national average pay of \$40,577 (Zip Recruiter, 2021b). The higher than average pay will reflect the large caseloads that each case manager will hold. These positions will also be complex case management roles.
- Case Management Supervisor salary of \$50,000 is for one full time employment position of a 12 month period. Salary wage is a little lower than the national average of \$53,000 (Zippia, 2021).
- Independent Living Specialist salary of \$40,000 is for one full time employment position of a 12 month period. Salary wage is based on the average pay of a case manager in the area (Zip Recruiter, 2021b) since the IL specialist will perform similar duties and responsibilities. The IL Specialist will be responsible for simple case management solely focused on independent living skills.

- Therapist salary total of \$90,000 includes two full time employment positions of a 12 month period. Each salary wage is similar to the average pay of \$42,779 for a youth therapist position in Tennessee (Salary, 2021a). State issued insurance received from the EFC program will cover therapy service costs for each client.
- Educational Specialist salary of \$45,000 is for one full time employment position of a 12 month period. Salary wage is similar to the national average of \$42,015 (Zip Recruiter, 2021a). The salary wage is higher than Chattanooga average to account for this position providing educational components as well as knowledge and experience in the foster care field.
- Housing Manager salary of \$40,000 is for one full time employment position of a 12 month period. Salary wage is estimated based on average pay of \$40,577 for case management positions (Zip Recruiter, 2021b) since this role will resemble that of a simple case management position.
- Clinical Supervisor salary of \$9,600 is for one part time employment position of a 12 month period. This position will be paid for two supervision hours a week. This will allow both employed therapists to receive adequate weekly supervision. This rate will range at approximately \$100 per hour for clinical supervision pay (Sherser, n.d.). Clinical supervision is factored into the budget to also allow employed therapists to receive free supervision that can go towards their clinical hours to promote growth through continued licensure opportunities.

Category Two: Fringe Benefits

Composite rate of 40% has been estimated in the expense budget:

- U.S. Bureau of Labor Statistics (2021) show that government workers usually get 38% in benefits, private industry with 29.7%, and civilian workers 31.3%. Offering a higher rate of benefits than average employers will attract workers and increase employee retention rates. Benefits included in the estimated cost include FICA, unemployment, retirement, worker compensation, and insurance for medical, dental, vision, and life. TN Department of Labor and Workforce Development (n.d.) states there is no Tennessee law regulating fringe benefits for employees. U.S. employers with 49 or less employees are legally obligated to provide Social Security and Medicare funding under the Federal Insurance Contributions Act (FICA), Workers Compensation, and Unemployment Benefits (Grove, 2019).

Category Three: Travel

No estimated travel expenses for the first year of operations.

Category Four: Supplies and Materials

Supplies and materials will cover both office supplies and public relations materials needed.

- Office supplies estimate of \$4,000 cover a 12 month period of office related materials (pens, paper, folders, tape, scissors, staplers, printer ink, envelopes, stamps, first aid supplies, etc.). The total cost of office supplies will cover the materials that all employed staff will use during the 12 month period.
- Public relations materials are also estimated at \$500. This budgets for thank you cards, business cards, logo materials, banners, and flyers. The inexpensive estimate is due to the organization focusing heavily on social media and online public relations. The Riverworks Marketing Group of Chattanooga, TN has also agreed to give discounted rates on all PR material for at least the first year of operations.

Category Five: Contractual

No estimated contractual expenses for the first year of operations.

Category Six: Equipment

Includes equipment needed for organization to function properly

- Estimated cost for 13 Lenovo computers is \$5,200 at \$400 cost for each computer (pricing found on Lenovo.com). This total estimated cost will allow each employee to utilize a personal computer and all necessary software.
- Estimated cost for 1 Xerox Workcentre Laser Printer is \$500 (pricing found on Dell.com). All employee computers will have access to the shared office printer.
- Estimated cost for 13 Cisco phones is \$650 at \$50 cost for each phone (pricing found on Amazon.com). All employees will have access to a work phone.
- Estimated cost for AT&T internet is \$2,400 for a 12 month period at a cost of \$200 per month (pricing found on att.com). The organization will offer adequate internet usage for all employees and participants.
- Estimated cost for 13 work desks is \$9,100 at \$700 cost for each desk (pricing found on officeinteriors.ca). This will allow each employee to have a personal work desk space.
- Estimated cost for 26 office chairs is \$3,900 at a cost of \$100 per chair (pricing found on Amazon.com). Twenty six office chairs will allow enough sitting options for employees and clients at any given time in the office space.
- Estimated cost for three locked filing cabinets is \$1,500 at a cost of \$500 per filing cabinet (pricing found on homedepot.com). Filing cabinets will have required locking features to meet confidentiality requirements since sensitive information will be stored onsite (Federal Trade Commission, 2016).

- Estimated cost for three conference room tables is \$600 at a cost of \$200 per table (pricing found on amazon.com).
- Estimated cost for 30 conference room chairs is \$3,000 at a cost of \$100 each chair (pricing found on amazon.com). Conference room tables and chairs will offer space to conduct staff meetings, training classes, donor appreciation events, and other group related activities.

Category Seven: Maintenance

Includes janitorial and general maintenance services

- Janitorial services cost is estimated at \$5,000 for a period of 12 months with a breakdown cost of \$100 each week for 50 weeks (Home Advisor, 2021). Estimated cost is average for the square foot of the office space. A professional cleaning service will clean once a week with designated employees to cover daily upkeep.
- General maintenance costs for the 12 month period is estimated at \$15,000 for the period of 12 months. This allotted amount will cover lawn services, plumbing, electrical issues, HVAC issues, pest control, carpet cleaning, etc. This amount will be used for preventive, planned, or emergency maintenance issues (Wu, 2020).

Category Eight: Utilities

- Utilities are estimated at a total amount of \$61,050 for the 12 month period. The total covers the estimated cost of \$84 dollars a month for each of the 60 living units. Utility cost for each unit includes water, heating, cooling, and electricity services. The utilities cost per unit will be lower than average for Chattanooga since the city of Chattanooga, EPB, and Tennessee American Water Company have agreed to offer discounted fixed rates for services.

Category Nine: Total Direct Expenditures Total direct expenditures is estimated at \$997,000.

This total includes all categories in the expense budget summary projected for the 12 month period.

Category Ten: Indirect Costs

No estimated indirect costs for the first year of operations.

Category Eleven: Total All Expenditures

Total all expenditures is also estimated at \$997,000 since there are no estimated indirect costs for the 12 month period.

SMART Fundraising Goals and Strategies with Rationale

Fundraising will be an integral part of the RISE organization. Obtaining donations and funding is essential in providing the needed services and resources for the clients and community. RISE's fundraising campaign plan focuses on SMART goals, strategic objectives, and detailed plans to measure each process and outcome (See Appendix C). Strategic objectives and action steps will be directly relevant to achieving the organization's fundraising goals. Goals and strategies will be tailored appropriately to cater to the target audiences of corporations, individuals, and grants.

Goal 1 Description and Rationale

RISE recognizes the importance of establishing corporate donations for the success of the organization's programming. The goal of accruing \$100,000 from corporate donors by the end of the fiscal year of 2022 has been set, with corresponding specific, attainable objectives and activities to assist in achieving this goal. The organization will break these objectives into three categories: researching and identifying a list of potential corporate donors, creating an

engagement and communication plan with listed donors, and ultimately creating a recognition and appreciation plan for participating donors.

The first strategic step to reaching this goal is creating a list of potential donors. Scriver (2017) proposes the effectiveness of utilizing personal connections of board members, employees, volunteers, and vendors or other organization affiliates. While researching potential donors, RISE will pay particular attention to corporations that have prioritized donating to nonprofits in the past, partnered with similar organizations, and those that may have aligned values with RISE. Organization workers may have a personal connection to potential corporation employees that could improve the success rate of establishing communication and receiving donations from listed corporations (Scriver, 2017). Researching similar nonprofit agencies' annual reports will show potential corporations willing to donate (Scriver, 2017). RISE does not plan to infringe on surrounding Chattanooga organizations' funding. Instead, many corporations tend to choose different charitable recipients each year or donate to multiple organizations. RISE will start with a list of 25 possible corporate donors to gather personalized information for at least 16 of the corporations. Detailed donor profiles including contact information, mission and values, and donation history will be created for these 16. Constructing donor profiles will help the organization develop key talking points while preparing for donor engagement and communication (Liu-Cooper, 2019). The RISE Financial Director, Lauren Patton, will be responsible for overseeing that this strategy is completed by August 31, 2021.

After completing the list of potential donors, RISE will focus on the second strategy of establishing an engagement and communication plan to connect and solicit funding from donors. RISE will create tailored sponsor packets that include organization information, a creative slogan, and convincing talking points that prove the corporation is a good fit for a partnership.

Bueso (2017) emphasizes the positive impact of creative sponsor packets in attracting corporate donors. Talking points and personalized information will derive from the donor profiles. Each packet will also include a RISE QR flyer and infographic, along with a case for support letter (See Appendix D) written request to schedule a face-to-face or virtual meeting. Weekly phone call follow-ups will be scheduled for each donor after they have received the packet. RISE plans to establish face-to-face or virtual meetings with a minimum of ten corporate donors to have the opportunity to initiate a donation pitch and connection. The engagement and communication plan will allow RISE to increase secure donations. Donor profiles will be updated during this phase to reflect if donations were given or not and expressed reasons for each outcome. Updating this information will allow RISE to continue possible engagement and communication with each corporation in the future. Continued contact with corporations will allow for an increase in donations and donor retention in the future. Alicia Smith, RISE Board Member, will be responsible for overseeing that this strategy is completed by October 1, 2021.

The final strategy of RISE's corporate donation goal includes creating a donor recognition and appreciation plan. Schmidt (2015) discusses how donor recognition is an act of gratitude that strengthens partnerships while increasing future donor retention. RISE will implement a tier of donation recognition that includes varying donation amounts. Gold level donations will constitute \$5,000 or more, silver level \$1,000 to \$4,999, and bronze level \$1,000 or less. Each donor of any level will receive a personalized thank you card within a week of donating and a phone call within 48 hours. Thank you cards will follow a template with blank spaces to add the personalized message. Donors will have the opportunity to give their permission or refuse public acknowledgment at the time of donating. RISE will keep documentation of the donor's consent on file. All consenting corporate donors will be recognized

in RISE's monthly newsletters and social media pages. A donor recognition section will be included in each newsletter and social media page to highlight the corporation's logo and offer details of the partnership. These public recognition practices will allow for increased corporation publicity and deeper connection with the donor (Schmidt, 2015). All three levels will also receive quarterly letters of appreciation that feature client and RISE success stories. Keeping the donor updated with success stories and introductions to RISE's clients will remind them that RISE successfully meets the needs and improves community and client problems. Strengthening and furthering the connection regularly with the donor will prove beneficial in improving donation retention (Chase, 2015; Schmidt, 2015)

Bronze level donors will additionally receive a certificate of appreciation that can be displayed in their facility. Templates for the certificates will be created with room to add each corporation name. RISE will have the means to create and print these certificates and hand-deliver them to each donor within one week of receiving the donation. Silver level donors will receive an engraved plaque of appreciation that can be displayed in their facility. RISE will partner with the Plaque Shack in Chattanooga to create donor plaques. Each plaque will be hand-delivered within two weeks of the donation. Silver donors will also receive an invitation to the annual donor party. The annual donor party will be hosted at the RISE facility and include a ceremony to recognize all silver and gold level members. Gold donors will receive all of the lower-level appreciation activities and earn a spot for their logo and name to be placed on a professionally built donor wall displayed in the facility's lobby. Gold donors will also be invited to quarterly board meetings to receive updates and opportunities to give the organization their feedback. These board meetings will allow gold donors to stay updated with RISE's programming and feel they have significant input and impact on the organization's system. RISE

board member, Tom Keen, will be responsible for overseeing the recognition and appreciation plan is completed by October 15, 2021. Board members will review the plan monthly to ensure that all donors have received timely and adequate appreciation.

Goal 2 Description and Rationale

RISE values the importance of establishing and maintaining individual donors to promote the success of the organization. The organization plans to raise \$100,000 from individual donors by the end of the fiscal year 2022. To assist in achieving this goal, RISE has identified specific and attainable objectives and activities. The organization will break these objectives into three categories: establishing an individual prospective donor plan to bring in new donations, connecting and communicating with potential individual donors, and providing recognition and appreciation for individual donors. During this process, RISE will be attentive to individuals that have made donations to nonprofits with similar missions and values, as well as individuals that show interest in becoming a donor.

The first planned step to achieve \$100,000 from individual donors is to establish a prospective individual donor plan to facilitate new donations. RISE will start a comprehensive list of potential donors by conducting and completing a network analysis or treasure map. This creative method is utilized to identify an abundance of resources, specifically individual donors (Benevon, 2018). RISE will ask each employee and volunteer to provide a minimum of 5 individuals for the network analysis. Board members, employees, and volunteers will be asked to disseminate information regarding the donation process to any individuals they identify during the network analysis. Beginning with this step will be beneficial considering board members, employees, and volunteers have relationships with individuals, possibly including those interested in making a financial contribution to help RISE achieve its mission (Eisenstein, 2020).

To proactively promote the organization and its programs, donation emails, QR flyers, and infographics will be given to identified individuals to discuss further the mission, values, and goals of RISE. These materials will easily link potential donors to the online donation page through a QR code or listed URL. RISE will have a drawing of a \$100 VISA gift card and one extra flex holiday paid leave day every quarter to encourage participation from employees and volunteers for the network analysis and providing information to potential donors. Employees and volunteers will receive one entry per name provided during that quarter. RISE will budget or obtain donated gift cards to use for the drawing. RISE will measure this strategy's progress by attaining a minimum of 100 potential donors, increasing social media followers, and growth in the number of entries for quarterly affiliate drawings.

The prospective individual donor plan process will allow RISE to create a substantial list of potential donors to prepare for solicitation while also engaging and motivating employees and volunteers to spread awareness of the organization. Employees and volunteers will feel a deeper connection to the organization if they are active participants in the donor recruitment process (Ascenta, 2019). By enlisting RISE employees and volunteers, the organization will also reach a larger number of potential donors. Janice Dodds, RISE Executive Director, will be responsible for overseeing that this strategy is completed by August 31, 2021.

Once individual donors are identified by utilizing a network analysis, establishing communication and connection will be a priority to solicit charitable donations. Communicating and connecting with individual donors is essential, considering many donations will come from this source. If connection and collaboration are achieved, donors will become loyal and continue funding the organization (Fritz, 2019). To establish and maintain connection, RISE will create a contact list to include the donors' email addresses, postal mail addresses, and phone numbers.

Postal mail letters and emails will be sent to each contact. Postal letters and emails will include QR codes that will direct potential donors to the website's simplified donation button optimized for mobile giving (Nonprofit Tech for Good, 2021). Phone call follow-ups will be scheduled to ensure contact is made. The caller will utilize a conversation outline to ensure major talking points are covered. Potential donors will also be notified of opportunities to visit the RISE facilities or schedule meetings with a representative to learn more about the organization and its programming.

To increase the social influence effect, which affects individuals' decision-making processes based on social norms or social information (Elevate, 2019), RISE will utilize donation tiers. The giving program will allow individual donors to conveniently give a specified amount to the organization as a one-time, monthly, quarterly, or annual contribution (Nonprofit Tech for Good, 2021). These tiers include \$25, \$50, \$75, \$100, \$250, \$500, and 'other' amount options. Each tier will offer a description of what the amount will produce for the clients or organization. For instance, \$25 will provide a client with a monthly unlimited bus pass. These detailed descriptions will help the donor understand how their money could make real change for the client, strengthening the social influence effect (Elevate, 2019). Lastly, individuals will be invited to participate in the RISE walk-a-thon. The walk-a-thon information will be posted on all of RISE's online materials and open for anyone to participate. RISE will measure the progress of this strategy by monitoring the increase of individual donations received. RISE staff will document all contact efforts and successful communication so that the organization can measure the progress of connecting with potential donors. Jane Webb, RISE Volunteer, will be responsible for overseeing this strategy is completed by October 1, 2021.

The final important strategy focuses on recognition and appreciation for individual donors. Donors are more likely to continue making charitable donations when they feel that their gift was meaningful or appreciated (Eleven Fifty Seven, 2021). This step will allow individuals to understand the impact their charitable donation made on RISE and the community in which it serves. RISE will utilize an online MMS service to set up automated text and email communication. The MMS service will use the contact information provided by donors on the online donation page. An automated text and email will be immediately sent to each donor as a confirmation and thank you note. RISE will use the MMS service also to send donors regular updates and information concerning the organization. This regular communication will keep donors updated regarding the impact of the donation on the organization and community. This will help donors understand their contributions are meaningful, making them more likely to donate again in the future (Eleven Fifty Seven, 2021). Donors will be able to opt-out of these texts and emails if they wish. Donors will also receive a thank you phone call within 48-72 hours, and they will receive a personalized thank you letter through postal mail. Donors will have the opportunity to give permission or refuse public recognition at the time of donation. If they consent, RISE will show appreciation to donors by recognizing them with a social media shoutout. RISE will make weekly social media shoutouts that will include that week's list of donor names. The highest form of recognition is to provide individual donors that make a charitable donation of \$250 or more with a specialized donor brick. Donors will have the opportunity to choose what is engraved on their brick before being placed outside of the entrance area or the outdoor community park area. Kevin Bradford, RISE Case Management Supervisor, will be responsible for overseeing this strategy is completed by October 30, 2021.

Goal 3 Description and Rationale

As a non-profit, successfully obtaining grant funding will be vital to RISE's fundraising plan. This funding will help provide educational services, case management, and independent living skills curriculum. Due to this need, specific strategies will be implemented to meet the goal of obtaining \$250,000 per year through grant funding for these programs. This includes the financial director having experience and training in grant writing, applying for all eligible grants by the end of the fiscal year 2022, and ensuring these grant instructions and requirements are being followed through monthly productivity forms (Appendix E) among other measures once grant approval has been given. These other measures include weekly supervision for staff in these grant-funded departments, meetings required for the supervisors of those departments by the executive director to evaluate reports, addressing any issues or concerns, and providing support and documentation of all grant requirements, in order to maintain a good record, be prepared for future grant writing proposals, and to ensure all grant requirements are being met and RISE is a strong candidate for yearly re-application for grants. The required supervision documentation can be found in Appendix F. All of these activities correspond with the goal of obtaining \$250,000 from grants for RISE's programs because they are all necessary to ensure that not only are grants being applied for and there is a trained employee working on grant proposals, but RISE is also meeting all requirements for re-application of the grant and can provide documentation of proof. This will allow opportunities for funding to be obtained yearly and verify that RISE will continue to be a strong candidate for grant applications due its successful and reliable track record.

The beginning process will include meeting with the directors and the board. The financial director will be mainly responsible, while answering to the executive director and relying on the administrative assistant for some support. This strategic activity aligns with

successful grant application processes according to recent research. The reason for this is because it is important to not only triple-check the requirements, but to have a team review these grant applications to identify any potential issues while paying attention to potential new grant application opportunities (Raj, 2021). RISE will implement both short-term and annual goals. Funding for Good (2020) discusses how strategies of having short-term goals of weekly, monthly, and quarterly time frames, as well as yearly goals for each relevant job position will help an organization to obtain grants and re-apply for grants. This strategy was chosen to help RISE secure grant funding by ensuring success in applying for grants and satisfactory documentation for audit purposes. This will also provide support for any employees who may be facing a situation that makes it difficult to meet grant requirements. As demonstrated in the SMART goals chart, the system created to ensure grant funding includes everyone ranging from individual employees to the board of directors, allowing for checks and balances every step of the way. There will be support and supervision for each aspect of meeting grant requirements, including case managers, educational specialists, the case management supervisor, the independent living program specialist, the financial director, the administrative assistant, the executive director, and the board of directors. This strategy was developed because it not only keeps everyone informed while providing supervision and accountability, but it also leads to a successful nonprofit environment in which all members are working towards the same specific goals in order to further the mission of RISE (Lewis, 2021).

Marketing Campaign Strategy

The RISE marketing campaign seeks to accomplish the specific goals of attracting clients to the program, establishing a relationship with partnering agencies for referrals, and soliciting donations for the program to run successfully. RISE has three main target audiences. The first

target audience will be foster care youth preparing to age out of the system, specifically those interested in continuing support through the Department of Children Services Extension of Foster Care program as they seek education and employment opportunities into early adulthood. The second target audience will be community agencies that can refer clients to RISE, including Omni Visions, Youth Villages, Camelot, and multiple Department of Children's Services offices located in Hamilton County, Bradley County, Rhea County, and Marion County. While RISE will be located in Hamilton County, it will be able to take referrals from these surrounding locations. The third target audience will be potential donors to the programming that RISE offers in order for the agency to operate successfully. These donors may include local individuals as well as groups, such as churches or companies. In addition to these, donors made aware of RISE's mission and goals through the online marketing campaign may not always be from Chattanooga since the online sites can be seen by anyone from anywhere. RISE will register in multiple local and central states so that the organization can accept donations from various areas. There will be an online option for donations with eligible donor states listed in order to further the reach of the marketing campaign and fundraising goals.

RISE has unique programming since there is housing provided for both individuals and families, along with independent living skills classes, mental health services, and job and educational training all in one convenient location. For foster care youth who will soon age out of the system, this can help provide stability, a safe place to live, guaranteed continued financial assistance from the state due to being enrolled in educational and job training, and comprehensive services to ensure their success in reaching their goals. Youth will also receive continuous support from RISE's well-trained staff and volunteers. Through the marketing campaign, RISE will increase awareness of the uniquely beneficial services offered. The

organization also hopes to inspire potential clients to see how RISE can help them succeed in the next stage of their lives.

Through working with local agencies to establish a relationship, referrals can be made by employees at these partnering agencies that know the individual clients and how this program can benefit them specifically. These foster care agencies all have employees who care about their clients and their futures and may have concerns as these clients are soon going to age out of the system without nurturing families or secured housing. RISE offers an option to help meet the needs of these clients while providing stability. Donors and sponsors will be made aware of the evidence-based approaches utilized by RISE.

Part of the marketing campaign includes outreach and engagement with potential donors by personalized marketing messages to build rapport and clear details of RISE programming. This will allow donors to confidently know their money and resources will contribute to an effective agency and make a positive impact on the lives of those who are aging out of the foster care system. RISE will ensure that donors learn organizational efforts to assist clients by offering trauma-informed mental health services, stable housing to those who need it to thrive yet don't have the financial resources, and the practical combination of independent living, job, and educational training. Showing that each client receives an individualized treatment plan regarding all of these factors will help convince donors that RISE is a uniquely methodical program.

One evidence based-strategy that RISE will use to reach target audiences is content marketing, which has recently increased by 71% as a spending priority due to its proven success (Reeser, 2018). Content marketing means providing information and knowledge rather than simply marketing a product. For RISE, this would look like including specific information on the

issues facing those who are aging out of the foster care system in order to make people aware of the issues. A successful way of marketing to younger people and all audiences who are increasingly online is through social media presence, including Facebook and Instagram. This provides awareness of RISE and its goals for the marketing campaign on platforms that clients and donors use frequently (Reeser, 2018). As most people's preferred way of giving and participating in general is online, it will be an integral part of this campaign to provide an online option for support of any kind (Jarvis, 2019). Relevant content will be posted once a day on social media sites in order to continue increasing engagement and a positive relationship with RISE's online audience (Jeter, 2018).

Aligning each potential donor's cause and values with those of RISE will prove to be a more efficient messaging strategy than merely asking for money, so an emphasis on those values will be provided in the marketing campaign materials. RISE will also employ more relevant methods of sharing organizational information such as QR codes being posted on flyers in local agencies or businesses with permission, as that is an easily accessible way of reaching people, especially the younger audience. Another effective marketing strategy proven to work with the target audience of local agencies and donors is to establish a sense of community, emphasizing how RISE will play an integral role in supporting people in the Chattanooga area, therefore creating more community buy-in and willingness to support (Reeser, 2018). The marketing campaign will include a link to the online donation page in each post and flyer and the branding will be consistent across all elements of the campaign, including the donation page itself in order to establish that connection.

Initially, in the precontemplation phase of the marketing strategy, RISE hopes to create awareness and spread knowledge of the issues facing youth aging out of the Tennessee foster

care system each year. Marketing materials and online presence will help the organization to reach target audiences and potential stakeholders. Transitioning into the contemplation stage, RISE hopes that stakeholders and target audiences will be fully aware of these problematic issues and ready to take action in order to help make a positive impact. During the contemplative stage, the organization will personalize all encounters to help each partner, potential client, and stakeholder prepare to meaningfully participate or contribute. Eligible clients may understand how the organization can assist them with their current issues. Since RISE will have more visibility during this phase, stakeholders and donors may prepare to act knowing these issues are present for some of the population in their community. RISE hopes this will allow for an easy shift into the preparation and action stage and ultimately the maintenance stage for the organization and participants

Marketing Campaign Steps, Goals, and Impact on Audiences

A detailed marketing campaign will allow RISE to effectively promote its mission and values while bringing awareness to the community it serves. RISE understands the vital importance of marketing campaigns for the organization's success and outreach. The marketing campaign will focus on precise steps and goals to identify stakeholder engagement, establish an online marketing presence, and utilize paid advertising. Each step of the marketing campaign will be motivated to make a positive impact for the targeted population and RISE organization.

Step 1: Rise will establish stakeholder engagement with the following groups: facilitators, partnering organizations, eligible clients, organizational leaders, and the general public.

Facilitators will be any potential or active employee or volunteer doing work with RISE.

Partnering organizations will be other community organizations that may also work with eligible clientele that RISE may collaborate with during treatment planning or receive potential referrals.

Some of the identified partnering organizations include Omni Visions, various DCS regional offices, Camelot, and Youth Villages since these agencies have foster care programs with clients eligible for RISE services. Eligible clients will be any 18 to 21-year-old individual that has aged out of the Tennessee foster care system. Organizational leaders are potential or active individuals that hold leadership positions within RISE, including supervisors or any upper management positions. The general public includes citizens of Chattanooga and surrounding communities.

Goal A: RISE will create a stakeholder analysis map to identify and prioritize the various stakeholder engagement groups. (See Appendix G).

Impact: The stakeholder analysis map will allow RISE to understand different levels of power and interest among stakeholder groups. Through this understanding, RISE can develop appropriate communication, action, and management plans that meet the needs of each stakeholder relationship.

Goal B: RISE will establish marketing messages personalized to each of the listed stakeholder groups. (See Appendix H).

Impact: These personalized marketing messages will help embrace and engage the varying levels of stakeholders' ambition to contribute to RISE's mission. RISE will use the marketing messages to show there is room for all the different levels of stakeholder engagement within the organization.

Goal C: RISE will make an action plan for contact and connection with each identified stakeholder group. The action plan will include tailored activities and calendar dates of action steps. Some activities may include initial email and phone contact, scheduling face-to-face meetings with key stakeholders, in-house organizational meetings with leaders and facilitators, invitations for facility tours, and community events.

Impact: This action plan calendar will help RISE ensure regular contact is made in the most effective ways depending on the stakeholder group. Stakeholders will receive recognition and chances to actively participate in the organization. RISE will also have the opportunity to deepen relationships with stakeholders and receive regular feedback that can be incorporated into the organization.

Step 2: RISE will establish an online marketing presence by creating a website, Facebook page, Instagram page, and a Quick Response (QR) code printed flyer (See Appendix I for mock-up examples of online marketing materials).

Goal A: RISE will create a website, Facebook page, and Instagram page. Each online page will be easy to navigate and regularly updated with pertinent organization information.

Impact: All potential stakeholders, including employees, volunteers, partnering organizations, clients, and Chattanooga citizens will easily be able to read and learn about the organization, mission statement, and available resources.

Goal B: The RISE Facebook and Instagram pages will both be updated once a day with one new post. Posts will intentionally reflect the organization's mission and values by focusing on either informative outreach, recruitment, or personalized success stories of clients and workers. Social media posts will all have the option that viewers can share RISE posts to their own social media pages or send directly to others.

Impact: Keeping social media pages current with the option for viewers to share may help spread the word of the RISE organization and increase the chances of viral marketing benefits. Viral marketing will increase awareness of the organization within the community and assist in the recruitment of employees, volunteers, referral sources, and participating clients.

Goal C: A Flyer will be created containing information about RISE, resources offered, client eligibility, and a QR code that will link Android and iPhone operating systems directly to RISE's online marketing pages. The QR flyer will be distributed to partnering agencies. These partnering agencies include DCS Hamilton County, Rhea County, Marion County, and Bradley county offices, as well as Omni Visions, Youth Villages, and Camelot.

Impact: It will be more convenient for partnering professionals to access RISE information and spread the word to other potential workers and eligible clients. This will also allow a stronger bond with partnering agencies to allow for an increase in referrals, ultimately expanding RISE client participation.

Goal D: A donate button will be added to the RISE website, Facebook page, Instagram page, and be connected to the QR code. RISE will register in Tennessee and a group of other surrounding or central states so that the organization will be permitted to receive donated funds from these areas. A list of included states will be clearly stated with all donation buttons.

Impact: The donate button will provide a simple and fast way for viewers of online marketing pages to donate money to RISE. Individual or bigger businesses may be motivated to donate immediately after reading the organization's mission, values, resources, and client stories.

Step 3: RISE will establish paid advertisement marketing by utilizing radio commercials, billboards, professional logo design, T-shirts, business cards, and thank you cards for effective campaigning (See Appendix J for mock-up examples of paid advertising materials).

Goal A: Rise will record a radio advertisement to be aired on local radio stations. The advertisement will give an overview of the organization and provide appropriate contact information for easy accessibility.

Impact: Radio advertisements have the ability to reach potential stakeholders, including employees, volunteers, partnering organizations, clients, and Chattanooga citizens while providing pertinent organizational information.

Goal B: RISE will create and establish billboards in heavily populated areas of Chattanooga. The billboard will utilize an image of potential candidates of the RISE program, the campaign name “Let’s RISE Together”, and contact information for easy accessibility.

Impact: Paid advertising in the form of billboards allows RISE the ability to build brand awareness and broadcasting to potential stakeholders, including employees, volunteers, partnering organizations, clients. Utilizing this method will assist with RISE reaching a significant amount of the Chattanooga population.

Goal C: RISE will collaborate with a graphic designer to acquire a professional logo. The logo will be created to represent an illustration of the organization and vision.

Impact: A professional logo will grab the target audiences’ attention, produce effective brand identity and creation, and leave a lasting impression that differentiates RISE from other community organizations.

Goal D: RISE will purchase and utilize advertising materials such as business cards, thank you cards, and promotional t-shirts. The business cards and thank you cards will have a QR- Code that will link Android and iPhone operating systems directly to RISE’s online marketing pages.

Impact: Utilizing business cards, thank you cards, and T-shirts allows RISE to reach possible clients and stakeholders that would not be otherwise reached. This will allow for an increase in referrals or stakeholder interest. This will additionally show stakeholders they are valued at the RISE agency and encourage their return.

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

Our mission is to create a safe and prosperous place for Chattanooga youth who are extending foster care services. Our marketing campaign hopes to invoke an emotional response of joining together to support the RISE clients. As the mission of RISE includes empowering youth who have aged out of the foster care system with the resources necessary to achieve success in independent living, education, and career goals, it is important that the marketing campaign name and slogan not only express this point but also inspire hope in the particular individuals of the target populations.

The marketing campaign name is “Let’s RISE Together,” with RISE being not only a verb and the name of the organization but also an acronym for “Reaching Independence, Seeking Education.” This clearly articulates in a short and catchy phrase the goal of services RISE offers and the mission it seeks to accomplish, as well as encouraging new participants to join by using the word “together.” For the slogan, it’s very similar to the acronym of the organization, but includes the detail of “for Chattanooga Youth” in order to emphasize the goal of the marketing campaign which is to present RISE as an integral part of the community and to recruit support through enrollment, referrals, and donations in the Chattanooga area.

Between the emphasis of rising together to empower youth to achieve independence and education, as well as the emphasis on the Chattanooga community, the slogan and campaign name both present the mission and values in a way that will be inspiring to the audience.

Potential clients will also know that we can help to meet the needs that they have as they enter this next phase of aging out of foster care.

Finally, throughout the marketing campaign bright and warm colors such as yellow are used to invoke feelings of joy and happiness. The campaign ties this cheerful color with inspiring pictures of the teens who are finding success in the program. The RISE team weaves emotions

such as hope and triumph to remind clients, staff, and partners of the mission and vision of the organization as seen in all marketing materials of the campaign.

Human Resources Plan Overview

The human resources plan for RISE includes operations and activities for the 14 staff and 15 volunteers that will be integral to the process of delivering services to clients. There will be employees responsible for each department of RISE, including independent living skills, mental health services, educational assistance, case management, and housing. The organizational chart showcasing employee positions can be viewed in Appendix K. The independent living director will oversee the program intended to equip clients with the skills needed to live independently and be successful at doing so. The therapists will be responsible for the weekly individual and group therapy services offered to clients, as well as referrals to outside resources such as medication management, and they will receive weekly clinical supervision from a fully licensed independent therapist. The education specialist will work directly with clients to assure that they have all resources necessary for planning to further education and employment. The case management supervisor will provide support and guidance to case managers, as well as training and further resources. The executive director will oversee all programs and supervisors.

The plan to keep staff and volunteers motivated consists of supervisors getting to know the employees and volunteers in regards to their motivations and preferred work environment. Supervisors will also be trained on transformational leadership and working to be flexible when communicating with all different personalities and styles. Quarterly surveys will be completed to assess employee satisfaction and motivation as well as provide an opportunity for any concerns to be expressed. The core values of RISE will include transformational leadership, creativity, inclusivity, connection, and motivation, all of which are supported by the literature. A number of

questionnaires or surveys will be conducted for both employees and volunteers as part of the evaluation process. Annual employee reviews with the human resources department will also take place. In order to establish the importance of diversity in the agency, RISE will have a board of directors reflecting the diverse population being served, diversity training for all staff and volunteers, and implementation of evidence-based policies to respect and advocate for diversity

Staff and Volunteer Needs

The total number of staff and volunteers at RISE will be 29, with 14 paid employees and 15 volunteers, to enable all activities and operations to effectively serve the Chattanooga community. The board will encompass five members that are from different work fields, age, gender, and race to ensure that RISE is guided by an inclusive and diverse perspective. There will be one financial director and one legal director that will both have a high level of experience managing and operating their departments.

There is one case management supervisor that oversees the two case managers as well as works collaboratively with the independent living skills specialist, housing supervisor, and education specialist to provide services and communicate about client needs. The case manager supervisor directly supports two case managers to ensure that all the foster youth have access to one on one support. Each case manager and case management supervisor will carry a caseload of 20 clients for the estimated 60 RISE clients. The independent living skills specialist will manage the program curriculum, twelve volunteer guest speakers, and provide needed support for the program. The housing supervisor supports and oversees the housing program, maintains housing policies, and documents any issues regarding housing as well as any other relevant client information related to housing.

There will be two therapists employed by RISE to provide weekly therapy to the clients. With a total of 60 clients, each therapist will have approximately 30 individuals on their caseload. In addition to providing weekly individual therapy using evidence-based methods of diagnosis and treatment, weekly group therapy sessions will be provided for clients to participate in. These therapists will also document and update treatment plans, clinician notes, conduct intakes, and provide updates during agency meetings. Weekly individual clinical supervision will be provided for each therapist, by an LCSW therapist brought in by RISE. There will possibly be an additional master's level intern to offer learning experiences for students in the surrounding communities. Establishing an internship program may bring RISE more support for seasonal and temporary projects and increase the visibility and reputation of the organization. RISE will offer therapeutic services to community clients even if they do not reside in the organization's independent living housing units.

The educational specialist will lead three volunteers that all provide a unique academic curriculum plan for each client. These volunteers will come from the Chattanooga community and will support the foster youth in furthering their education. Continuing education is a key requirement for eligibility of Extension of Foster Care funds from the state and these RISE volunteers will work with each individual to assist them to meet this requirement and reach academic success.

Finally, there will be a human resources position to cover all aspects of maintaining an ethical work environment along with one administrative assistant who manages the office. This assistant will have a receptionist that will keep files and cases organized, as well as answer phone calls and manage appointment scheduling. This entire team enables RISE to offer excellent individualized services and support to clients.

Key Positions Job Description Summaries

RISE will have various main functions and leadership positions within the organization. Some of the essential positions include the educational specialist, case manager supervisor, therapists, and executive director. Each of these positions will directly work with RISE clients and fellow workers. A short description of job responsibilities and details for each of these roles is listed below.

The educational specialist will work directly with RISE clients to provide academic advocacy, assistance with applications for school and FAFSA as needed, and tutoring services (See Appendix L). This position will be essential for the program's mission of self-efficacy and preparing youth for independence since educational success can help clients broaden their opportunities of stable employment and financial stability. This position will collaborate as a team with other professional supports of the client to ensure each client receives a personalized educational plan. Additionally, the educational specialist will create the schedule and curriculum for the organization's tutoring program and provide training and supervision for all tutoring volunteers.

The case management supervisor will provide positivity, support, guidance, and mentorship to case managers (See Appendix M). This position is responsible for assigning caseloads and overseeing case managers to ensure efficiency. The supervisor will have a small caseload to ensure case managers are not overwhelmed. This position is critical in encouraging and inspiring case managers when they are presented with challenges while utilizing critical thinking and decision-making models to assist. Another aspect of this position is advocating for case managers when needed. The case management supervisor will track and review case files and case notes to ensure accuracy. Monthly reports that include case manager progress will be

completed by the case management supervisor. The supervisor will attend monthly agency meetings and report on relevant topics. Lastly, a vital aspect of this position is to hire and effectively train appropriate candidates for case management positions.

The two therapists will work as mental health providers in the RISE program to ensure evidence-based individual and group therapy is available to all clients (See Appendix N). This position is vital to ensuring the accessibility of evidence-based therapy practices in both group and individual settings for clients, as well as providing diagnoses and treatment plan updates. The therapists at RISE will have knowledge of trauma-informed care and will take this approach with our clients, many of whom will have experienced trauma. This position will report updates through a weekly agency meeting in order to inform case managers and any other staff of issues, concerns, and progress that clients are making in both group and individual therapy, as well as any mental health concerns that need to be noted within the agency. The therapists will also provide referrals for medication management as needed to other partnering local agencies that provide this service. In addition, they will attend weekly supervision meetings with an LCSW provided by RISE, and be expected to demonstrate the knowledge and compassion needed to work with this population of youth who are aging out of the foster care system.

The executive director (ED) is mainly responsible for supervising the five main services that RISE provides: case management, IL skills, education, therapy, and housing. They also must offer support, guidance, and leadership to each of the service directors to allow for the success of RISE clients. The ED's next main function is to maintain marketing operations of working with the Chattanooga community to enable RISE to reach its full potential as an extension of foster care resources. Another main function of the ED is to negotiate professional contracts with other corporations, businesses, and the Tennessee State Department which will make sure RISE is

operating legally and professionally in Chattanooga. Finally, the ED will manage employment, development, training, and discharge of employees to ensure the organization meets the needs of the community. This will include staff orientation, updated yearly training for all members, and interviewing candidates alongside the administrative assistant (See Appendix O).

Staff and Volunteer Motivation and Retention Plans

A key aspect of a successful non-profit where employees and volunteers are motivated to work hard is acknowledging and supporting their satisfaction at the company. Alvi et al. (2020) specifically found that employees are more satisfied when they are more trained, empowered, and work as a team which results in an increase in loyalty and a productive work environment. Yet it was found that volunteers are more satisfied when they are recognized and have trust in the organization which has been seen to increase inspiration and encouragement for future volunteer work (Dal Corso et al., 2019). It is crucial for the leadership roles of RISE to implement techniques and activities that enhance confidence, cooperation, and acknowledgment so that both employees and volunteers are fulfilled by their time at this organization. This will ultimately benefit the Chattanooga community, future staff, and all clients associated with RISE.

Alfes et al. (2016) found that both task and emotion-oriented organizational support increased volunteer and employee engagement, satisfaction, and motivation in the non-profit setting. RISE will take ample time to interview and get to know the personal details and passions of each volunteer and employee. Understanding each person and their initial motivation to work with RISE will help to utilize their strengths successfully in matching areas of the organization. This process will also help RISE understand how to meet the needs and motivation of each volunteer and employee. As Alfes's et al. (2016) research shows that volunteer motivation and satisfaction increase with direct emotion and task relevance. RISE hopes volunteers will find

more meaning and dedication to their work within the organization if they feel directly connected to staff and other volunteers, as well as their specific assigned tasks. RISE supervisors will collaborate quarterly with each volunteer, the same as they will with each paid employee, to create individual personalized SMART goals for each worker.

RISE recognizes that effective leadership includes flexibility when supervising and interacting with employees and volunteers. Belias and Koustelios (2014) discuss how employees and volunteers benefit most when working under flexible supervisors that provide guidance but also allow for employee creativity and initiative. Their research goes on to uncover that most ineffective leadership results from supervisors that heavily focus on organizational goals while neglecting their subordinates' individuality and needs. Almas et al. (2020) found that transformational leadership was a key factor in predicting whether employees or volunteers intend to remain at an organization long term. RISE will put major emphasis on flexible and transformational leadership within the organization. Ideal leaders will serve as change agents that uphold the organization's vision and mission statements while instilling motivation and inspiration for each subordinate to reach their individual potential.

The organization will provide detailed ongoing training for all leaders, supervisors, employees, and volunteers. Supervisors will be trained on how to integrate Maslow's Hierarchy of Needs into their leadership skills. For good leaders to build productive workers and successful outcomes, they should strive to meet all workers' needs, promote physical and emotional safety, culminate a sense of community and belonging, as well as positive self-esteem so that each worker can develop self-actualization and feel they are doing work they are meant to do (Mind Tools, n.d.) Without workers' reaching that final self-actualization level of Maslow's Hierarchy of Needs, they may become bored, unsatisfied, and tempted to look for work elsewhere (Mind

Tools, n.d.) RISE will also utilize quarterly surveys to continue evaluating effective leadership, satisfaction, engagement, and organizational communication. These surveys will be completed by all RISE staff and volunteers. Quarterly surveys will help the organization monitor and measure these essential factors and uncover any needs that deserve further focus to set the organization, clients, employees, and volunteers up for success and confidence.

Ibrisevic (2020) discusses how non-profit organizations often have issues hiring and retaining the right type of talent to fit their core values and mission. Research on nonprofit workers has also shown that value internalization affects motivation and retention (Kim et al., 2019). Individuals are more likely to offer their time and energy to an organization that reflects their personal values. Kim et al. (2019) found that this type of value cohesiveness will motivate workers during altruistic or non-altruistic duties. Aligning with this research, RISE will communicate its mission and vision statements with all volunteers and employees so that they clearly understand the organization's foundation of values. This type of transparency will help potential workers to decide if their personal values agree with the RISE organization.

RISE will create digital volunteer profiles in the organization's membership profile software. These profiles will help each management staff employee to easily access volunteer details when planning assignment tasks. RISE will make an effort to assign volunteer tasks that match each volunteer's passion and unique strengths instead of simply trying to get arbitrary lists of organizational needs met. Putting an emphasis on keeping volunteers emotionally and motivationally engaged based on their individual factors may increase their satisfaction, work effort, and the overall volunteer retention rate. RISE will acknowledge that volunteers need to feel valued and competent in their roles.

Ibrisevic (2020) found that poor employee engagement and low morale create conflicts with an organization's success. Creating a formal retention strategy, fair employee compensation, and effective employee training can increase retention rates for non-profit organizations (Ibrisevic, 2020). Additionally, ensuring growth, building trust, offering regular positive recognition, and work-life balance for employees has shown to increase employee motivation and satisfaction (Ibrisevic, 2020).

RISE will focus on many factors to provide employees with fair pay, paid time off, and other benefit packages. Fair pay for each paid position will be determined and annually monitored by using the comparability data of surrounding organizations. Using comparability data allows a nonprofit organization to know what the pay is for similar positions in the area and ensure their employees are receiving the equivalent (National Council of Nonprofits, 2021). RISE understands that employee benefits may attract and satisfy workers just as much as salary. Benefits for RISE employees will include healthcare insurance with the option to cover domestic partner benefits. This will allow same or opposite sex partnerships to be eligible for coverage. Since nonprofit organizations can offer employees the option of a 401(k) or 403 (b) retirement plan (Friedberg, 2016), RISE will offer both upon hire.

RISE will encourage employees to continue their education in their field by providing a tuition assistance program contract. Section 127 of the Internal Revenue Code permits nonprofits to offer a maximum amount of \$5,250 per year for each employee participating in a tuition assistance program (Wagenmaker & Oberly, 2016). Employees will need to sign a contract to receive tuition assistance that states academic curriculum must be related to their current job field and that the employee will continue working with the organization a minimum of two years after receiving compensation.

The organization also appreciates the importance of a healthy work-life balance and helping employees and volunteers avoid burnout. All paid employees will accrue one sick day and one vacation day each month to use when they wish throughout the calendar year. There will also be ten paid holidays in each calendar year. Each paid employee will also be able to use two paid floating holidays as they wish throughout each year. RISE supervisors will be trained to monitor each employee and volunteer's assigned workload. Supervisors will be expected to help workers with their caseloads when workers start to feel overwhelmed or overworked.

Mental health services will also be encouraged and available for employees and volunteers as needed. RISE will offer compensation up to \$300 a year to be used for therapy services of the paid employee's choice. The organization recognizes that this may not be enough financial compensation at times for employees and will work with each employee as needed to help them find and receive necessary resources to help them avoid compassion fatigue, vicarious trauma, and burnout. The organization will hold support meetings quarterly with staff and volunteers to educate them about these issues, warning signs, protective factors, and affordable community resources that may be utilized outside of the RISE organization. Supervisors may offer one on one meetings as needed to give workers and volunteers support.

Senses-Ozyurt and Villicana-Reyna (2016) discovered a positive relationship between leadership inclusiveness and volunteer satisfaction and retention. This research shows a stronger connection in volunteer retention and inclusion than perceived leadership integrity. Volunteers may be more willing to stay with an organization when the leaders take time to get to know them, recognize and celebrate volunteer accomplishments and include them in decision-making processes than when they simply feel leaders are adept and morally respected (Senses-Ozyurt & Villicana-Reyna, 2016). RISE will include volunteers in client treatment planning and other

pertinent meetings since volunteers will be spending quality time establishing helping relationships with the clients. Each volunteer will receive training on client services, policies, confidentiality, and advocacy. RISE hopes to make each volunteer feel competent and valuable and confident in their efforts towards improving the clients' lives. Additionally, RISE will also focus on inclusiveness and connection among both paid employees and volunteers in the organization as this will also benefit employee satisfaction and retention.

A monthly newsletter will be posted on the organization's website and emailed to each staff and volunteer. These newsletters will spotlight detailed stories of staff and volunteer efforts and achievements. Birthdays and work anniversaries will also be included in the newsletter. In efforts to provide a reward and recognition component for both volunteers and employees, RISE will award employee and volunteer of the month for each calendar month. The newsletter will also highlight these achievements with a photo and short summary of the recipient's achievements and celebrated work ethic. In-person monthly meetings will also include all volunteers and employees. These monthly meetings will be used for training opportunities, celebrating achievements and birthdays, and collaborating on cases and organizational needs. Each monthly meeting will serve refreshments. RISE will provide catered lunch for occasional monthly meetings too.

Volunteers have a desire for interpersonal connection and meaning, as well as creating a positive effect on the lives of others (Senses-Ozyurt & Villicana-Reyna, 2016). These factors can be achieved not only when working with clients but also interacting with other organization staff. Ibele (2016) discusses increasing motivation and learning skills by partnering volunteers that do not have many similarities. RISE will partner volunteers together in hopes that they will increase social involvement, try different things, and solve complex problems through teamwork.

Examples of partnership include pairing a new volunteer with an experienced one, an introverted with extroverted, or an analytical thinker with an intuitive thinker.

RISE will place importance on keeping employees and volunteers satisfied and motivated to work for the organization. Therefore, leaders will continuously research, reassess, and implement effective strategies to increase retention and success within the organization. RISE recognizes that workers are the foundation of success, backbone, and life force.

Staff Evaluation Plans

The organization, RISE, has created a staff evaluation plan in order to maintain effective and successful current and future employees. The staff will be evaluated and interviewed yearly by the human resources department. All staff members will be sent an online evaluation where each individual will fill out a series of questions. The questions will cover current tasks, proof of completion of jobs, assessment of work environment, employee satisfaction, and questions or concerns (See Appendix P). Supervisors will also include a performance review for each employee that they directly support (See Appendix Q). Human resources will reach out to each employee to schedule a follow-up to the evaluation form to discuss any further issues. This will allow for human resources to give feedback to the employee from their supervisor and address not only the current status but also the future hopes for the staff member (See Appendix R).

Belias and Koustelios (2014) found that checking employees' satisfaction enables higher levels of motivation and commitment to their job. RISE will continue to acknowledge the importance of giving staff and their supervisors designated times to share about their current relationship to their employment. This information will then be organized anonymously into a staff report by the human resources department to help assist in future changes to the structure of teamwork and employment. Ohm (2021) found that by creating a staff report; organizations can

effectively propose action plans to the board so that adequate revisions are made. It also notes that frequent staff evaluation plans can catch discrepancies in the work environment before irreversible mistakes are made which would affect the success of the organization (Ohm, 2021).

Volunteer Evaluation Plans

For the volunteer evaluation plan, the goal is to get feedback from volunteers and evaluate their performance. In order to gather feedback, anonymous questionnaires will be sent out by Human Resources to all volunteers each quarter. Volunteers will be told upon signing up that they will be expected to fill out the evaluations. These evaluations will be available for volunteers to complete online. The evaluations will include questions regarding the volunteer's performance, perception of RISE as an organization, how they enjoyed their volunteer experience and some questions regarding any potential negative experiences or areas of improvement. A major factor in the retention of employees and volunteers is how they perceive themselves fitting in with the organization (Englert, et. al 2020). This fact will be taken into account directly by incorporating questions about the overall environment of RISE and if volunteers feel that they fit in, are included, and feel that the environment is supportive. Nesbit, et. al (2018) states that there are three dimensions for understanding volunteering, which include organizational characteristics, volunteer management, and environmental factors pertaining to the community in which the agency operates and the population it serves. Nesbit, et. al (2018) also emphasizes the importance of assessing for inclusivity in the organization to respect the diversity of the volunteers. For this reason, the questionnaire will include questions about RISE's volunteer environment, perceived management and support from staff, volunteer's level of comfortability with the community and population that RISE serves, and how inclusive and accepting the volunteers feel. In order to adapt the questionnaire (See Appendix S) to the needs

of the organization, the wording may be changed for some questions, inapplicable questions may be omitted, and a section for qualitative responses has been included. This allows volunteers an opportunity to write out their thoughts on any concerns, improvements that need to be made, and what went well.

Performance evaluations will be completed by the volunteer's direct supervisor each quarter as well. Volunteers may welcome having their performance regularly evaluated as it reflects that the organization is a competent program that takes their role in the organization seriously (VolunteerHub, n.d.). Evaluations may also help volunteers manage progress towards the SMART goals they create with their supervisors and better understand areas needing improvement (Burger, 2018). Finally, evaluations may help boost performance by creating action plans (Burger, 2018) and celebrate successful components of volunteer work. RISE will explain the performance evaluation process and purpose to each volunteer during initial training. Volunteer evaluations will include similar parts of the RISE employee evaluation but will be a different form for supervisors to complete. The form will include areas to rank volunteer's work-related knowledge, quality of work, initiative, quantity of work hours, work habits, relationships with others in the organization, commitment to organizational values, attendance, professionalism, and overall performance review (See Appendix T). The evaluation form will also have a section to evaluate progress toward established SMART goals during the past quarter. Volunteers will be asked to review and sign completed evaluations. Supervisors will provide a scheduled one-on-one meeting with each volunteer to review evaluation and collaboration on SMART goals as the volunteer enters the next quarter.

The volunteers evaluated will primarily be those who help with the independent living skills program offered by RISE, as there will be guest speakers regularly from various fields such

as finance, law, nutrition, and other relevant fields to the content being taught and presented in the courses. In addition to this, the education department will rely on volunteers to assist with FAFSA applications, educational training, training on applications and resumes, and assistance with preparing to succeed in furthering education, whether that be in community college, university, or trade school. As these are two major departments of RISE that will be reliant on volunteers to contribute, it is crucial that the volunteers have a positive experience and feel that RISE supports them and prepares them for assigned tasks. Building a positive relationship with the volunteers will enable the organization to continue the independent living skills program and educational assistance program, ensuring the success of RISE in reaching its goals for clients.

Strategies to Address Diversity

RISE understands the vital importance of diversity within its organization and will utilize effective, evidence-based strategies to ensure inclusion. The organization will be built on all leaders, employees, and volunteers being valued and appreciated regardless of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. RISE will communicate this with all volunteers and employees so that they clearly understand the organization's foundation of values.

Organizational success is dependent on flexibility and creativity; therefore diversity is a critical characteristic (Green, López, Wysocki, & Kepner, 2002). There are many benefits that are produced when an organization successfully achieves diversity such as increased adaptability, variety of perspectives, increased performance, better decision-making, and a collection of skills (Greenberg, 2004). Strategies to address diversity at RISE will encompass evidence-based policymaking, recruitment, and mentorship, as well as education and training.

Due to the importance of diversity, RISE will utilize evidence-based policymaking to reflect its mission, values, and culture. This framework can be utilized in a variety of ways and includes using research to guide new or existing policies within an organization (Urban Institute, 2016). Implementing this strategy will consist of building and reviewing research regarding policies on diversity, monitoring policy impact, and innovatively revising policies as needed. With this approach, RISE will implement policies that will encourage the dedication to foster, nurture, and protect diversity and inclusion within its organization.

Recruitment and mentorship provide a significant solution to encouraging diversity in an organization. RISE will establish a board that reflects the key values of the organization. Having a board and leadership with greater diversity has an effective impact on organizational practices and will increase the likelihood to have policies and practices that support diversity (Buse, Bernstein & Bilimoria, 2016). It is critical that recruited leaders demonstrate the support of diversity initiatives as this is a vital aspect in creating a diverse and inclusive organization (King & Gilrane, 2015). Leaders and management will be expected to mentor recruited employees and volunteers in order to promote a diverse and inclusive organizational environment. Research suggests that employees model the behavior of their leaders (King & Gilrane, 2015), therefore the board and leaders will be responsible for demonstrating appropriate behavior. Utilizing this approach will ensure that the board, leaders, employees, and volunteers associated with the organization will all reflect and share RISE's values and standards through their work.

Education and training are evidence-based components that will address diversity within the RISE organization. Research shows that education and training help employees recognize attitudes and biases about diversity. Positive effects of diversity training can be noted when training targets skills, development, and awareness (Bezrukova, Spell, Perry, & Jehn, 2016).

During education and training, employees will obtain the knowledge, skills, and abilities to appropriately and successfully collaborate with their diverse counterparts (King & Gilrane, 2015). At RISE, board members, leaders, employees, and volunteers will be expected to complete mandatory diversity training twice a year. To ensure effectiveness, evaluations will be completed throughout the year to ensure staff members and volunteers are implementing what they learn during the training.

Applicable Policy

The Fostering Connections to Success and Increasing Adoptions Act of 2008 (HR 6893/P.L. 110-351) was signed into federal legislation on October 7, 2008, allowing more eligible state funding from Title IV-E reimbursements for young individuals choosing to stay in foster care till age 21 (NCSL, 2017). The Tennessee's Transitioning Youth Empowerment Act of 2010 (Tenn Code § 37-2-417) was subsequently signed into Tennessee state legislation (NCSL, 2017) and will directly affect the RISE organization's operations.

Policy Description

The Tennessee's Transitioning Youth Empowerment Act of 2010 (Tenn Code § 37-2-417) was signed into Tennessee state legislation on July 1, 2010, with unanimous votes from both the House and Senate (Schutte, n.d.). This policy allows for Tennessee foster care youth to continue receiving foster care funding and services until the age of 21 under outlined eligibility stipulations (Juvenile Law Center, 2020b). Previous to this policy, foster youth aged out of the system at age 18 and were left without further assistance as they entered adulthood alone. Tennessee's Transitioning Youth Empowerment Act of 2010 addresses many problems that teens aging out of foster care face during this pivotal time in their lives, including stable housing, lack of education, financial independence, and employment stability (Juvenile Law Center,

2020a). The option to extend foster care services while entering early adulthood gives Tennessee foster youth the opportunity to better prepare by enhancing social skills, continue trauma-informed resources, further education, and establish vocational and financial skills with extended professional support. The policy increases the chance for high school and college graduation rates while decreasing vulnerability for homelessness, addiction, and unplanned pregnancies for this target population of foster youth ages 18 to 21 (Juvenile Law Center, 2020a).

The Tennessee's Transitioning Youth Empowerment Act of 2010 authorizes the Department of Children Services (DCS) to provide an extension of foster care program to youth that are in foster care on their 18th birthday (NCSL, 2018). Tennessee DCS can receive federal funds for the program through The Fostering Connections to Success and Increasing Adoptions Act of 2008 that offers states Title IV-E reimbursements for program participants (NCSL, 2018). The extension of foster care program is voluntary for each eligible youth. Eligibility requirements for continued foster care services include active enrollment in secondary education, post-secondary education, technical or vocational school programs, or the high school equivalency program (HiSet) while being employed for a minimum of 80 hours a month (NCSL, 2018). A program participant may be exempt from educational enrollment and employment if proper documentation of a medical, developmental, or intellectual diagnosis is proven. In this case, the individual will receive a more individualized treatment plan from DCS and will be expected to comply with continuing eligibility (NCSL, 2018). Extension of foster care services will remain available to those that were in custody on their 18th birthday until they reach 21 years of age. This means that youth may deny services at age 18 but could enter the program at any time until their 21st birthday. The DCS commissioner has the responsibility of creating

policies and procedures for the extension of foster care program, while an advisory committee will serve to monitor services (NCSL, 2018).

Participants of the extension of foster care program will receive direct support from a DCS child and family team to create and implement a transition plan, along with a DCS case manager that meets with each client a minimum of once a month (DCS, n.d.). The team and transition plan will help each client create and attain personal goals of achieving financial independence, education, and strong social skills to build interpersonal connections and support in the community (DCS, n.d.). DCS will also provide financial vouchers up to \$5,000 a year to cover educational costs, medical insurance, assistance with establishing an approved independent living placement, and connection to independent living resources. Participants can choose their living placement as long as it is approved by DCS. Commonly approved placements include dormitories, foster homes, biological relatives' homes, supportive non-relatives' homes, and arranged independent living housing units (DCS, n.d.). All placement options must be in the state of Tennessee to receive extension of foster care services. If a participant chooses an arranged independent living program for housing, DCS will pay the program monthly for room and board, with a small leftover amount given to the participant as allowance. A participant choosing other means of approved placement will receive the entire monthly independent living allowance to help pay for rent and utilities (DCS, n.d.).

The services provided under Tennessee's Transitioning Youth Empowerment Act of 2010 will help bridge the gap of support from aging out of the foster care system and entering young adulthood. Continued support and services for this population will help them become more prepared for adulthood stressors by gaining self-sufficiency skills while decreasing adverse

outcomes of homelessness, school dropouts, unemployment, addiction, and unplanned pregnancies (DCS, n.d.).

Applicability to Organization

RISE values the importance of empowering and providing foster youth transitioning into adulthood with the tools to address commonly faced issues such as housing instability, lack of education, financial insecurity, and employment instability. RISE acknowledges the long-term effects of foster care and will focus on this population. The Tennessee's Transitioning Youth Empowerment Act of 2010 will influence RISE and its operations in addressing these commonly faced issues. Because the policy facilitates the opportunity for DCS to create the Extension of Foster Care (EFC) program, RISE will exclusively center intervention services around active participants in EFC. RISE will provide services to youth that comply with and receive EFC services. This includes satisfying age and eligibility requirements for continued foster care services. Extension of foster care services are available to those that were in custody on their 18th birthday until they turn 21. Other eligibility requirements include having an active enrollment in secondary education, post-secondary education, technical or vocational school program, or the high school equivalency program (HiSet), while being employed for a minimum of 80 hours a month (NCSL, 2018). RISE will comply with DCS Extension of Foster Care policies while providing services to youth transitioning into adulthood.

Furthermore, Tennessee's Transitioning Youth Empowerment Act of 2010 and DCS EFC policies will affect services and budgeting for RISE. Extension of Foster Care participants have the ability to determine their placement as long as it is approved by DCS. This may include dormitories, foster homes, biological relatives' homes, supportive non-relatives' homes, and arranged independent living housing units at RISE (DCS, n.d.). RISE will serve as an arranged

independent living housing program that EFC participants may choose. In accordance with EFC policy, RISE will only agree to in-state placements. Budgeting will also be influenced by the EFC program. RISE will receive the Independent Living Allowance (ILA) funding from DCS if an EFC participant lives in a RISE placement. Each RISE participant's ILA funding will cover their room and board. Any additional money from the ILA will be utilized as a monthly allowance for the youth. Another impact of policy on services and budgeting is that RISE will provide educational and employment assistance programs for each participant. This is influential as RISE will require these specialized employees' salaries to be included in the organizational financial budget. These requirements will likely also impact the need for more case managers to monitor and ensure services are appropriate, effective, and successful. Helping RISE participants continue to be eligible for EFC funding will be a priority of RISE. This will allow participants to remain in stable housing until they turn 21. RISE will be mindful of DCS EFC policies and their impact on services and budgeting to ensure the organization's overall success.

Applied Organizational Policy

The RISE Independent Living Program provides stable housing, case management, and mental health resources for individuals aging from 18 to 21 that have decided to participate in the Tennessee Department of Children's Services Extension of Foster Care (EFC).

RISE Participant Eligibility Requirements Policy

RISE participants must have lived in Tennessee on their 18th birthday and be a part of the Tennessee EFC to receive RISE housing or services. Each RISE participant must follow EFC criteria of being enrolled in a secondary school, post-secondary school, technical school program, or high school equivalency program (HiSet) while also meeting the minimum of 80 employment hours a month. If a participant cannot meet these educational and employment

conditions due to medical, developmental, or intellectual issues, the participant must comply with an EFC-approved individualized treatment plan that includes substitutes for education and employment requirements.

RISE will help each participant in successfully achieving education, employment, and independent living skills so that individual goals can be achieved and EFC eligibility will be met. The organizational structure of RISE includes a department of educational workers made up of both employees and volunteers who are dedicated to providing clients with the resources and support needed to succeed in their educational and vocational goals. The educational staff will document progress or any potential risks of losing eligibility weekly. RISE will hold weekly organizational meetings to review any concerns and progress towards each individual's goals. RISE participants will also receive a monthly report review that includes progress or potential concerns. Case managers will also work one-on-one with participants and the DCS child and family team to monitor that education and employment criteria are being met monthly. If a participant is at risk of losing EFC eligibility, RISE will create a detailed action plan to help the participant regain active EFC status. Included in the action plan will be an identified secondary placement that could be used in the near future if the participant fails to uphold EFC requirements. This will allow for future planning to avoid homelessness. While RISE staff will work with each participant to continue eligibility, each participant is ultimately responsible for keeping their EFC eligibility active.

Process for Termination of Housing and Services

If a participant becomes ineligible for EFC services at any time while living in RISE independent living units, the participant will receive an official notice of termination from RISE. After receiving the official notice of termination, the participant will have two weeks to arrange

other housing. After the two-week grace period, the participant will need to vacate the RISE premises. If EFC eligibility is reinstated at any time before turning 21 years old, the participant will be eligible to rejoin the RISE program and utilize independent living units.

Grievance Policy

RISE acknowledges the importance of employees and volunteers having the ability to file an official complaint about safety concerns, maltreatment, or harassment. The following is the outline of the grievance procedure for employees and volunteers to share and gain support for their experiences at RISE. It will cover the process for reporting a grievance, confidentiality, and steps for disciplinary actions for violations. Any RISE employee or volunteer can file a grievance against another employee, including shareholders. RISE defines a grievance as a documented job-related issue or complaint made by an employee. Some examples of grievances are workplace harassment, negative management behavior, policy violations, unresolved disputes, and health or safety concerns.

RISE employees, including the board of directors, senior management, human resources, service providers, and volunteers are required to sign a confidentiality agreement at the beginning of their contract that acknowledges they will not discuss the grievance before, during, or after with any other RISE employee.

The first step begins before filing a formal grievance. RISE requests the employee assess the relevant policy for their issue. It is also imperative that if the issue is related to sexual harassment, please seek Human Resources directly and immediately. It is also important to note that minor issues should be resolved through conversations with a supervisor or manager, since RISE strives to foster a work environment where conflict resolution is common practice. If the issue is not resolved in 20 days, begin the grievance filing procedure.

Process for Filing

Once a RISE employee has determined they will move forward with a grievance, the employee will file an online complaint form. The employee will be notified that the form was received by the Human Resources department. The employee will also receive an explanation of their rights to join any meetings or discussions about their report. They will also be told if they are allowed to take time off of work until the issue is resolved. If the grievance is against another employee, that employee will have the right to request a copy of the grievance, respond to the complaint, and appeal Human Resources final decision.

RISE has the responsibility to review and investigate all grievance forms fairly, resolve the grievance within 30 days of receiving it, hold mediation meetings with all parties, uphold the no-retaliation policy, maintain confidentiality, accept all appeals made by opposing parties, implement the final decision, and ensure that all proceedings are recorded accurately.

In the event that an employee is found to violate this grievance policy procedure, disciplinary actions may occur. Depending upon the severity of the violation, an employee could be subject to a verbal warning, suspension from work, or even termination. If an employee is found to have committed the grievance they are accused of, RISE will ensure that they are held accountable through disciplinary actions. This is to maintain the safety and integrity of the RISE workplace environment for all levels of staff.

Conflict of Interest Policy

It is in the best interest of RISE to be aware of all conflicts of interest in order to appropriately manage any potential or actual conflicts. This policy is designed to help all directors, staff, board members, and human resources to identify and address conflicts of interest. RISE has this policy in place in order to meet all legal requirements of a non-profit organization

and to run a transparent and ethical operation. In most cases, these conflicts can be resolved by exercising good professional judgment.

A potential conflict of interest arises when a RISE director, or other staff member stands to gain a financial benefit from the action that RISE takes or a transaction it enters. It also includes having an interest that could impair the objectivity of the staff member in question when completing their tasks at RISE. A conflict of interest also includes when a staff member's family (spouse, partner, sibling, children, or relative) stands to gain financial benefit as a result of the individual's employment at RISE. A conflict of interest also occurs when an employee has the ability to influence decisions at RISE that lead to personal gain or advantage.

A variety of situations can lead to potential or actual conflicts of interest. Financial or other relationships (i.e. board or management positions) with potential contractors could lead to the appearance of conflict or actual conflict and could lead to impairment of an employee's actions and responsibilities at RISE. In addition, romantic relationships in the workplace could lead to an appearance of conflict or perceptions of bias or favoritism in the workplace.

Employees or their direct family members cannot also hold a position on the board of RISE. No employee should be supervised by a family member at any time. No employee should sign off on their own reimbursement forms for any reason or approve their own timecards. Any relationship, whether personal or financial, that could indicate the appearance of conflict, bias, or favoritism should be disclosed to the Human Resources department at RISE.

RISE cannot donate to political campaigns, engage in political campaigns, or allow recruitment for political campaigns to occur in the workplace. As a 501(c)(3), RISE is obligated to meet legal standards of refraining from political activism and lobbying. Additionally, all RISE staff must refrain from using their position to promote or engage in political campaigning of any

kind, including the ethical issue of promoting political viewpoints to clients. No federal grant money may ever be used for lobbying activities. Other issues relating to conflicts of interest would include access to donor information, which should never be used in any way that would damage the relationship between RISE and the donor in question, and which should not be used as a resource for any staff member's personal or other endeavors outside of assigned work regarding fundraising at RISE. Preferential treatment of any clients should be avoided.

Duty to Disclose

All staff, board members, and directors will be required to complete a yearly Conflict of Interest Form (Appendix U) which will remain on file in the Human Resources department. If at any point a potential or actual conflict of interest occurs, all members and staff will be required to update this questionnaire in addition to disclosing the issue to Human Resources.

If at any point it is determined that a RISE staff member or board member failed to disclose a conflict of interest, this member will be informed of the issue and the member will be allowed an opportunity to explain the failure to disclose.

If after this response and any further investigations necessary, it is determined that the member failed to disclose an actual or possible conflict of interest, appropriate disciplinary or corrective action may be taken, including potential termination of employment at RISE.

Whistleblower Protection Policy

RISE requires all of its employees, volunteers, and board members at every level to maintain and uphold ethical standards in all actions taken during their time at RISE. It is vital to the organization's mission for each employee to maintain high standards of ethics, professionalism, competency, and client care when carrying out the work responsibilities given by RISE. All employees and volunteers at RISE represent the organization and are therefore

expected to practice honesty, responsibility, and integrity while working to contribute to RISE's mission, which is empowering foster care youth in the Chattanooga area to reach independence, seek education, and have access to the resources necessary for self-sufficiency.

The purpose of the whistleblower protection policy is to encourage honesty and integrity, while creating and maintaining an ethical work environment, and to hold RISE accountable to its mission. All RISE employees and board members are encouraged to raise any concerns they may have about the occurrence of potential unethical actions within the organization before contacting outside parties for resolution. RISE strives to create a safe environment for concerns to be expressed, acknowledged, and addressed.

All employees, volunteers, and board members have a responsibility to report any concerns of an unethical nature to the Human Resources department, or to their supervisor. Depending on the severity of the concern, or if the concern is regarding the Human Resources department itself, reporting to the Executive Director may also be appropriate. In most cases, reporting directly to the supervisor of a department is sufficient to address the concern. However, if the concern is regarding a supervisor, if the employee or volunteer does not feel comfortable speaking to the supervisor, or if that supervisor has not sufficiently addressed the concern, then reporting to Human Resources would be appropriate. Any Human Resources employee who discovers a legal or ethical violation has a responsibility to report this to the Executive Director, who is ultimately responsible for either resolving the issue, advising Human Resources on how to resolve the issue, or reporting it to the board. All reports made will be kept confidential as much as possible, while still allowing for an adequate investigation to occur. Any further questions about the confidentiality of concerns expressed can be addressed to the Human Resources department. Once per quarter, the Human Resources department will be responsible

for providing a report to be presented at the organizational and board meetings, addressing whether or not any reports of unethical or illegal behavior have been made.

Anyone reporting a violation must act in good faith, meaning with reasonable grounds to suspect that a violation has actually occurred or is in danger of occurring. Anyone reporting a violation is also responsible for being truthful and refraining from reporting information out of malice to the organization or towards any particular individual. A person making a report does not have to prove that a violation has occurred, as expressing the reasons for the concern is sufficient. Any false report made intentionally will be considered grounds for serious disciplinary action.

No Retaliation

RISE follows a strict policy of no retaliation. The organization seeks to provide an environment where all employees, volunteers, and board members are safe to express their concerns without fear of retaliation for doing so. Retaliation can include being told not to express concerns, experiencing harassment, or experiencing adverse employment consequences such as the threat of having hours cut or potentially having employment terminated as a result of voicing concerns. Any employee, board member, or volunteer who engages in retaliation of any kind against someone reporting concerns within the organization will be subject to investigation by the Human Resources department as well as potential termination of employment, board member, or volunteer status. If there is reason to believe that retaliation or harassment of any kind is occurring as a result of voicing concerns or reporting unethical behavior, please reach out to the Human Resources department so this matter can be addressed immediately.

Organizational Strategic Plan Summary

The RISE organization is motivated to thrive and succeed in the Chattanooga area. To monitor that this is achieved, an organizational strategic plan targeted towards sustainability will be created and monitored regularly. The main focus of this plan will include financial security since this will be a necessity for the organization's long-term operations. RISE will consistently be active with past or potential donors in the community so that the organization is taking advantage of any potential funding opportunities. Additionally, RISE will seek any grant opportunities that fit the organization's mission, goals, and offered services.

A major part of the strategy plan is being connected to regional and state agencies that serve potential clientele. RISE will already have a strong working relationship with DCS and have the opportunity to show how services will benefit their participants of the EFC program. Local foster care contract agencies, including Chambliss, Omni Visions, Camelot, and Youth Villages, will also be important to help the organization's long-term success. Since all of these agencies serve foster youth that will soon be eligible for the EFC program and seeking independent living placement and services, RISE wants to be on their list of referral sources. While these relationships with foster care agencies is a wise business choice, RISE also recognizes the bigger picture of helping these foster youth in making good decisions for their future. RISE wants all participants to feel independent, while also having available professional assistance to help them increase their stability, basic life skills, and social intelligence.

RISE will treat each participant with respect and acceptance. An organizational goal is that every young adult feels they are thriving within a community of their peers. Since RISE is a trauma-informed organization, clients will receive a different experience than if they chose a different independent living placement approved by the EFC program. These clients will be in constant contact with a population that can relate to their historical and current issues that often

drastically differ from other individuals their age. Building this sense of community for each client will help RISE's success if the clients genuinely enjoy living and participating within the organization.

Any nonprofit organization is bound to be faced with obstacles along the way. RISE prides itself on being a resilient organization that is solution-focused. Since RISE promotes resilience for young adults, it is essential that the organizational framework follow the same intentions. RISE has developed policies and protocols to address conflict and issues that could potentially occur to test the organization's resiliency. While it is not possible to predict all potential complications in a non-profit organization, RISE will maintain ethical standards and professionalism in all aspects of communication and services. In doing so, employees, volunteers, clients, and the community will learn and understand the positive reputation and values that RISE holds.

Community Engagement Strategy

RISE understands the importance of engaging with the surrounding community members, city of Chattanooga, and other foster care professionals. A community engagement strategy will focus on connecting with other independent living programs and agencies, educational institutions, city and state coalitions, Chattanooga citizens, and Chattanooga politicians. The community engagement strategy will be implemented, reviewed, and monitored monthly to ensure the organization is prioritizing and fostering community connections.

RISE will have a close working relationship with the Department of Children Services (DCS) Extension of Foster Care (EFC) program since all of RISE's clients will be required to have active participation in the program. This means that RISE employees will collaborate as a team with DCS to communicate, assess, and evaluate, while creating treatment plans and

SMART goals to set each client up for a successful adulthood. This partnership will benefit both RISE and DCS as both parties will help each other. RISE provides independent living placements and curriculum that each EFC participant needs and EFC will generate clientele and monthly funding that RISE needs for its operations. RISE is also motivated to work with other community independent living and foster care agencies when possible. RISE hopes to build a rapport and bond with these other agencies instead of viewing them as competitors. Youth aging out of Tennessee foster care are in dire need of all the community resources possible and RISE appreciates all organizations in the Chattanooga or Tennessee area that help to meet these needs.

Since education is a major requirement and responsibility of all RISE clients, the organization will partner with local high schools, available HiSet programs, community colleges and universities. It is important to be connected with these educational institutions since clients will be attending them. RISE will participate in career fairs that local schools or the community host, as well as scheduling times for the schools to tour the RISE facilities and learn more about the organization and services.

RISE will also be active in the Tennessee Foster Adoptive Care Association (TFACA) and the Family Focused Treatment Association (FFTA). These coalitions will help increase awareness of the RISE organization while also providing the opportunity for RISE to stay updated and advocate for policies affecting foster care and EFC participants. Social media presence will increase community awareness and connection. Community members will be able to see the RISE website and social media pages that will highlight informative posts about the organization's operations, as well as success stories of clients and employees. Chattanooga citizens will be able to see how RISE improves the lives of its clients and the city.

RISE plans to be involved with the city of Chattanooga by regularly attending council meetings and forming professional relationships with city leaders and politicians. RISE will also encourage these Chattanooga leaders and citizens to find ways to involve themselves in the organization. RISE will have community volunteers to assist with independent skills and educational classes. There will be a possible increase for volunteer opportunities as the organization grows. RISE will prioritize forming connections with various Chattanooga employers to build alliances that may offer RISE clients part time or full time employment. Furthermore, the public can schedule a visit and tour of the facility at any time. The annual walk-a-thon will also be open to the public. In the future, RISE hopes to create more community events that promote connection to the Chattanooga community. As RISE grows as an organization, it will continue to place importance on community connection and involvement as these are necessary for long term success of both clients and the organization itself.

Conclusion

The program proposal for RISE is intended to address the needs of youth who have aged out of the foster care system in the Chattanooga area. This program will provide necessary housing, educational, mental health, case management, and independent living skills resources for this population to help them thrive as they transition into adulthood and independence. RISE is a unique program due to providing layover transitional housing, which is not provided by any other independent living program in the area. The purpose of this is to provide a safe and stable option to foster care youth as they are waiting for housing to become available. The detailed human resources plan, organizational structure, and policies developed for staff and volunteers are all designed to contribute to the success of RISE in achieving its mission and goals. Through a consistent and effective marketing campaign, RISE will create awareness of its mission and

gather support from donors and partnering agencies. In addition, three financial goals to raise money from individual donors, corporate donors, and grants will serve to make the operations of the organization viable and sustainable, which is further detailed in the income budget (Appendix A).

Through building strong community partnerships, along with a sustainable and evidence-based approach to marketing and managing income and expenses, RISE will be able to provide uniquely beneficial services to its target population. The financial plan for the organization, as well as the organizational policies, allow for resources, supervision, a safe and welcoming work environment, and competitive salaries which will ensure that employees at RISE are able to efficiently meet the requirements of their job descriptions, which all address specific client needs. As demonstrated throughout the proposal, RISE was designed with an effective organizational plan which addresses all aspects of a successful agency, including a relevant mission, vision, and goals, evidence-based human resources policies, marketing, fundraising, and budget plans, and organizational policies which ensure that high quality services are provided to clients at all times. This organization proposal demonstrates RISE's ability to achieve its mission of empowering foster care youth in the Chattanooga area with the resources necessary for self-sufficiency in all aspects of life.

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Appendix A

RISE Income Budget Summary

<i>RISE Income Budget Summary</i>						
<i>View at 100% or Larger</i>						
<i>Use Whole Dollars Only</i>						
<i>Program</i>				Date Prepared		Amendment #
<i>RISE -- Housing, Educational, Independent Living, & Mental Health</i>				3/29/2021		Page 1
<i>Contractor Name</i>						Of 2
				Budget Period		
<i>Mailing Address</i> (Number and Street)				From	10/1/2021	
City		State	Zip Code	To	10/30/2022	
Federal ID Number				Budget Agreement		
				Original	Amendment	
				<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Total Budget						
Use Whole Dollars Only						
Salary & Wages						\$634,600
Fringe Benefits						\$250,000
Supplies & Materials						\$4,500
Equipment						\$26,850
Contractual						
Travel						
Utilities						\$61,050
Building Maintenance						\$20,000
Total Direct Expenditure						\$997,000
Total Indirect Expenditure						\$ -
Total Expenditure						\$997,000
Source of Funds:						
Corporate Donors						\$100,000
Individual Donors						\$100,000
State Grants						\$150,000
Federal Grants						\$100,000
Insurance for Therapy Services						\$115,000
ILA (Independent Living Allowance) Stipend						\$432,000
Total Funding						\$997,000

Appendix B

RISE Expenses Budget Summary

RISE Expenses Budget Summary			
View at 100% or Larger			
Use Whole Dollars Only			
Program		Date Prepared	
RISE -- Housing, Educational, Independent Living, & Mental Health		3/29/2021	
Contractor Name		Budget Period	
Mailing Address (Number and Street)		From 10/1/2021	
City State Zip Code		To 10/30/2022	
		Budget Agreement	
		Original <input checked="" type="checkbox"/> Amendment <input type="checkbox"/>	
			Total Budget
Use Whole Dollars Only			
1. Salary and Wages:			
Position Description	Comments	Positions Required	Total Salary
Executive Director		1.00	\$70,000
Financial Director		1.00	\$65,000
HR		1.00	\$50,000
Administrative Assistant		1.00	\$50,000
Receptionist		1.00	\$35,000
2 Case Managers		2.00	\$90,000
Case Management Supervisor		1.00	\$50,000
IL Specialist		1.00	\$40,000
2 Therapists		2.00	\$90,000
Education Specialist		1.00	\$45,000
Housing Manager		1.00	\$40,000
Clinical Supervisor	RISE will pay for two individual hours of clinical supervision each week. 1 hour per therapist per week.	0.5	\$9,600
		1. TOTAL SALARY & WAGES	13.5
			\$634,600
2. Fringe Benefits:			
		Composite Rate	40%
<input checked="" type="checkbox"/>	FICA	<input checked="" type="checkbox"/>	LIFE INS
<input checked="" type="checkbox"/>	UNEMPLOY INS	<input checked="" type="checkbox"/>	VISION
<input checked="" type="checkbox"/>	RETIREMENT	<input checked="" type="checkbox"/>	DENTAL
<input checked="" type="checkbox"/>	HOSPITAL INS	<input checked="" type="checkbox"/>	WORKERS COMP
		2. TOTAL FRINGE BENEFITS	
			\$250,000
3. TRAVEL			
Name	Address	Amount	
		\$ -	
		\$ -	
		3. TOTAL TRAVEL	
		\$ -	
4. SUPPLIES & MATERIALS			
Office Supplies			\$4,000
Public Relations Supplies			\$500
		4. TOTAL SUPPLIES & MATERIALS	
		\$4,500	
5. CONTRACTUAL			
Name	Address	Amount	
		\$ -	
		\$ -	
		5. TOTAL CONTRACTUAL	
		\$ -	
6. EQUIPMENT			
13 Lenovo All in One Desktop Computers			\$5,200
1 XEROX Workcentre Laser Printer			\$500
13 Cisco Office Phones			\$650
Internet AT&T			\$2,400
13 Desks			\$9,100
26 Office Chairs			\$3,900
3 Locked Filing Cabinets			\$1,500
3 Conference Room Tables			\$600
30 Conference Room Chairs			\$3,000
		6. TOTAL EQUIPMENT	
		\$26,850	
7. MAINTENANCE			
Janitorial Services			\$5,000
General Maintenance Costs			\$15,000
		7. TOTAL MAINTENANCE	
		\$20,000	
8. UTILITIES			
Utilities Cost			\$61,050
		8. TOTAL UTILITIES	
		\$61,050	
9. Total Direct Expenditures (1-8):		\$997,000	
10. Indirect Cost:		\$ -	
11. Total All Expenditures: (Sum of 8 & 9)		\$997,000	

Appendix C

Fundraising Plan – SMART Goals

Goal 1: RISE will accrue \$100,000 from corporate donors by the end of the fiscal year of 2022.

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability- Outcome Measure</u> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	<u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?
Research and identify corporations that may have an interest in supporting RISE’s values and programs.	<p>Communicate with board members, employees, volunteers, and vendors to inquire if any have connections to potentially interested or value aligned corporations.</p> <p>Identify business donors that prioritize helping nonprofit organizations in the community or businesses that have donated to similar causes in the past.</p> <p>Ultimately, a list will be created of 20 corporations in the area that may be motivated to contribute to</p>	<p>By exploring potential connections with the listed RISE affiliates, the original list of 20 corporations will be attainable.</p> <p>After the list of 20 is created, a shorter list of a minimum of 12 corporations will be utilized to gather specific contact information, mission and values, and donation history of these 12.</p> <p>RISE will then create an online donor profile of each of these 12 to better prepare for engagement and solicitation.</p>	<p>Through these detailed donor profiles, RISE will easily access corporation information while preparing for personalized engagement that incorporates the uniqueness of the corporation (donor segmentation).</p> <p>Proper planning of engagement and solicitation of each donor may improve the chances of RISE receiving donations.</p>	<p>The RISE Financial Director, Lauren Patton, will be responsible for overseeing that this strategy is completed by August 31, 2021.</p>

	RISE. Some potential donors with historically large budgets for donations may include BlueCross Blue Shield, UNUM, Volkswagen, etc.			
Create an engagement and communication plan to connect with potential corporations to solicit donations.	Create detailed sponsor packets tailored to each potential corporate donor by utilizing donor profiles. Each sponsor packet will include the RISE QR flyer and infographic, along with a written request to schedule a face-to-face or virtual meeting. Phone call follow-ups will be scheduled each week to increase the chances of meeting with each donor.	By following the engagement and communication plan and schedule of follow-up phone calls, RISE will be able to schedule and execute a minimum of 10 face-to-face or virtual meetings with potential donors in which RISE representatives will have an opportunity to initiate a donation pitch and connection.	The opportunity to initiate a personable connection with the corporations and educate on the need for RISE’s programming will increase the chance of receiving donations. RISE will update donor profiles with received donation amounts or reasons for declines. This allows RISE to update the engagement and communication plan for each donor for future references. Keeping updated donor profiles may improve future communication that leads to increased donations and donor retention.	Alicia Smith, RISE Board Member, will be responsible for overseeing that this strategy is completed by October 1, 2021.
Create an appreciation and recognition plan for corporate donors.	Donation levels will be created to include bronze (less than \$1,000), silver (\$1,000 -\$4,999), and gold (\$5,000 or more). Personalized thank you cards will be created and sent to all donors within a week’s time of donation. All donors will	Templates for thank you cards will be created with blank spaces to add a personalized message. The newsletter will include a donor recognition section for each donor’s logo and information to be added.	Donors will be more likely to continue donating to RISE in the future if they feel properly acknowledged. They may also benefit from the increased publicity their connection to RISE offers. This will prove beneficial for RISE since the organization needs a successful	Tom Keen, RISE Board Member, will be responsible for overseeing this strategy is completed by October 15, 2021. The appreciation and recognition plan will continue to be reviewed

	<p>also receive a “thank you” phone call within 48 hours of their donation.</p> <p>All donors will be recognized in RISE’s monthly newsletter that will be distributed to clients, employees, volunteers and it will be published on the website and social media pages. These donors will also receive quarterly letters of personal client success stories. Donors will have the opportunity to give permission or refuse public acknowledgement and recognition at the time of donation.</p> <p>Bronze donors will receive a certificate of appreciation that can be displayed in their facility. RISE will hand deliver each certificate to the corporation within one week of receiving the donation.</p> <p>Silver donors will receive an engraved plaque of appreciation that can be displayed in their facility. Silver donors will also be invited to attend an annual corporate donor party that</p>	<p>Templates for donor appreciation certificates will be created with room to add corporation name on each.</p> <p>RISE will collaborate with the Plaque Shack in Chattanooga to create the donor plaques.</p> <p>An annual donor party will be hosted at the RISE facility. A ceremony of recognizing all silver and gold donors will be included.</p> <p>The donor wall space will be professionally built and updated to display donor logos and names.</p> <p>The donor appreciation and recognition plan will be reviewed monthly by the board to ensure that all donors have received proper recognition.</p>	<p>corporate donor retention rate to run successfully.</p>	<p>monthly at board meetings.</p>
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	<p>will formally recognize their contributions.</p> <p>Gold donations of \$5,000 or more will receive the certificate and invitation to the annual donor party. They will also earn a spot of recognition on RISE's donor wall that will be displayed in the lobby of the facility. Gold donors will also be invited to quarterly meetings with the board to receive updates and give their feedback.</p>			
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Goal 2: RISE will raise \$100,000 from individual donors by the end of the fiscal year of 2022.

<p><u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?</p>	<p><u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><u>Attainability- Outcome Measure</u> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?</p>	<p><u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p><u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Establish an individual prospective donor plan to bring in new donations.</p>	<p>The organization will start a comprehensive list of potential donors. RISE will ask board members, employees, and volunteers to help spread awareness of the donation process to any individuals they have connections with. Donation emails, QR flyers, and infographics will be given to everyone named so they may further distribute in the community. RISE will ask each worker to provide 5 or more names of potential donors each quarter to add to the list.</p> <p>RISE will have a drawing of a \$100 VISA gift card and extra flex holiday paid leave day every quarter. Employees and volunteers</p>	<p>100 individual donor profiles will be created including contact and basic information provided by RISE affiliates.</p> <p>Donation emails, QR flyers, and infographics will be created and distributed. Each of these materials will directly link the target donor audience to the RISE website and social media accounts.</p> <p>RISE will measure the progress of this strategy by attaining a minimum of 100 potential donors, increasing social media followers, and growth in the number of entries for affiliate quarterly drawings.</p> <p>RISE will budget or obtain donated VISA gift cards to use in the quarterly drawings.</p>	<p>RISE will create a substantial individual donor base that can be used to prepare solicitation of donations.</p> <p>Engaging workers and employees regularly to assist in spreading awareness will deepen their connection and motivation to assist the organization.</p> <p>Workers and volunteers will be able to reach a larger number of potential donors by word of mouth, especially since they can spread their passion and mission to help assist RISE’s clientele.</p>	<p>Janice Dodds, RISE Executive Director, will be responsible for overseeing this strategy is completed by August 31, 2021.</p>

	will receive one entry per name provided during that quarter.			
Connect and communicate with potential individual donors.	<p>Create an email, postal mail, and phone call list. Postal mail letters and emails and send them to each potential donor on the list. Follow-up phone calls will also be scheduled. Each potential donor will have the opportunity to visit the RISE facilities or schedule a meeting with a representative to learn more about the organization and programming.</p> <p>All potential donors and community members will be invited to participate in the RISE walk-a-thon. The walk-a-thon information will be posted on all of RISE's online materials and open for anyone to participate.</p> <p>A donation link will be posted on all online materials making the donation process simple for all viewers. The online donation page will have tiers of donation options. These tiers will include \$25, \$50, \$75, \$100,</p>	<p>An email and post mail template will be created, as well as a phone call conversation example to ensure all phone calls cover major talking points.</p> <p>Scheduled tours of the facility will be available at varying times each week, as well as welcoming drop-ins during business hours.</p> <p>The walk-a-thon will be planned by a select committee and scheduled for April 2021 to give the community time to prepare and participate.</p> <p>RISE will register with Tennessee and surrounding states to be eligible to receive donations from a variety of areas.</p> <p>Donation tiers will increase the social influence effect which affects an individual decision making process based on social norms or social information. The option for once, monthly, quarterly or annually donations may also improve donation</p>	Connecting with individual donors is essential since a major portion of donations will come from individuals. These activities will provide the chance for individual donors to feel sincerely connected to the organization and potentially more invested in its success.	Jane Webb, RISE Volunteer, will be responsible for overseeing this strategy is completed by October 1, 2021.

	<p>\$250, \$500, and an “other” amount option. Each set amount tier will offer a description of what that amount will produce for the clients or organization. (Example: \$25 will provide a client with a monthly unlimited bus pass.) Individual donors will have the option to donate the amount of their choice once, monthly, quarterly, or annually.</p>	<p>retention rates and increase annual donation dollars.</p> <p>RISE will measure progress of this strategy by monitoring the increase of individual donations received. RISE staff will document all contact efforts and successful communication so that the organization can measure progress of connecting with potential donors.</p>		
<p>Provide a plan of recognition and appreciation for individual donors.</p>	<p>An automated text and email program will be used to immediately send a donor a confirmation and thank you note. Donor email and phone numbers will also be used to send donors regular updates and information concerning the organization. Donors will be able to opt out of these texts and emails if they wish.</p> <p>RISE will recognize all online donors with a social media shoutout. (Example: RISE would like to welcome and thank this week’s new donors: Ashley Smith, Janet Ervin, and Latisha Lewis, etc.) Donors will have the</p>	<p>RISE will utilize an online MMS service to set up automated texting and emailing. The MMS service will use the contact information provided by donors on the online donation page.</p> <p>The social media pages will list names of donors weekly. An employee or volunteer will oversee these scheduled posts.</p> <p>Phone calls will be monitored and scheduled for RISE staff or volunteers to make. Templates for thank you cards will be created with blank spaces to add a personalized message.</p>	<p>The MMS service will allow instant appreciation messages to be sent to donors. It will also allow quick one-on-one communication between donors and the organization. This will allow for an increase in communication.</p> <p>Social media shoutouts, phone calls, and thank you letters</p> <p>These activities will increase individual donor retention rate. Donors will be more likely to continue donating to RISE in the future if they feel properly acknowledged and connected to the organization.</p>	<p>Kevin Bradford, RISE case management supervisor, will be responsible for overseeing this strategy is completed by October 30, 2021.</p>

	<p>opportunity to give permission or refuse public acknowledgement and recognition at the time of donation.</p> <p>All donors of any amount will receive a thank you phone call within 48-72 hours. All donors will also receive a personalized thank you letter through postal mail.</p> <p>Individual donations of \$250 or more will have a specialized donor brick. Donors will choose what is engraved on their brick. Bricks will be placed outside of the entrance area and also in the outdoor community park area.</p>	<p>RISE will partner with the Fundraising Brick company to provide bricks, engraving, and installation.</p> <p>These strategies are attainable by detailed scheduling and structuring. RISE will measure success by monitoring the increase in donations and donor retention over time. RISE will also measure the increase of donor communication for each activity.</p>	<p>The brick program will entice donors to donate an increased amount if they are able to have their name or loved one memorialized or honored forever.</p> <p>All activities are important to increase donations received and overall donor retention. .</p>	
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Goal 3: \$250,000 in Grants for the purpose of the Case Management Program as well as funding for the

Educational & Independent Living Skills aspects of RISE by the end of the fiscal year 2022

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability- Outcome Measure</u> Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	<u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?
Get approved for grants by the end of the fiscal year 2022.	<p>This will be accounted for by the financial director applying for state grants and researching the application requirements while ensuring RISE can meet them and write an effective proposal. The administrative assistant will be tasked with working towards research and grant applications as well. The executive director will oversee this process and meet weekly with the financial director.</p> <p>The result is successful application for state grants in order to fund the case management department as well as secure funding for the salaries of the educational</p>	<p>This strategy is reasonably attainable because the financial director will be aware of this as part of the job description and will work to secure these funds, and will have the administrative assistant to help in addition to this. The financial director hired will preferably be someone with experience or training in grant writing.</p> <p>Meeting all grant requirements and application deadlines will show that the strategy has been accomplished. In order to measure the success, record will be kept of all grants applied for and all grants received, and any information on the reasons for being rejected for grants if that does not occur. This</p>	<p>The expected result after implementing this strategy is to raise the goal of \$250,000 which is sufficient to fund the programs noted above that need to pay employees and provide services.</p> <p>Reaching this fundraising goal for this grant category and being able to successfully offer the case management, educational, and independent living programs is the main expected result. This is important in the overall fundraising because while there are donations as well as the stipends from the clients that they receive for participating, other sources of funding are needed in order to keep the</p>	<p>The executive director, Eliza Terry, is ultimately responsible for overseeing that the strategy gets done by the end of the fiscal year 2022.</p> <p>The financial director, Lauren Patton, is also responsible for keeping documentation of daily and weekly tasks of applying for grants and any proposals submitted.</p>

	<p>and independent living supervisors.</p>	<p>information will be presented at the board and director meetings.</p> <p>Accomplishing the tactics will be demonstrated through documentation of the grant application process for all grants in addition to the supervision of the executive director over the process and the reports during the directors and board meetings on what funds have been secured through grants.</p>	<p>building adequate and employ the necessary people to ensure success of RISE’s goals.</p>	
<p>Ensure grant instructions are being followed through the monthly productivity form completed by relevant staff.</p>	<p>All employees in the departments receiving grant funding will complete monthly productivity sheets (Appendix P) that document all work done towards the requirements of the grant funding as well as all client contact, cancelled appointments, any concerns in regards to activities that meet the grant requirements, etc. All documentation will be sent to the case management supervisor and administrative assistant for review, then sent to the financial director and executive director for quarterly review.</p>	<p>This strategy is reasonably attainable due to the fact that employees will be allotted time in their weekly schedule to complete these reports. During their supervision meetings they will be reviewed monthly as well as sent to all supervisors and directors who need the documentation.</p> <p>The strategy will be shown to be accomplished if monthly productivity sheets are received on time, the first of the month, from all employees required to do this, which includes the independent living skills specialist, case managers, case management supervisor, and educational specialist. The case</p>	<p>The expected results of implementing this strategy is that there will be sufficient documentation of all required grant activities so that RISE may reapply each year for these grants and continue to be approved in order to maintain the necessary funding to continue to offer the case management, independent living, and educational programs.</p> <p>This is important to the fundraising plan because getting approved for one year is sufficient to start, but proper documentation and supervision will ensure that grant requirements are being met not</p>	<p>The case management supervisor, Kevin Bradford, is ultimately responsible for obtaining, organizing, and presenting all productivity reports from staff who are required to do this for grant purposes.</p> <p>The supervisor for the independent living, educational, and case management programs, are also partly responsibly not only for filling them out but also for providing supervision to those case managers who may need assistance filling them out and being</p>

		<p>management supervisor will be responsible for a file drive containing folders of all monthly reports with the name and title of the employee as well as date completed, for each month, and having this ready to present at any and all required meetings.</p>	<p>only yearly, but monthly, so that chances are very high of being approved again.</p>	<p>knowledgeable about all requirements.</p> <p>This is to be done by the first of each month, for the previous month. For example, in order to show that progress was made toward all grant requirements in October, these forms must all be completed and sent to the case management supervisor by November 1st.</p>
<p>Weekly supervision will be offered by the case management supervisor for the educational specialist, case managers, and independent living skills supervisor.</p>	<p>This will be accounted for by being documented weekly with signatures and notes taken and submitted to the executive director with relevant details of supervision such as topics discussed, date and time, and signatures of those who were in attendance (the case management supervisor will be allowed to group supervision every other week and individual supervision every other week if this is beneficial for scheduling).</p> <p>The result of this strategy is documentation that supervision was provided as</p>	<p>This strategy is reasonably attainable as there is time in the weekly schedules of all employees for not only completing the documents required but also for supervision meetings and director meetings to ensure that there is adequate supervision to this process and that any difficulties with meeting the requirements of the grant are documented and addressed as soon as possible.</p> <p>The strategy will be shown to be accomplished when the executive director can report to the board every month in meetings that all supervision</p>	<p>The expected results of this strategy include the executive director being able to present all supervision documents (Appendix Q) provided to them by the case management supervisor in each and every board meeting upon request, and the case management supervisor keeping both paper and digital copies of all supervision documentation and productivity forms completed for all three relevant departments of RISE. This is important to fundraising as it ensures that there's no possibility of supervision or documentation being neglected and that RISE is doing</p>	<p>The case management supervisor, Kevin Bradford, is responsible for offering this supervision every week starting from the beginning of the program, as it is a main part of their job description. He is responsible for submitting supervision notes to the executive director by the end of the week during which that supervision meeting occurred. The executive director is responsible for having all supervision documented for that month to be ready for</p>

	<p>well as documentation of any concerns in regards to meeting grant requirements in any of those three departments and any issues with receiving timely productivity reports with either these team members or the case managers that they may supervise.</p>	<p>was attended, all documents are being kept organized and signed, and that the grant requirements are in fact being met as documented by monthly productivity forms. This will be measured by the case management supervisor providing the executive director with 3 supervision documents per week for each of the three programs receiving grant funding. RISE will know these tactics have been accomplished by the board receiving this information from the executive director.</p>	<p>everything possible to meet all grant requirements in order to reapply each year.</p>	<p>potential presentation during monthly meetings of directors and the board.</p>
<p>Documentation of grant requirements in case of audit or re-application yearly for grant.</p>	<p>The case management supervisor will keep a binder of any and all grant requirement documents in addition to saved drive of computer files with all documentation including productivity sheets and monthly reports by the departmental directors summarizing progress, as well as any other notes such as supervision notes, and documentation of services provided to clients as stipulated by the grant. The result is a well-organized case management supervisor</p>	<p>This strategy is reasonably attainable as it is not only part of the case management supervisor’s job description but also necessary in order to ensure funding for the programs that RISE offers. In addition, it is attainable as the timely submission of productivity forms to the service coordinator by employees as well as supervision documents and other reports by supervisors all contributes to having this record of documentation. Because this project is distributed adequately among supported and</p>	<p>The expected result after implementing this strategy is a monthly-updated, both physical and digital, folder of all supervision notes, documentation of grants requirements being met, and productivity forms. This is important in the overall fundraising plan because it ensures that when it becomes time to re-apply for a grant or if state grants require an audit at any point, it will be well-documented that RISE has met all requirements and is an excellent applicant for re-application for all grants</p>	<p>The case management supervisor, Kevin Bradford, is responsible for this strategy being implemented monthly, while individual supervisors are responsible for documents specific to their departments, with the case management supervisor overseeing that process and providing any necessary support.</p> <p>The executive director, Eliza Terry, is</p>

	<p>office which includes all documentation to prove that all grant requirements have been met in case of state audit or if this information is requested upon grant re-application.</p>	<p>supervised employees, it is attainable.</p> <p>It will be measured by a quarterly meeting between the executive director and case management supervisor taking place during which they will check to make sure no documents are missing and no ongoing supervision or documentation problems are occurring. This will be measured by the executive director taking note of this after each of these meetings and reporting to the board the success of this documentation and record-keeping process, which will be noted in the meeting minutes taken by the administrative assistant, noting when and how this task was accomplished.</p>	<p>received. It also helps with future grant writing proposals as RISE will have a strong track record of winning grants and meeting grant requirements.</p>	<p>responsible for quarterly check-ins on documentation of grant requirements as well as monthly progress reports to the board and directors meetings and quarterly updates on those check-ins so all directors and board members have confidence that RISE is continuously meeting all grant requirements.</p>
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Appendix D

Case for Support Letter

RISE
174 Monroe Avenue
Chattanooga, TN 37405

The Youth Fund TN
354 Jackson Street
Knoxville, TN 37922

Dear Sir or Madame,

I have the exciting honor to introduce to you RISE; an Independent Living Program Chattanooga. RISE stands for Reaching Independence Seeking Education as our mission is to empower youth aged 18 to 21 who are aging out of the foster care system in the Chattanooga area with the resources necessary for self-sufficiency in all aspects of life. The youth of Chattanooga Tennessee are deserving of consistent support throughout the journey of aging out of the foster care system. These teens face many challenges that are going unaddressed by the community and state. RISE is envisioned to encompass the needs of these teens and provide the highest quality of support through independent living skills training, community liaisons, educational outreach and advocacy, interim living accommodations, and independent living housing.

The goal of my letter is to share with you about RISE's greatest obstacle in supporting this population who are beyond deserving of support as they age out of the foster care system: the need for safe and available housing to provide more teens the opportunity to get off of a waitlist and into a comfortable home. Our objective is to buy and build an apartment complex which would double the amount of teens who are able to join our independent living program. The projected cost will be \$300,000 from start to finish yet this is a small price when compared with the incredible opportunity to offer teens a revitalizing new start to their adulthood.

Tennessee has approximately 1,000 kids that age out of foster care each year that lack a supportive family or community¹. This population faces challenges such as unstable housing, insufficient job training, behavioral health issues, and lack of healthcare access and social connections². Research has shown that this population is also at risk for incarceration, substance addiction, unplanned

¹Tennessee Department of Children Services. (n.d.). How to make a difference. <https://www.tn.gov/dcs/blog/foster-care/fc/how-to-make-a-difference.html#:~:text=In%20Tennessee%2C%20an%20average%20of,that%20influence%20security%20and%20success.>

²Riley, N. S. (2017, June 5). Youth who age out of foster care face many challenges. *Institute for Family Studies*. <https://ifstudies.org/blog/youth-who-age-out-of-foster-care-face-many-challenges>

pregnancies, homelessness, poverty, and sex trafficking after they age out of the foster care system³. RISE is committed to addressing the needs of these young adults and ways to provide resources to improve their transition into adulthood. RISE provides trauma informed care throughout the whole system of RISE, from the executive board to all volunteers. We also have a team of clinical social workers, lawyers, teachers, and community advocates that enable our teens to gain the education and skills for present and future success. We would like to include you on this list of the RISE team who are partnering to provide the highest quality of independent living services in Chattanooga.

RISE values the voices of all the teens we serve, so we would like to share with you about one of our RISE teens. Her name is Jessie, she is 18 years old and has lived with 4 different foster families over the course of her young life. She has sustained physical and emotional abuse, all while maintaining hope that she will one day be able attend college and live independently with her boyfriend and one year old daughter Bailey. RISE is very unique as we have been able to offer her a family unit for her young family to thrive in. She was able to move in right after her 18th birthday which is unheard of as waitlists for independent living spaces are incredibly long. RISE offers transitional housing for young adults who are stuck on those waiting lists. She shares that “Without RISE, I would have lost my daughter because I wouldn’t have had a safe home to raise her. But now I have an apartment filled with the people I love, things that make me feel happy, and food that makes me feel good. RISE has offered me the hope and safety I have been dreaming about since I was a little girl.” Your donation would enable RISE to be one step closer to enabling over 50 more teens like Jessie to have their hopes and dreams come true.

The RISE team would like to extend an invitation for you to tour our facilities which includes individual and family apartments, independent living skills classrooms, educational and vocational training offices, trauma-informed mental health offices, and an outdoor recreational area. We are incredibly proud of where we have started and excited for our future additions to our organization with the help of generous donors such as your team.

RISE greatly appreciates your consideration for making a donation to this incredibly important cause. Not only is your donation tax deductible, it has the potential to change the lives of over 100 teens and their families in the Chattanooga area.

Sincerely,

Hannah Tufts

RISE Fundraising Committee Chair

³National Conference of State Legislatures. (2021). Older youth housing, financial literacy, and other supports. <https://www.ncsl.org/research/human-services/supports-older-youth.aspx>
National Foster Youth Institute. (n.d.). Sex trafficking. <https://nfyi.org/issues/sex-trafficking/>

Appendix E

Productivity Sheet for Employees

	A	B	C	D	E	F	G	H	I	J
1										
2	Client Name	Client #	Client contacts #	Total # of Sessions	Missed appointments	Attempted Contacts	# IL Skills attended (if applicable)	# Educational Meetings attended (if applicable)	Referral Source	Notes
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6										
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Appendix F
Supervision Notes

Name of Supervisor: _____

Name of Supervisee(s): _____

Date of session: _____

Key Discussion Points	Progress towards goals / grant requirements	Concerns	Actions	By whom and when

Date of next planned supervision:

Supervisee(s) signature: _____

Supervisor Signature: _____

Appendix G

RISE Stakeholder Analysis Map

POWER

HIGH

<p>Keep Satisfied</p> <p>Facilitators</p>	<p>Partnering Organizations</p> <p>Manage Closely</p> <p>Organizational Leaders</p>
<p>Monitor (Minimum Effort)</p> <p>General Public</p>	<p>Eligible Clients</p> <p>Keep Informed</p>

LOW _____ INTEREST _____ HIGH

Appendix H

Stakeholder Groups Marketing Message

Stakeholder Groups	Marketing Message
Facilitators	Are you passionate and interested in providing services to impact the lives of youth and young adults that have aged out of foster care in your community? Do you offer expertise in mental health, educational and vocational training? If you answered “yes” to these questions, apply with RISE today at www.RISE.org/application .
Partnering Organizations	Do you have connections at an agency with the mission to intervene with youth and young adults that have experienced foster care? Would you be interested in learning how to impact their daily lives through a partnership with RISE? Learn more at www.RISE.org , www.facebook.com/RISE , Instagram @RISEChatt or give us a call at 423-867-5309.
Eligible Clients	Are you aging out of foster care and joining EFC in Chattanooga, TN? We want to provide you with unique housing opportunities and individualized services in support of a successful future. Find out if you are an eligible candidate by scheduling a meeting with our intake specialist at 423-867-5309. Tours are available upon request. Learn more at www.RISE.org , www.facebook.com/RISE , or Instagram @RISEChat.
Organizational Leaders	Do you have a passion for making positive change within your community? Being a leader at RISE provides the opportunity to facilitate change in the lives of youth and young adults that have experienced adversity. Join our organization in creating successful outcomes for those in the community. Start your month off by participating in our planning meetings that are held on every first Monday of the month at 5PM. COVID accommodations will include social distancing and the availability of masks and hand sanitizer. Please RSVP at 423-867-5309.
General Public	Did you know that approximately 1000 youth age out of Tennessee’s foster care system each year after not being able to identify relative placements or adoptive families? Learn how you can support these youth in your community by visiting at www.RISE.org , www.facebook.com/RISE , or Instagram @RISEChat.

Appendix I

Online Marketing Materials Mockup Examples

Online Marketing Materials include RISE website, Facebook mockup, Instagram mock up, and QR flyer.

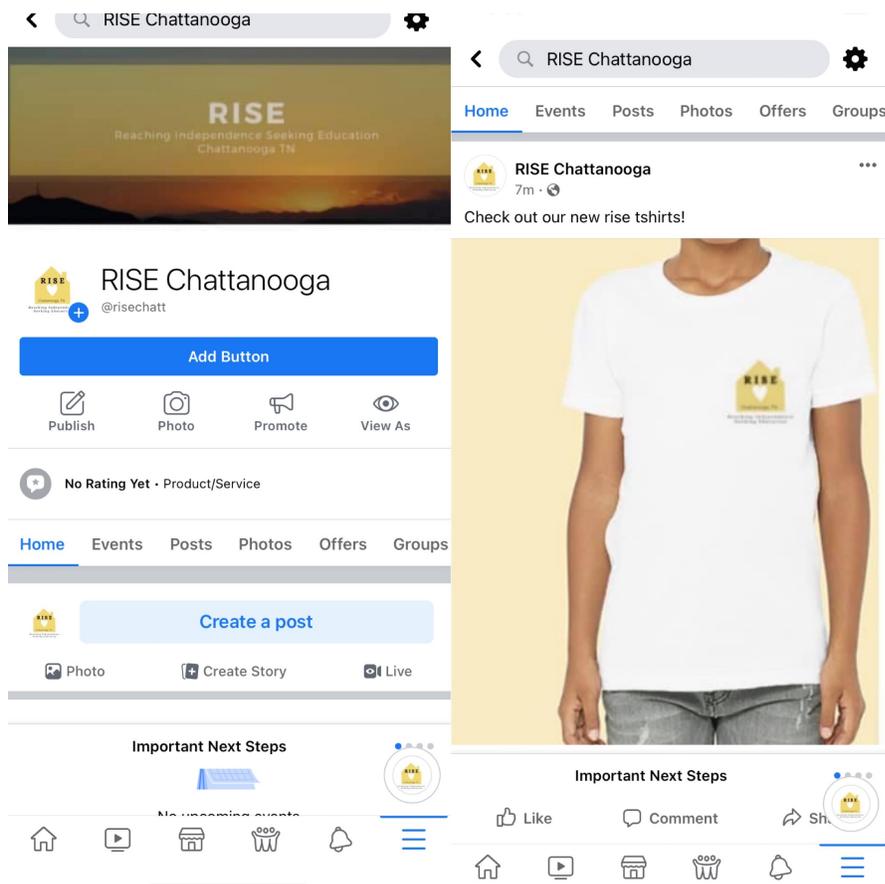
RISE Website

www.RISETN.com will be the official website name once it goes live. Below is a screenshot of the home page. Click on <https://lucyhula.wixsite.com/rise> for a tour of the mock up website. Click on the “About”, “Services”, and “Client” tabs to learn more about the organization.



RISE Facebook Social Media Mockup

www.facebook.com/RISE



RISE Instagram Social Media Mockup

@RISEChatt



0
Posts

9
Followers

14
Following

RISE Chattanooga

Supporting Teens who are aging out of foster care

- Housing
- Mental Health Services
- Case management
- IL skills

Visit RISE.org for more



RISE Flyer with QR code



MEET OUR TEAM

ACHIEVE YOUR GOALS AND DREAMS

Our program can provide you with independent housing, further your education, mental health services, case management, and independent living skills. We even offer family housing as well as transitional housing.

CHATTANOOGA, TENNESSEE

RISE INDEPENDENT LIVING

Reaching Independence Seeking Education

OPEN HOUSE
5 PM - 10 PM
UED AUDITORIUM A

ARE YOU AGING OUT OF FOSTER CARE? ARE YOU STRUGGLING TO GET OFF OF INDEPENDENT LIVING WAITLISTS? WOULD YOU LIKE A SUPPORTIVE COMMUNITY TO HELP YOU THRIVE?



SCAN ME



VISIT WWW.RISETN.ORG FOR MORE INFORMATION,
FOR INQUIRIES SCAN THE CODE AT THE BOTTOM
OR EMAIL INFO@RISETN.ORG



SCAN ME

Appendix J

Paid Advertisement Marketing Materials

Paid Advertisement Materials include radio advertisement, billboard mock up, professional logo, t-shirt design, business card mock up, and thank you card mock up.

Radio Advertisement

RISE

Independent Living Program Radio Specific Advertisement

Written by Erin Bennett & Jaclyn Beckler

VOICE:

Are you or someone you know looking for an Independent Living Program that meets all of your expectations? RISE offers unique ways to meet the needs of youth and young adults aging out of foster care in Chattanooga, TN.

At RISE we value the importance of youth and young adults in our community and encourage them to REACH INDEPENDENCE and SEEK EDUCATION through individualized services.

Learn more at www.RISETN.com, www.facebook.com/RISE, or on Instagram @RISEChatt. You can call today at 423-867-5309 and schedule a tour of our facilities which includes individual and family apartments, independent living skills classrooms, educational and vocational training offices, trauma-informed mental health offices, and an outdoor recreational area.

Let's RISE together.

RISE Billboard



RISE Professional Logo

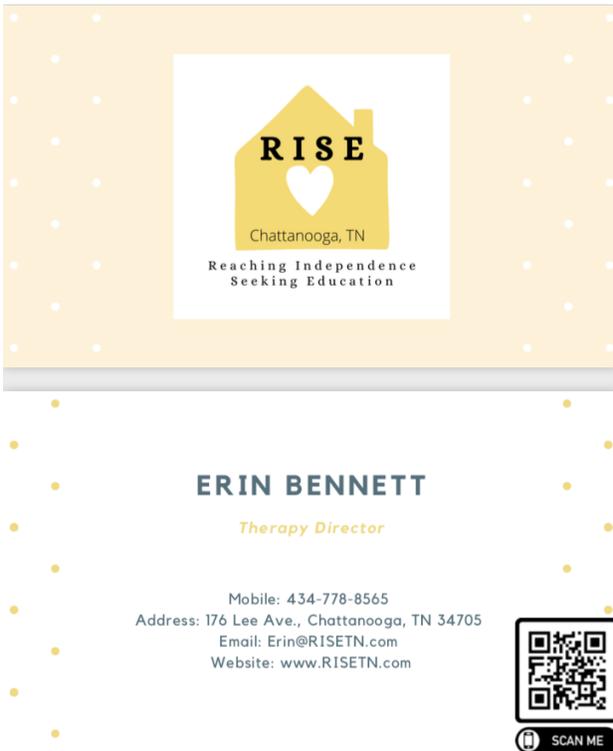


Reaching Independence
Seeking Education

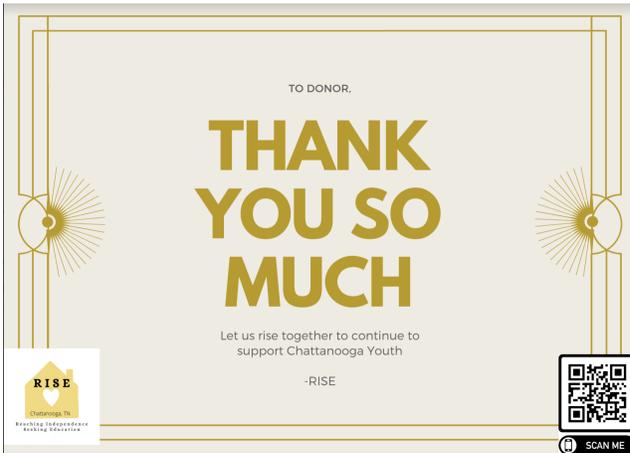
RISE T-Shirt Design



RISE Professional Business Card



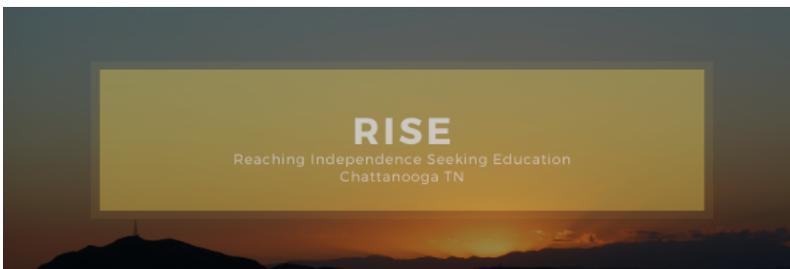
RISE Thank You Cards Mockup



Additional Marketing Materials

Additional marketing materials for the RISE organization are an email letterhead, document letterhead mock up, and an infographic that can be handed out during community outreach or stakeholder meetings.

Email Letterhead



Document Letterhead Mock Up



Dear Mr. Richards,

A letterhead is the heading at the top of a sheet of letter paper (stationery). That heading usually consists of a name and an address, and a logo or corporate design, and sometimes a background pattern.

The term "letterhead" is often used to refer to the whole sheet imprinted with such a heading. Many companies and individuals prefer to create a letterhead template in a word processor or other software application. This generally includes the same information as pre-printed stationery but without the additional costs involved.

Letterhead can then be printed on stationery (or plain paper) as needed on a local output device or sent electronically. That heading usually consists of a name and an address, and a logo or corporate design, and sometimes a background pattern.

This generally includes the same information as pre-printed stationery but without the additional costs involved.

Sincerely,

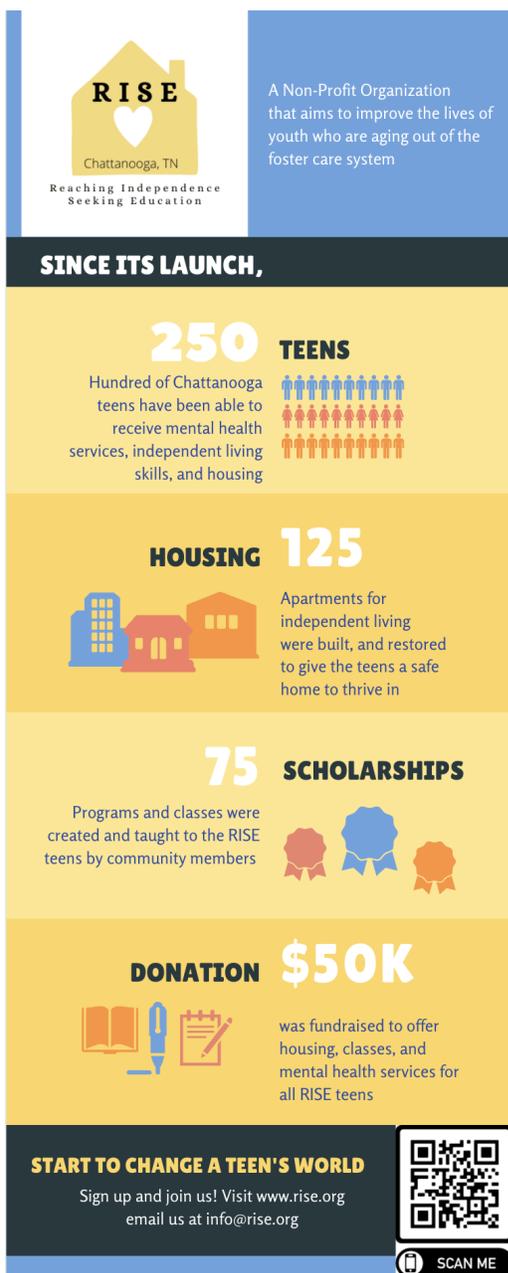
Hannah Tufts
Services Director

442 Monroe Avenue
Chattanooga, TN 34207

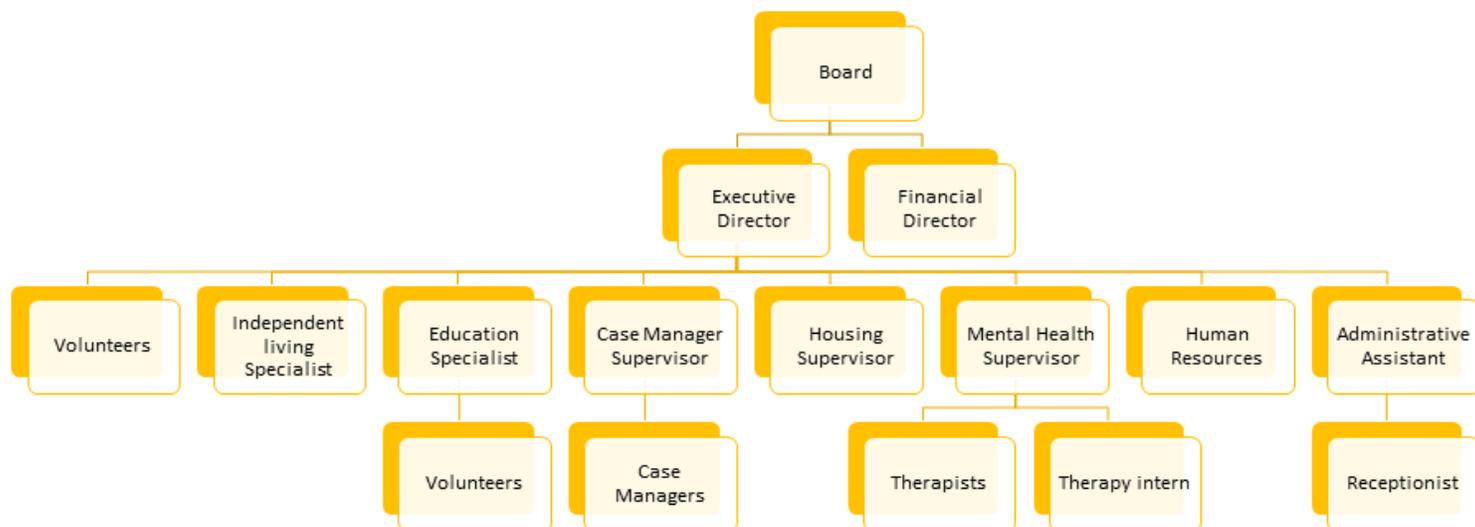
Tel. 389-290-3982
Fax 389-892-9001

info@RISE.org
www.RISETN.org

Infographic



Appendix K



Appendix L

Title: Educational Specialist

Reports To: Executive Director

This position is responsible for providing educational support and advocacy in the organization's Independent Living program. The Educational Specialist will work with clients ages 18 to 21 that have aged out of the Tennessee foster care system. This position will regularly collaborate with the Department of Children Services Extension of Foster Care and other professionals to help clients succeed as they transition from foster care into independent living. Additionally, the Education Specialist will supervise the organization's tutoring program and all participating volunteer tutors.

Specific duties required for carrying out this role include but are not limited to:

- Assist clients in various educational settings, including high school, HiSet programs, trade schools, and college
- Assist with FAFSA and school applications
- Advocate for educational rights in the various educational settings
- Monitor client academic standing and progress
- Attend Individualized Educational Program (IEP) meetings in the high school setting
- Create a schedule and curriculum for the organization's tutoring program
- Provide training and supervision for all tutoring volunteers in an ethical manner, upholding agency policies and procedures
- Competency of current Tennessee Extension of Foster Care Services policies (applicant will be trained properly on all necessary policies)

Qualifications: This position requires a master's degree in education. A post-graduate Education Specialist (Ed.S.) certification is preferred. The position further requires a minimum of two years of employment experience in the field to ensure the applicant is prepared to perform all duties adequately. Some experience with the foster care field, adolescents, and young adults is also preferred so that the applicant is familiar with common issues facing this population.

Hours: This is a full-time position with a maximum amount of 40 hours a week but requires flexibility of schedule during each workday. The educational specialist may need to attend meetings at different times of the day and provide services to clients as late as 7pm on the weekdays. No weekend hours are required.

Appendix M

Title: Case Manager Supervisor

Reports to: Executive Director

The position is responsible for assigning caseloads and overseeing case managers fulfill their daily duties. The case manager supervisor is responsible for positively and effectively providing guidance, mentorship, and support to case managers.

Specific duties required for carrying out this role include but are not limited to:

- Lead and support case managers while monitoring their overall performance
- Provide educational resources to improve team cohesion and competence
- Encourage and inspire case managers when they are presented with challenges
- Utilize critical thinking and decision-making models to solve challenges while demonstrating ethical and professional behavior.
- Oversee and ensure that clients receive proper care and services from their assigned case managers
- Oversee case manager's development on case/treatment plans and evaluation
- Track and review case manager's case files and case notes and ensure accuracy
- Complete monthly reports on case managers productivity
- Attend monthly agency meetings and report on relevant topics
- Advocate for case managers
- Effectively hire and train case managers

Qualifications: Case Manager Supervisors are required to have a bachelor's degree in Social Work or related fields. There is a requirement for a minimum of two years of experience in the field. Applicants must be willing to complete additional training if hired.

Hours: This is a full-time position with a maximum amount of 40 hours a week but requires flexibility of schedule during each workday. The educational specialist may need to attend meetings at different times of the day and provide services to clients as late as 7pm on the weekdays. No weekend hours are required.

Appendix N

Title: Therapist

Reports to: Executive Director

The position is responsible for providing therapy to approximately 30 clients at the organization, with the full caseload of 60 clients being divided between two therapists. Therapists at RISE are expected to maintain client confidentiality, and employ evidence-based therapeutic interventions to help clients succeed in meeting the goals of their treatment plans, as well as achieving an overall improvement in mental health. Experience working with foster care youth or with the foster care system is preferred. Proficiency, including course work and previous experience with cognitive behavioral therapy is required.

Specific duties required for carrying out this role include but are not limited to:

- Support clients who are aging out of the foster care system
- Provide cognitive behavioral therapy to approximately 30 clients
- Use a trauma-informed approach
- Diagnose clients using the DSM-5
- Conduct intakes including biopsychosocial assessments
- Create treatment plans and crisis plans
- Complete monthly productivity reports on both individual and group therapy
- Attend monthly agency meetings and report on progress updates regarding therapy caseload and group therapy
- Use a number of evidence-based diagnostic tools

Qualifications: Therapists are required to have LMSW licensure and an MSW degree from a CSWE accredited program.

Hours: This is a full-time position with a maximum amount of 40 hours a week. No weekend hours are required.

Appendix O

Title: Executive Director

Reports to: Board of Directors

The position is responsible for supervising the 5 main services that RISE provides (Case management, IL skills, Education, Therapy, Housing). The executive director must offer support, guidance, and leadership to each of the service directors to allow for success of RISE.

Specific duties required for carrying out this role include but are not limited to:

- Responsible for marketing and operations of working with the Chattanooga community.
- Negotiate professional contracts with other corporations, businesses, and the TN State department.
- Hire and supervise service managers that help to keep operations functioning
- Create and organize comprehensive fiscal reports for board of directors
- Oversee and sign off on all legal/financial operations
- Manages employment, development, training, and discharge of employees to ensure the organization meets the needs of the community
- Track cases and provide statistical updates to the board
- Attend community meetings to discuss policies and changes to the community
- Advocate for service managers and their team

Qualifications: The Executive Director position requires a master's degree or above in either business administration, social work, or related field of leadership. This position requires at least 2 to 4 years of experience in leading and supervising an organization of like capacity.

Hours: This is a full-time position with a maximum amount of 40 hours a week. The executive director will be on call for emergencies for one week out of each quarter to ensure there is always an upper level position available to address concerns.

Appendix P
Employee Evaluation

Name:

Employment start date:

Title:

Current work schedule: (hours, days)

Please list current work tasks:

Examples of completed tasks:

Assessment of Work Environment:

Employee Satisfaction:

Please rate 1-10 (1 being least satisfied to 10 being most satisfied) and explain your rating

Concerns:

Questions?

Appendix Q

Employee Performance Review (Completed by Supervisor)

RISE Chattanooga, TN			
EMPLOYEE NAME		DEPARTMENT	
EMPLOYEE ID		REVIEWER NAME	
POSITION HELD		REVIEWER TITLE	
LAST REVIEW DATE		TODAY'S DATE	
CHARACTERISTICS			
QUALITY	UNSATISFACTORY	SATISFACTORY	GOOD
Works to Full Potential			
Quality of Work			
Work Consistency			
Communication			
Independent Work			
Takes Initiative			
Group Work			
Productivity			
Creativity			
Integrity			
Coworker Relations			
Client Relations			
Technical Skills			
Dependability			
Punctuality			
Attendance			
GOALS			
ACHIEVED GOALS SET IN PREVIOUS REVIEW?			
GOALS FOR NEXT REVIEW PERIOD			
COMMENTS AND APPROVAL			
COMMENTS			
EMPLOYEE SIGNATURE		REVIEWER SIGNATURE	

Appendix R

Human Resources Interview

“After completing the employee evaluation form, do you have any follow up questions?”

“-I noticed you answered _____ on this question, what led you to choose this?”

“Do you have any concerns about the review from your supervisor?”

“I noted that they gave you a _____ on this aspect of your job, do you concur?”

“Do you have any recommendations for improvement for your department?”

“How do you think this would affect your department?”

“Is there any way for this organization to support you better as an employee?”

Appendix S

Volunteer Experience Survey

1 = Strongly Disagree 2 = Disagree 3 = Not sure 4 = Agree 5 = Strongly Agree

1. I have had a positive experience volunteering at RISE.

1 2 3 4 5

2. I feel that there is adequate support for volunteers at this organization.

1 2 3 4 5

3. I know who to contact if I have concerns regarding my work as a volunteer.

1 2 3 4 5

4. I feel adequately prepared for the tasks I am expected to perform as a volunteer.

1 2 3 4 5

5. RISE is an inclusive environment.

1 2 3 4 5

6. RISE takes the appropriate steps to eradicate any discrimination within the agency.

1 2 3 4 5

7. RISE is a safe environment for all people.

1 2 3 4 5

8. I feel that I fit in at RISE.

1 2 3 4 5

9. I have made positive connections with other volunteers or staff at RISE.

1 2 3 4 5

10. Expectations and policies are made clear to volunteers.

1 2 3 4 5

11. I feel comfortable working with the clients at RISE.

1 2 3 4 5

12. I was provided with adequate training and information to serve the clients at RISE.

1 2 3 4 5

13. RISE is an integral part of the local community.

1 2 3 4 5

14. I have a clear idea of the role that RISE serves in the community.

1 2 3 4 5

15. I would recommend for others to volunteer at RISE.

1 2 3 4 5

Short answer questions:

What improvements would you make for RISE to be a more inclusive environment?

What suggestions do you have for RISE leadership to better support volunteers?

Do you have any other questions or concerns?

Appendix T

Volunteer Performance Evaluation

RISE

Volunteer Name: _____

Volunteer I.D. Number: _____

Volunteer Position: _____

Date: _____

Reviewer Name and Position: _____

Ratings	Outstanding	Exceptional	Better than Satisfactory	Satisfactory	Needs Attention	Unsatisfactory
Job Knowledge						
Quality of Work						
Initiative						
Quantity of Work						
Work Habits						
Relationships with Other						
Attendance						
Professionalism						
Overall Performance Review						

Job Knowledge: Knowledge of work duties, responsibilities and relationship of job with other positions.

Quality of Work: Accuracy, presentable, neatness and thoroughness.

Initiative: Self-reliance, creativity, judgment and responsibility. Pursues new or broader knowledge of job.

Quantity of Work: Amount of work performed; work completed on schedule. Carries share of work load, follows-through.

Work Habits: Dependability, compliance with instructions, rules and regulations. Requires only normal supervision.

Relationship with others: Traits of tact, courtesy, self-control, patience, loyalty & discretion when dealing with others.

Attendance: Punctual; timely & appropriate notification in case of absence.

Professionalism: Carries out all duties and documentation in a professional manner

SMART GOALS EVALUATION

Achieved Goals Set in Previous Evaluation Period: YES NO
Explanation of Goals Achieved or Not:

SMART GOAL CONSIDERATION FOR NEXT QUARTER:

ADDITIONAL COMMENTS FROM EVALUATOR:

Evaluator Signature: _____

Volunteer Signature: _____

Appendix U
Conflict of Interest Form

1. I acknowledge that I have received a copy of and read the RISE policy on conflicts of interest. Initial here: _____
2. I acknowledge that I am required to notify Human Resources of any potential or actual conflict of interest that occurs during my time of employment at RISE. Initial here: _____
3. I acknowledge that I will not take further action regarding any financial or personal conflict of interest until the issue is discussed and I am advised to do so by the Human Resources department. Initial here: _____
4. I have no conflict of interest to report. _____

I have the following conflict of interest to report:

I certify that the above information is true and complete to the best of my knowledge. I have reviewed and agreed to abide by the RISE conflict of interest policy as well as any guidance given to me by the Human Resources department on matters of conflict of interest.

Signature:

Date:

Human Resources Signature:

Date: