

Turning Clouds to Rainbows

Susanna King, Marie Ray, Karley Moon

Southern Adventist University

May 5<sup>th</sup>, 2020

### **Abstract**

Grief is something that every human being must deal with at some point in life. However, children may need additional help in the grieving process. While there are resources in Hamilton County to effectively cope with grieving, there is not an agency dedicated specifically for children. This non-profit, *Turning Clouds to Rainbows*, is a non-profit dedicated to helping children cope with the loss or separation of a loved one or close friend. The agency will have 12 staff members, including an executive director and two therapists. The agency will also have a board of directors. This organization is dedicated to every child attaining the grief support that they need regardless of economic standing. The funding for this agency will be based on insurance, grants, donations, and fundraisers.

### **Organizational Description and Goals**

*Turning Clouds to Rainbows* is a non-profit that is dedicated to helping children of all ages to process grief. The mission of this agency is to empower children of all ages to move through and conquer the trauma associated with grief and loss. The agency will assist children who are struggling to cope with the loss of a family member, sibling, or any significant person in their lives. *Turning Clouds to Rainbows* has three goals. Those goals include empowering children by giving them the tools and coping skills needed to maneuver through the trauma of losing a loved one, providing children with a sanctuary, which includes a safe place where children can go to process trauma and grief, and the third goal being an agency that strives to not turn any child away no matter of economic status.

### **Market Analysis and Environmental Assessment**

*Turning Clouds to Rainbows* will work as a nonprofit organization. The environment in which it operates is throughout Bradley and Hamilton Counties in Tennessee. Other organizations within this same environment are Centerstone, Hiwassee, and Omni.

The services which these other organizations offer are complementary and similar to *Turning Clouds to Rainbows* in that they offer some individual therapy, therapy within schools, therapy in the child's residence and yet they do not have specific therapists who are trained only in childhood grief and trauma. *Turning Clouds to Rainbows* is different from other counseling organizations in their area because of the specialty focus within the field of childhood grief. The population this organization will serve will be children aged 18 and under whereas the population which the aforementioned serve is for people of all ages.

Another organization in addition to the three mentioned above which will offer complementary services is the Department of Children's Services (DCS). This organization will be a reference point for *Turning Clouds to Rainbows* as they work with many children who suffer with grief because of the loss of a parent or family. *Turning Clouds to Rainbows* will work closely with DCS in order to ensure that every child experiencing loss within that system has the opportunity to process their grief in a safe space.

Long term operations for this organization will rely on a combination of insurance payments (the projected primary population served would be covered by TennCare Insurance), as well as government grants, private donations, and profits made and reinvested back into the organization.

### **Uniqueness of the Program**

*Turning Clouds to Rainbows* is a unique organization in their focus of services. There is currently not another organization which offers a focus solely on grief and loss for children aged 18 and under. Other counseling organizations in the area offer a wider range of services to a larger population. The second unique thing about *Turning Clouds to Rainbows* is in their goal, “No child turned away.” With a focus on delivering services regardless of the client or guardian's ability to pay, they have set themselves apart from other organizations in their area. All other services in the area do not have a Charity fund set up specifically for children who are struggling with grief, loss, and trauma.

### **Target Client Population**

For this organization, the target population will be focused on the age group of 18 years old and younger. The common problem is that every child has either been separated from their family or have lost a close family member. This will not be limited to loss caused by the death of a loved one. This can also be grief caused by separation due to divorce, adoption, miscarriage, and any other circumstance which has triggered grief symptoms within the child.

### **Service Offerings and Delivery**

*Turning Clouds to Rainbows* will offer a mixture of individual and group therapy. Services will be delivered by appointment only. Groups will be offered as open groups for children dealing with grief and trauma issues. The services will be delivered on a schedule, taking into account school schedules for children in the local area. The local DCS offices will have a schedule for groups that are offered as well as organization contact information in order to make referrals. Other organizations, local non-profits, schools, and businesses in the area will receive distribution about services which are offered.

Licensed counselors within the organization (see “Therapist” in organizational chart in

Appendix A) will assess each child to determine which service is needed. Technicians (See Appendix A) will assist with organizing groups, gathering appropriate educational materials, organizing play therapy, as well as assisting with marketing and distribution of marketing materials.

### **Budget Rationale**

The mission statement of *Turning Clouds to Rainbows* is “To empower little ones to move through trauma associated with grief and loss” and the organization vision is “To give children of all ages the tools that they need to heal from extreme and traumatic grief.” One of the main focuses of this organization and one of three goals is that no child will be turned away regardless of ability to pay. Keeping this in mind as the goal of the budget is what determined the need for the number of employees within the organization as well as the supporting items which are deemed necessary such as travel items, laptops, office supplies, and communication. At *Turning Clouds to Rainbows* it will be of significant importance to take care of both the clients and employees. Through offering care for the employees, *Turning Clouds to Rainbows* personnel believes that those employees can offer their best care to the clients.

The main goal of this budget is to create a budget which will take into account all operational expenses, providing a haven for grieving young children to process through their emotions. It is imperative that needs are met for both clients and staff. In meeting needs of clients there will be funding sources of insurance, grants, fundraisers, and profits made and reinvested into the company. Note that there is not a category in this initial budget for profits reinvested, since the organization is in its first year. Insurance money which will be received is projected to come primarily from TennCare state insurance. Other money received from grants and donations will be earmarked and used to assist clients who do not have the ability to pay on their own.

All other costs reported in the following pages of this report go into detail on expenditures, items needed for operation, salaries and wages, as well as professional development and the annual organization team building trip. The founders of *Turning Clouds to Rainbows* feels the team building trip and other professional development focus is imperative to maintaining a positive working environment for all employees as well as promoting employee growth within the field.

### **Budget Narrative**

#### **Category One: Salary and wage**

Salaries for these positions were estimated based off of known salaries in the area for competitive job positions.

- The volunteer coordinator wage is for a .5 FTE over a 12-month period. This position is based on expected job duties which will require an approximate of 20 hours weekly. Calculation for the salary was made based on similar jobs within the field in the greater Hamilton county area. This part time position will not be eligible for fringe benefits.
- Therapist is for 2 FTE and the wage was set based on known wages for mental health professionals within the greater Hamilton county, Tennessee area. This position is also eligible for fringe benefits.
- Technicians are for 4 FTE mental health technicians or 8 PTE who will support the therapists in their job responsibilities. Technician salaries are based on known salaries for mental health technicians within Hamilton county in order to remain competitive. These positions are not available for fringe benefits since they can also be part-time positions filled primarily as paid internships. The benefit to the company of offering these as paid internships is that this will open up relationships with local education

facilities as well as give back to college students within the community and social services careers.

### **Category two: Fringe benefits**

The rate of 30% for fringe benefits is based on the Bureau of Labor Statistics (2020) employee compensation report. As reported here, the average spent across the nation is 29.9% on benefits. For purposes of calculation, this was rounded to 30%. The total salary and wage is \$457,700 however, taking out the wages for the .5 FTE brings that number to \$315,000.

### **Category three: Travel**

Travel is based on three categories, mileage, fuel, and hotel accommodations

- Mileage calculated at 15,000 miles at the standard government rate of \$0.575 per mile (IRS, 2020). The total number of miles calculated will be the number allowed to be driven by all employees to trainings (2 CE trainings per year for each Therapist and Family Advocate, as well as 1 training per year for professional advancement for all employees), the final mileage will be included in 1 company funded paid get away per year and will include all 12 personnel.
- Fuel allocation was determined based on the average vehicle using 1 gallon of fuel per 25 miles over the 15,000-mile distance. The average fuel cost nationwide calculated at \$1.81 (AAA, 2020) multiplied by the quotient of 15,000 total miles divided by 25 miles per gallon determined total cost of fuel for 12 months.
- Hotel accommodations were figured at a rate of \$150 per night based on the Average daily rate as reported by Statista (2020) and rounding up to ensure appropriate accommodations are provided to all employees. The rate calculated

was multiplied by number of employees requiring accommodations for trainings and company funded get away.

#### **Category four: Supplies and materials**

Supplies and materials include 4 categories

- The marketing budget is for PR supplies and figured based on quotes received for pens, t-shirts, and buttons. This information is included in the final documentation for Clouds to Rainbows (Assignment 7)
- Copy paper cost was figured based on average usage at the clinic where the purchaser currently works. This usage is 6 cases of 8 1/2x11 paper and the cost of \$25 per case was calculated using current cost when ordered online (Staples, 2020).
- Office supplies were figured at \$500 per employee for a 12-month time period and is based on the average spent between the students reporting this budget.
- Fundraising campaign is calculated for two different campaigns which will be planned over the course of the 12-month time frame. Each campaign has a budget of \$5,000 to spend in order to raise money while ensuring that participants in these activities are entertained.

#### **Category five: Equipment**

Equipment which will be needed includes 12 laptops and one printer

- Laptops to be purchased are the Lenovo IdeaPad Notebook, 15.6” with an Intel Celeron processor, 4 GB of memory and 128 GB of RAM. The price for these is calculated based on current price on Staples (2020) website which was \$395 total



and was rounded to \$400 each. In order for all employees to have efficiency including technicians 12 laptops will be purchased, one for each employee.

- The printer-fax-scanner, which will be serviced by RJ Young (2020) will be purchased from RJ Young at an average price of \$400. One printer-fax-scan combo will be located in a central office easily accessible to all employees.

#### **Category six: Other expenses**

Other expenses were calculated in four total categories for utility cost, space (rent), communications, and trainings.

- Utility cost is calculated using the average cost of \$2.10 per square foot (Iota, 2019) multiplied by the 1,440 square feet (Greater Chattanooga Realtors, 2020) that will accommodate employees and clients of Clouds to Rainbows.
- The cost for space was calculated based on the price reported for 1,440 square feet of office space available in Hamilton County, Tennessee at \$17.50 per square foot or \$2,100.00 per month.
- The communications budget was calculated for all tele communications which will be needed and was figured at a total cost of \$30,000. This is based off of company need for phone and internet services along with software use of Business Skype or Zoom accounts.
- Trainings cost is figured based on a flat rate of \$500 per year per employee budgeted to assist employees with their annual CE or professional training goals. This reimbursable rate is intended to assist employees in their efforts to continue professional development and may not pay for the entirety of training costs.

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

*Turning Clouds to Rainbows* has three SMART goals in terms in fundraising. Those goals include collecting \$50,000 in corporate donations before September 2020, securing \$50,000 in state or federal government grants by the beginning of next government fiscal year, and securing \$15,000 in individual donations by August 01, 2020.

The three SMART goals that were developed were based off of corporate, government, and individual goals. For the corporate, the goal is based off of organizations that have donated/supported charities for children. For the government, the goal is based on applying for grants to receive money for the organization. Lastly, for the individual, the goal is based on the community meaning hosting fundraising events and marketing materials to hand out. The link between these three goals is to help *Turning Clouds to Rainbows* provide services to children that are experiencing loss and/or grief. Applying for donations and grants will allow the organization to meet its overall goal which is, to equip children with coping skills related to loss and grief and provide a safe space for them to share their emotions.

In 2018, corporate giving totaled in \$20.05 billion dollars (Chung, 2019). When a business gives to a non-profit, the non-profit normally recognizes the corporate sponsor in some way as to acknowledge that corporation (Corporate Sponsorship, 2019). Corporate sponsorship can be utilized in three different ways, such as philanthropic, event sponsorship, and cause marketing (Ibrisevic, 2019). Philanthropic means that a corporation gives, and they want nothing in return. The corporation does not mind where you invest the money within the agency. It is similar to individual giving. Event sponsorship is money given to fund a particular event. Cause marketing is money that is used long term. With some corporations, the agency will start a foundation with the money given from that foundation and the agency will tie in the corporation's name within the agency. This is a win for the agency as well as the corporation

because the agency makes a profit from the corporation and the corporation is tied in with an agency which could benefit their brand (Schuricht, 2017). It is known that businesses want to make a profit. This is one reason as to why businesses do give to charities and non-profit agencies. When corporations give to an agency, it gives PR to the company. In other words, it makes the company look good. Because of this, the public will want to be associated with a company that gives back to its community. Companies who have increased their donations by just 10 percent also increase their median revenues by 11 percent (Barney, 2018).

There is a significant amount of money, literally billions, out there for deserving agencies to better help these agencies thrive. It is part of the United States Constitution to “promote the general welfare” (Find, Apply, Succeed, 2020). Two positive aspects about getting a grant is that once you get a certain grant for an agency, the agency is more likely to receive other grants and also, receiving grants could help make your agency more visible which in turn could get the agency more profit (Pros and cons, 2020). Regarding grants, there are different kinds of grants for different sizes and types of organizations so it is important that each agency research which grants are appropriate (Gauss, 2019). Getting a grant at the very beginning of a non-profit can be the horsepower needed to make the agency succeed in its early stages of life (Hawthorne, 2018). Luckily, grant giving is continuing to grow. Foundations experienced a 2.4 increase in donations to charities in 2018 (Wright, 2019).

Individual funding can be a large source of funding for a variety of reasons. People now can give online, so it is a rather easy process. Also, for agencies that have some sort of wide appeal to them, such as cancer, individuals are more likely to give (Ibisevic, 2018). Agencies raised, on average, 36 percent of their funding through individual donors in 2016 (Small, Midsize Nonprofits, 2017). Individuals collectively give more than any other group. Individuals gave \$286.65 billion dollars accounting for 70% of all giving in 2016 (Giving Statistics, 2018).

There are numerous ways on which an individual can donate, which perhaps makes this appealing. Aside from donating online, you can donate through texting, mobile donations, as well as social media outlets (Jarvis, 2019). A smaller non-profit, such as an agency that is just starting out, raised 36% of its income from individual donors on average (Yandow, 2015). This signifies the importance of individual donations.

### **Marketing Campaign Strategy**

*Turning Clouds to Rainbows* is hoping to accomplish families trust and support. The main goal is to equip children with coping skills related to loss and grief and provide a safe space for them to share their emotions. To build support and trust within the community, the organization will host events for families. These events will allow the families to get to know the organization and what the mission is. The target audience for *Turning Clouds to Rainbows* would be focused on children and helping them understand their grief and how to manage and process it. The target audience for this marketing campaign will not only be the caregivers of the organizational target audience but potential donors and contributors to the organization.

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

There will be five steps that the agency will use in regards to marketing the agency and the agencies activities. The first step will be to construct a budget. Within this context, the agency will need to calculate costs that will be associated with the campaign. All costs of goods will be gathered and submitted to campaign budget coordinator (temporary position). The impact on the target audience for this goal is none. This is the first step in the plan because it will determine the extent of marketing that will be done. The second step is utilizing a press release so to advertise the agency, the agencies mission, and any events related to the agency. A written press release will be submitted to local publications by 03/01/2020. It is estimated that a press release will reach 70% of the targeted audience. This is due largely to the press release not only being in print but online

as well where it can be shared across social media. Additional brochures written off of this press release will be distributed to schools, churches, and local agencies who offer children's programming. It is estimated that this will reach the remaining 30% of the target audience. The third step is to order supplies. Item will be needed such as promotional items. Upon budget approval, ordering of all supplies will commence by 03/08/2020. Give-away and promotional items have no longer than a 10-day lead time and will be expected in house by 3/22/2020. Supplies will be ordered for 100% impact on the target audience. Some supplies are to be passed out on opening day of the facility while others will be passed out at special events. T-shirts which will be ordered after the coloring contest has ended will be sold to raise additional funds for the organization. This fundraising opportunity will impact the target audience 100%. The fourth step is rally volunteers who will help within the agency and help with outside events geared to help the agency. Volunteers will receive email updates and phone calls as needed in regards to the campaign and receipt of marketing materials. The target audience of volunteers will be impacted 100% through emails and phone calls. They will in turn be able to impact our marketing campaign audience an estimated 80% through meeting, phone calls, and distributing materials in other ways through social media, email, and messaging. The final step is to distribute materials to promote the agency and any events related to the agency. Volunteers will meet at the facility on 03/23/2020 to begin distribution of marketing materials. The winners of the coloring contest will be announced at this time as well. The next meeting will be set at this time for additional items. It is estimated that distribution of marketing materials through volunteer efforts will reach 80% of the target population.

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

The marketing name for this agency will be *Turning Clouds to Rainbows*. The campaign slogan for *Turning Clouds to Rainbows* is "It's the Rainbow you can see." The meaning of this

slogan is that even though there are hard times, it is possible to find a rainbow. It is a slogan that will impart hope and vision to the target audience.

Grief is never a pleasant experience. However, grief is not usually a long-term ordeal. For children, grief can be harder to process. *Turning Clouds to Rainbows* helps children overcome their grief and find their joy again. The clouds symbolize grief and the rainbow symbolizes joy. The mission of the organization is to empower children to move through trauma associated with grief. Creating a symbol of clouds which turn into rainbows shows a child movement from grief into joy.

### **Human Resources Plan Overview**

The role of human resources within the Clouds to Rainbows organization is to ensure that employees have clarity on benefits, organizational structure, and a person to whom they can go with internal personnel issues. Human resources is vital to an organization as it provides resources to check references, and do background checks as necessary. It provides support for each position and will be vital to fulfilling the roles and functions not only of payroll and benefits but also to help with internal communication regarding professional behavior and staff and volunteer self-care days.

### **Staff and Volunteer Needs**

This organization will have 2 Therapists and each Therapist has 2 Technicians assigned to them, so four Technicians in all. Each Therapist will answer to the one Supervisor, and so will the Family Advocate and the Volunteer Coordinator. The Supervisor and the Financial & Marketing Manager will answer to the Executive. The Executive and Human Resource Director will both answer to the Board of Directors. The number of staff members at *Turning Clouds to*

*Rainbows* will be determined by the amount of funding initially available to the company.

*Turning Clouds to Rainbows* is a small organization being developed day by day, so as the clients grow, the organization will also grow.

### **Key Positions Job Description Summaries**

The family advocate works independently with families, supporting and assisting families with meeting their own goals. The family advocate also utilizes engagement strategies and assesses the needs of birth and foster families to promote healthy development and growth in all life aspects. The Volunteer Coordinator (VC) is responsible for the growth, solidification, and maintenance of volunteer efforts at *Turning Clouds to Rainbows*. The VC will assist in event planning and engagements between volunteers and staff members of *Turning Clouds to Rainbows*. They will focus on providing experience and educating volunteers about the organization. The therapists are responsible for serving as a liaison between the client and the client advocate. They will assess clients and provide individual, family, or group therapy, and creating, personalizing, and updating treatment plans. The financial and marketing manager is responsible for web development and billing. They will write and maintain blogs, backlist, and advertising. They will also receive calls from clients, brokers, and insurance agents.

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

Working in social services is a field which can be rewarding and challenging. Many staff and volunteers in social services organizations have the experience of their work being influenced and shaped by their personal beliefs (Butt, et al., 2017; Cady, et al., 2018; Hohn, 2017). While staff can be rewarded financially through pay and this has been shown to increase hiring options in organizations, unpaid volunteers and lower paid positions have increased rates of turnover, especially when working in child services (Cox & Steiner, 2013). This issue is not lost on the Clouds to Rainbows organization. In an effort to reduce turnover and ensure that both

staff and volunteers are successful personally and with their careers, this organization offers the following programs. The Financial and Marketing Manager in conjunction with the Human Resources manager will work to ensure that all positions are paid at a competitive rate for the field. Research shows this as a key factor to retaining staff (Griffiths, et al., 2019).

For both staff and volunteers there is a risk of burnout and vicarious trauma when working in the social services field (Cox & Steiner, 2013). For this reason, a tool titled “Cognitive Coping” will be used in conjunction with self-care (Cox & Steiner, 2013; Kang et al., 2011). Personal recognition will be utilized, and employees and volunteers will be encouraged to maintain self-care procedures through utilizing the office break room. This break room will maintain a calm environment and be open only to staff. The break room will not be used for meetings or anything other than self-care time that may be needed throughout the workday. Décor in the room will be such that it will help to promote calming and rest in the individuals. A staff program regarding self-care will be implemented and include gym membership, team building exercises, and office “vacation” days at least twice yearly where the entire office will participate in a spa/self-care day.

The final thing which has been recognized as important to both staff and volunteers who work in social services organizations is organizational climate, supervision being provided, and personal recognition within the organization (Griffiths, et al., 2019). With this in mind, *Turning Clouds to Rainbows* has set up an organizational structure which offers support for all staff and volunteers as well as an environment which fosters healing not only for clients but for everyone who provides services.

### **Staff Evaluation Plans**

Many people do not particularly look forward to staff evaluations, especially if they are the one who is receiving the evaluation. It may not be the most enjoyable experience for



supervisors, either. In this agency, instead of the staff only getting feedback once a year, the supervisor will spend time once a month with each staff member and give them feedback as to their work performance. There will be a more formal performance evaluation at the end of the year, but the supervisor will keep track and take notes of each employee's work performance. If there is anything that needs attention sooner, the supervisor will address it with the employee sooner rather than later, as to not let poor performance continue (Schindler, 2019). The staff evaluation will start with the supervisor asking the staff member for feedback with questions like "How do you think you did?" (Gillett, 2017). Each time the supervisor meets with the staff member, the supervisor will communicate some areas of success as well as discuss some areas that need continued growth. These evaluations will be a collaborative process. When the staff member participates in the goal setting process, it is more likely that the goal will be carried out successfully (Zenger, 2017). The evaluation will consist of feedback from the employee, such as how they are feeling about the work they are doing within the agency and what they think their strengths and weaknesses are, and feedback from the supervisor about their thoughts about their performance. At the end, the supervisor and the employee will set 3 goals to work on.

### **Volunteer Evaluation Plans**

Volunteers are important in agencies, especially non-profit agencies. Volunteers may consist of interns as well as members of the community who feel called to help an agency by donating their time. Just as staff members are evaluated, volunteers should be evaluated. In order to be able to evaluate volunteer's performance, one must be able to measure the impact that the volunteers are making in an agency (Hardie, 2016). In this agency, the supervisor will measure the impact of the volunteers by creating goals each month and certain tasks set aside just for volunteers and looking at the success rate of accomplishing those goals. The volunteers will be given "smart goals", which are specific, measurable, attainable, relevant, and time sensitive

(Burger, 2018). The supervisors will request feedback from the volunteers once every month to get their opinions as to what is working and what could be changed to better suit the agency. In agencies where volunteers are not given the proper attention and management, the end result could be losing volunteers, so it is important that volunteers have clear and concise tasks and are given praise for the work that they do, as well (Knepper, D'Agostino, Levine, 2015).

### **Strategies to Address Diversity**

Three strategies that will be used to address diversity at Clouds to Rainbows, will be Treatment Team Meetings once every week, Implicit Bias Training, and providing mentors. Attending a Treatment Team Meeting once every week, allows each staff member to express how their week has been, as well as any challenges and achievements that have taken place that week. During those meetings, each member can ask for advice on how to better handle situations. The Treatment Team Meetings allow each member to feel heard and understood. An Implicit Bias Training will also address diversity because it helps create a safe environment that will raise awareness of insensible attitudes/behaviors. The last strategy that will be implemented will be providing mentors. Providing mentors will allow each member to receive support and promote growth.

### **Applicable Policy**

An applicable policy that is relevant to *Turning Clouds to Rainbows* is Tennessee Code 33 chapter 6.

### **Policy Description**

The intent of this policy is to protect people who might be a danger to themselves or others but refuse to get the proper treatment. This law grants certain people who are qualified, such as mental health professionals, doctors, and police officers, the authority to detain someone who may be a harm to themselves or others and get them to a treatment facility for further

assessment. The target population of this law is people who are in danger of harming themselves or others but refuse to seek treatment. The goals of this policy are to keep people safe and to get those who need it appropriate and necessary treatment. This law addresses the issue of someone reporting to a professional that they have intentions of harming themselves but will not seek treatment. This policy is about protecting people who are not able to make rational choices in their present state of mind.

### **Applicability to Organization**

In 2017 studies show that suicide attempts and death by suicide were on the rise in the US for children and young adults aged 10-24 (King et al, 2018; United Health Foundation, 2020). One risk factor for suicide is loss of a parent to death or divorce, as well as psychiatric disorders which include depression (United Health Foundation, 2020). The organization Clouds to Rainbows deals with grief and loss for children aged 18 and under. The expected client population will be grieving losses due to death, foster care, or divorce. Youth in foster care experience grief at a significant level due to trauma experienced prior to loss of parents or siblings (Mitchell, 2018). One longitudinal research project found this grief to be unnoticed for 25% of the population (Mitchell, 2018). Studies have shown that grief can be significant in all of these cases (King et al, 2018; United Health Foundation, 2020). For children who have parental support there is a report of lower levels of both depression and suicide (LeCloux, et al, 2016).

Clouds to Rainbows may have clients who are at a breaking point and would need referred with a Certificate of Need [CON] (TDMHSAS, 2020). If a client under the age of 18 is recommended to go to an Emergency Room for a crisis assessment and they refuse then TCA 336-501 would protect Clouds to Rainbows while restraining the client in crisis until Mobile Crisis or another emergency unit arrives (FindLaw, n.d.). This Tennessee Code will also provide

crucial protection for children who are arriving for outpatient therapy from an inpatient facility and refuse to give confidential information. Because of HIPAA protections and laws regarding confidentiality, it may otherwise be difficult to establish a need for the child to continue in the grief program except the inpatient facility which has made a referral can exchange information with an outpatient facility to whom they are referring so that each party may provide proper care to the client (FindLaw, n.d.).

### **Applied Organizational Policy**

In keeping with TCA 33-6, Clouds to Rainbows has the following policy regarding staff and employee treatment of patients who are deemed unsafe to self or others.

It is the responsibility of all staff, including volunteers who serve clients directly, to be familiar with TCA 33 regarding involuntary admission of a patient into an inpatient mental health or hospital treatment facility. Point of contact within the organization for any staff member who suspects a client is in need of these services will be either one of the therapists, the supervisor, or the executive, all of whom will meet minimum qualifications of “qualified mental health professional [QMHP]” as defined by TCA 33-1-101.

A CON which can be found online will be filled out by one of the QMHP’s and mobile crisis will be contacted. If mobile crisis is not available and the QMHP deems the client qualifies for restraint under TCA 33-06-501 then law enforcement personnel will be notified.

### **Grievance Policy**

Clouds to Rainbows wishes to provide a legal, comfortable, productive, and ethical work environment. This company strives to address any grievances a client, employee, or volunteer has regarding the agency, to their supervisor, and if needed, to a higher-level management. Considering these concerns, we have set in place the following grievance procedure:

If a client, employee, or volunteer feels that there is inappropriate conduct, behavior, or activity that has been taking place, individuals are encouraged to request that the situation be brought to the supervisor at an appropriate time, where the supervisor can properly listen and weigh-in. If the employee or volunteer has already brought the situation to the supervisor's attention and feels as if they didn't receive an adequate response, then the next step is to have the concerns written out, including the problem, the party that's involved, and possible solutions that they feel would help. If they haven't received a response within 4 business days, the next step will be to contact the higher-level supervisor/management. If the concerns are toward their supervisor, then skip those steps and go directly to higher management.

Clouds to Rainbows is a non-organization that is built to help children of all ages who are dealing with grief and equip them the necessary tools needed to deal with the loss of a parent, sibling, or significant person(s) in their lives. In order to achieve this mission, our staff and volunteers have to feel welcomed, protected, and respected. If an employee or volunteer has any conflicting feelings, that will not only jeopardize the organization, but it can and will hinder the children as well. At Clouds to Rainbows, the purpose of this grievance procedure is to help maintain a positive work environment with respect and responsibility towards each other.

### **Conflict of Interest policy**

All staff members and volunteers of Clouds to Rainbows will strive to avoid any conflict of interest. The professional and business interest needs to be on one hand and personal interests on the other. This includes avoiding 1) actual and 2) perception conflicts of interest. The purpose of this policy is to protect the integrity of the company, meaning its decision-making process, the reputation of the staff and volunteers, and the confidence that our stakeholders have. Examples of conflicts of interests include an employee or volunteer that is related to the family that comes in for assistance, an employee or volunteer that is also a parent to a child that is dealing with grief,

or a staff member or volunteer who is involved in the helping process of a child whom they have, or have had a close personal relationship.

Each staff member or volunteer is to remain impartial and not be involved in the family's process if they're related or have a personal relationship. If a conflict of interest appears, it is the staff and volunteers' job to write a disclosure of interest, stating the relationship and the position held that could potentially result in a conflict of interest.

If there is to be a conflict of interest, the staff member or volunteer needs to understand that they will be asked to leave the room for any personal discussions and will not be able to take part in any decision making. This is to respect and protect our staff, volunteers, clients, client's family, and the organization itself.

### **Whistleblower Protection Policy**

Whistleblower protection policy is to encourage employees and volunteers to come forward with credible information about activities they believed to be illegal, dishonest, unethical, or otherwise improper. This policy is to protect the reporter in two important areas, which are confidentiality and retaliation. The reporter will remain anonymous unless their identity needs to be disclosed in order to conduct a thorough investigation. Clouds to Rainbows may not retaliate by discharge, threaten, or discriminate against the employee or volunteer that reported unlawful activity, meaning the reporter shall not be terminated, have a compensation decreased, given poor work assignments, or threats of physical harm.

*Turning Clouds to Rainbows* encourages all staff and volunteers to report any and all wrongdoing. *Turning Clouds to Rainbows*' approach is when in doubt, report, because you can never be too sure. In order to report, the employee or volunteer must submit a written report to the chief executive officer, stating the concern. However, an employee or volunteer does not have to submit a written statement if he or she believes that the chief executive officer has

already been notified and aware of the concerns. Examples of wrongdoing include conduct endangering health or safety, dishonesty, or corrupt behavior (bribery, soliciting), discrimination towards a client, and illegal activity (theft, violence, property damage, etc.).

### **Organizational Strategic Plan Summary**

Turning Clouds to Rainbows will survive due to several factors. The organization will follow through with the goals set by the organization. By following through with the goals set, client satisfaction is more likely to take place. Utilizing best practice methods will ensure clients get the best support possible. Utilizing evaluation practices will continually improve services to clients. Financial status is a big contender as to whether or not an agency succeeds or fails. Maintaining individual and corporate donors and sponsors, applying and attaining different grants, and organizing strategic fundraisers will help the agency to continue to thrive. Also, building rapport and relationships with members of the community is a great way to get donors to contribute to an agency.

### **Community Engagement Strategy**

This organization will be in coalition with other agencies who work with children of all ages. One such agency is Tennessee Department of Children's Services (DCS). It is not uncommon for children involved in DCS to lose someone close to them or be separated from loved ones indefinitely. *Turning Clouds to Rainbows* will work closely with DCS as a contracting agency to help children in the DCS system to process their grief. *Turning Clouds to Rainbows* will also work with schools in Hamilton and Bradley counties who have been referred by a school social worker or guidance counselor due to grief issues. By working together with other entities in the community, *Turning Clouds to Rainbows* will be able to reach and empower more children.

*Turning Clouds to Rainbows* will go to different schools in Hamilton and Bradley counties and do a program for the staff and students about the agency and the services they provide. The agency will also go to any other organization at their request and talk with their place of employment about the agency and services that can be provided. Turning Clouds to Rainbows will go also go to different events in the community and have a both with promotional materials, telling members of the community about the organization, how to get services, and how to help the agency whether by volunteering or becoming a financial partner.

### **Conclusion**

*Turning Clouds to Rainbows* is a unique agency that strives to empower children of all ages and to give them the tools needed to process grief. This agency has a solid foundational structure in place in terms of an organizational structure, financial stability, marketing strategies, as well as ethical and legal policies in place to help ensure the success of the organization. The agency will work with other agencies within the community with the hope of reaching as many children as possible. This agency understands that children are our greatest asset and deserve every opportunity to get the necessary support needed to live a healthy and happy life. The staff truly has a belief that this agency has the necessary tool needed to turn the storms that children face due to trauma and grief into rainbows.



## Sources

- “Corporate Sponsorship.” *National Council of Nonprofits*, 10 June 2019, [www.councilofnonprofits.org/tools-resources/corporate-sponsorship](http://www.councilofnonprofits.org/tools-resources/corporate-sponsorship).
- “Find. Apply. Succeed.” *GRANTS.GOV*, [www.grants.gov/learn-grants/grant-policies.html](http://www.grants.gov/learn-grants/grant-policies.html).
- “Giving Statistics.” *Charity Navigator*, 12 June 2018, [www.charitynavigator.org/index.cfm?bay=content.view&cpid=42](http://www.charitynavigator.org/index.cfm?bay=content.view&cpid=42).
- “Pros and Cons: Grants.” *Grants - Pros and Cons | Society for Nonprofits*, [www.snpo.org/funding/grants.php](http://www.snpo.org/funding/grants.php).
- “Small, Midsize Nonprofits Retain 60 Percent of Individual Donors.” *Philanthropy News Digest (PND)*, 9 July 2017, [philanthropynewsdigest.org/news/small-midsize-nonprofits-retain60-percent-of-individual-donors](http://philanthropynewsdigest.org/news/small-midsize-nonprofits-retain60-percent-of-individual-donors).
- AAA. 20, April 2020. Gas prices. Retrieved on 20, April 2020 from: <https://gasprices.aaa.com/news/>
- Barney, Richard. “The Corporate Benefits Of Giving Back.” *Good360*, 24 Mar. 2018, [good360.org/impact-stories/the-benefits-of-giving-back](http://good360.org/impact-stories/the-benefits-of-giving-back).
- Bureau of Labor Statistics. (2020). Employer costs for employee compensation. Retrieved from: <https://www.bls.gov/news.release/pdf/ecec.pdf>
- Burger, Eric. “3 Tips for Evaluating Your Volunteer Program.” *NonProfit PRO*, 24 Apr. 2018, [www.nonprofitpro.com/post/3-tips-evaluating-volunteer-program/](http://www.nonprofitpro.com/post/3-tips-evaluating-volunteer-program/).
- Butt, M. U., Hou, Y., Soomro, K. A., & Acquadro Maran, D. (2017). The ABCE model of volunteer motivation. *Journal of Social Service Research*, 43(5), 593–608. <https://doi.org/10.1080/01488376.2017.1355867>
- Cady, S. H., Brodke, M., Kim, J. H., & Shoup, Z. D. (2018). Volunteer motivation: A field study examining why some do more, while others do less. *Journal of Community Psychology*, 46(3), 281–292. <https://doi.org/10.1002/jcop.21939>
- Chung, Elizabeth. “4 Smart Ways Nonprofits Can Tap Into Corporate Giving.” *Classy, Classy*, 28 Oct. 2019, [www.classy.org/blog/4-smart-ways-nonprofits-can-tap-into-corporategiving/](http://www.classy.org/blog/4-smart-ways-nonprofits-can-tap-into-corporategiving/).
- Cornelis, I., Van Hiel, A., & De Cremer, D. (2013). Volunteer work in youth organizations: Predicting distinct aspects of volunteering behavior from self- and other-oriented motives. *Journal of Applied Social Psychology*, 43(2), 456–466. <https://doi.org/10.1111/j.1559-1816.2013.01029.x>

- Cox, K., & Steiner, S. (2013). Preserving commitment to social work service through the prevention of vicarious trauma. *Journal of Social Work Values and Ethics*, 10(1), 52–60.
- Dr. Maria T. Allison (1999) Organizational Barriers to Diversity in the Workplace, *Journal of Leisure Research*, 31:1,78-101, DOI: 10.1080/00222216.1999.11949852
- FindLaw. (n.d.) *Tennessee code title 33*. Retrieved from: <https://codes.findlaw.com/tn/title-33mental-health-and-substance-abuse-and-intellectual-and-developmental-disabilities/>
- Frankenberg, S. (2013, July 15). Focus on the Law: Mental Health Commitments - The Knoxville Focus. Retrieved from <http://knoxfocus.com/columnist/focus-on-the-lawmental-health-commitments/>
- Gauss, Allison. “There's More Than One Way to Fund a Nonprofit.” *Classy, Classy*, 7 Aug. 2019, [www.classy.org/blog/theres-more-than-one-way-to-fund-a-nonprofit/](http://www.classy.org/blog/theres-more-than-one-way-to-fund-a-nonprofit/).
- Gillett, R. (2017, May 19). Heres everything you should say and do when conducting your first performance review. Retrieved from <https://www.businessinsider.com/how-to-conductperformance-review-2017-5#step-2-allow-them-to-celebrate-the-positives-2>
- Greater Chattanooga Realtors. (2020). Office for lease: Catalyst id #30282833. Retrieved from: <https://commercial.gcar.net/listing/30282833/6101-Enterprise-Park-Dr-Suite-900Chattanooga-TN-37416>
- Griffiths, A., Desrosiers, P., Gabbard, J., Royse, D., & Piescher, K. (2019). Retention of child welfare caseworkers: The wisdom of supervisors. *Child Welfare*, 97(3), 61–83. Retrieved from [https://search.proquest.com/docview/2308133403?accountid=14511%0Ahttps://uclnew-primo.hosted.exlibrisgroup.com/openurl/UCL/UCL\\_VU2?url\\_ver=Z39.882004&rft\\_val\\_fmt=info:ofi/fmt:kev:mtx:journal&genre=article&sid=ProQ:ProQ%3Aibss&atitle=Retention+of+Child+W](https://search.proquest.com/docview/2308133403?accountid=14511%0Ahttps://uclnew-primo.hosted.exlibrisgroup.com/openurl/UCL/UCL_VU2?url_ver=Z39.882004&rft_val_fmt=info:ofi/fmt:kev:mtx:journal&genre=article&sid=ProQ:ProQ%3Aibss&atitle=Retention+of+Child+W)
- Hardie, Heather. “The Road to Measuring Volunteer Impact.” *Energize*, 1 Aug. 1970, [www.energizeinc.com/a-z/article-internal/13099](http://www.energizeinc.com/a-z/article-internal/13099).
- Haski-Leventhal, D., Meijs, L. C. P. M., Lockstone-Binney, L., Holmes, K., & Oppenheimer, M. (2018). Measuring volunteer ability and the capacity to volunteer among non-volunteers: Implications for social policy. *Social Policy and Administration*, 52(5), 1139–1167. <https://doi.org/10.1111/spol.12342>
- Hawthorne, Randy. “How Startup Nonprofits Can Get the Grant of Their Dreams.” *Nonprofit Hub*, 27 Sept. 2018, [nonprofithub.org/grant-writing/startup-nonprofits-can-get-grantdreams/](http://nonprofithub.org/grant-writing/startup-nonprofits-can-get-grantdreams/).
- Hohn, K., McCoy, M., Ivey, D., Ude, P. U., & Praetorius, R. T. (2017). Integrating faith and practice: A qualitative study of staff motivations. *Journal of the North American Association of Christians in Social Work*, 44(4), 3–22.

- Ibrisevic, Ilma. "Top Funding Sources for Nonprofits and Charities - Donorbox." *Nonprofit Blog*, 21 June 2019, [donorbox.org/nonprofit-blog/nonprofit-funding-sources/](https://donorbox.org/nonprofit-blog/nonprofit-funding-sources/).
- IRS.gov. (2020). Standard mileage rates. Retrieved from: <https://www.irs.gov/taxprofessionals/standard-mileage-rates>
- Janine Schindler, M. C. C. (2019, October 29). Giving An Effective Performance Review. Retrieved from <https://www.forbes.com/sites/forbescoachescouncil/2019/10/29/givingan-effective-performance-review/#6f8050693d8f>
- Jarvis, Abby, and Google. "Nonprofit Donations: Raise More From Every Source." *Qgiv Blog*, 4 Nov. 2019, [www.qgiv.com/blog/nonprofit-donations/](http://www.qgiv.com/blog/nonprofit-donations/).
- Kang, C., Kim, M., & Lee, J. (2011). The effects of a month-long sabbatical program on helping professionals of nonprofit human service organizations in South Korea: Burnout, general health, organizational commitment, and the sense of well-being. *Administration in Social Work*, 35(1), 20–45. <https://doi.org/10.1080/03643107.2011.533619>
- King, K. A., Vidourek, R. A., Yockey, R. A., & Merianos, A. L. (2018). Impact of Parenting Behaviors on Adolescent Suicide Based on Age of Adolescent. *Journal of Child and Family Studies*, 27(12), 4083–4090. <https://doi.org/10.1007/s10826-018-1220-3>
- Knepper, Hillary, et al. "Volunteer Management Practices during Challenging Economic Times ." *Journal of Public Management & Social Policy*, vol. 20, no. 2, ser. 7, Jan. 2015. [7.digitalscholarship.tsu.edu/cgi/viewcontent.cgi?article=1013&context=jpmsp](http://digitalscholarship.tsu.edu/cgi/viewcontent.cgi?article=1013&context=jpmsp).
- LeCloux, M., Maramaldi, P., Thomas, K., & Wharff, E. (2016). Family Support and Mental Health Service Use Among Suicidal Adolescents. *Journal of Child and Family Studies*, 25(8), 2597–2606. <https://doi.org/10.1007/s10826-016-0417-6>
- Mitchell, M. B. (2018). "No One Acknowledged My Loss and Hurt": Non-death Loss, Grief, and Trauma in Foster Care. *Child and Adolescent Social Work Journal*, 35(1), 1–9. <https://doi.org/10.1007/s10560-017-0502-8>
- Reynolds, K. (2017, July 10). 5 Strategies for Promoting Diversity in the Workplace Hult Blog. Retrieved from <https://www.hult.edu/blog/promoting-diversity-in-workplace/>
- RJ Young. (2020). Managed IT services. Retrieved from: <https://rjyoung.com/services/managedit-services/>
- Schuricht, Andrew. "Why Would You Want a Corporate Foundation?" *Valor CSR*, Valor CSR, 1 Nov. 2017, [www.valorcsr.com/blog/why-would-you-want-a-corporate-foundation](http://www.valorcsr.com/blog/why-would-you-want-a-corporate-foundation).
- Seavey, D. (2010). Caregivers on the front line: Building a better direct-care workforce. *Generations*, 34(4), 27–35.
- Setti, I., Zito, M., Colombo, L., Cortese, C. G., Ghislieri, C., & Argentero, P. (2018). Well-being and affective commitment among ambulance volunteers: A mediational model of job burnout. *Journal of Social Service Research*, 44(2), 236–248. <https://doi.org/10.1080/01488376.2018.1442898>

- Staples. (2020). Copy and printer paper. Retrieved from:  
[https://www.staples.com/zq9zq9CopyResume-Multipurpose-Paper/cat\\_CL140691/asjjm?icid=LPB:PPR8RM](https://www.staples.com/zq9zq9CopyResume-Multipurpose-Paper/cat_CL140691/asjjm?icid=LPB:PPR8RM)
- Statista. (2020). Monthly average daily rate of United States hotels from 2011 to 2020.  
<https://www.statista.com/statistics/208133/us-hotel-revenue-per-available-room-bymonth/>
- Stewart, M. (2018, October 19). 7 Ways to Promote Diversity in the Workplace. Retrieved from  
<https://www.bentley.edu/news/7-ways-promote-diversity-workplace>
- TDMHSAS. (2020). *Certificate of Need*. Retrieved from:  
[https://www.tn.gov/content/dam/tn/mentalhealth/documents/CON\\_Fillable%20Form.pdf](https://www.tn.gov/content/dam/tn/mentalhealth/documents/CON_Fillable%20Form.pdf)
- Waltz, T., Powell, B., Fernandez, M., Abadie, B., & Damschroder, L. (2019). Choosing implementation strategies to address contextual barriers: diversity in recommendations and future directions. *Implementation Science*, 14(1), 42.  
<https://doi.org/10.1186/s13012019-0892-4>
- Wright, Jocelyn. "Grant Seeking 101: Finding the Right Fit." *SgENGAGE*, 9 Sept. 2019, [npengage.com/nonprofit-fundraising/finding-grants/](http://npengage.com/nonprofit-fundraising/finding-grants/).
- Yandow, Heather. "To Boost Individual Donor Giving, Nonprofits Need a Plan (SSIR)." *Stanford Social Innovation Review: Informing and Inspiring Leaders of Social Change*, 2015, [ssir.org/articles/entry/to\\_boost\\_individual\\_donor\\_giving\\_nonprofits\\_need\\_a\\_plan#](http://ssir.org/articles/entry/to_boost_individual_donor_giving_nonprofits_need_a_plan#).
- Zenger, J. (2017, October 12). What Solid Research Actually Says About Performance Appraisals. Retrieved from <https://www.forbes.com/sites/jackzenger/2017/10/12/whatsolid-research-actually-says-about-performance-appraisals/#48bd159a2b59>