

New Organization Proposal Plan (W19)

Group Information	
List all group members	1. Alan Roberts 2. Brianna Cheever 3. Allison Durham-Grady 4. Nora Amador-Vieyra

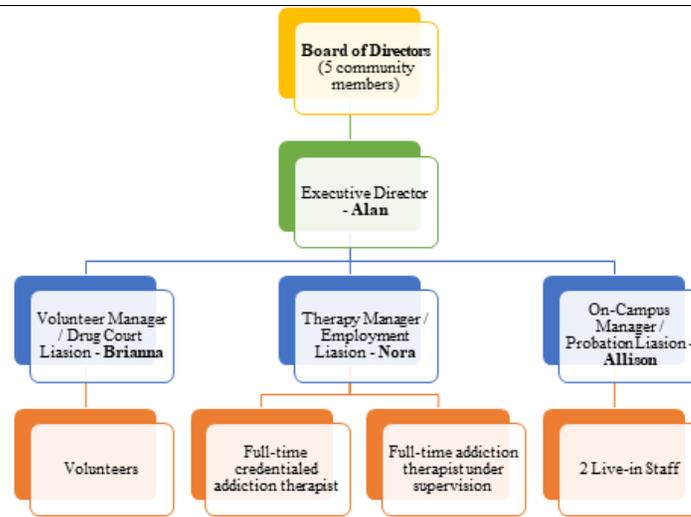
Assignment 1 - New Organization Brief (70 points)	
In your chosen group, brainstorm and complete the “New Organization Brief” assignment. You will choose your organization’s name, mission, vision, the population you will serve, service offerings, and 2-3 goals. You will also describe the organizational chart and projected positions you might expect in your organization.	
Summarize your communication plan for the semester (how do you plan to reach each other, communicate and ensure that communication is received? (this section will not be included in the final paper)	The group will communicate via video calls every Wednesday at 6:00 pm and will meet in person when able. The group will also text/call throughout the week with any questions or to provide other information as needed. The group will use Google Docs for the assignment that every member can edit to ensure participation from each member.
1.1 Organization Name (2 points)	RightWay Recovery
1.2 Mission statement (5 points)	To provide a community of recovery for clients who are suffering with substance abuse issues and co-occurring disorders
1.3 Vision statement (5 points)	To help eliminate the stigma associated with substance use disorder and co-occurring disorders in Clinton, TN. To reduce significantly the alcohol and drug problem in the Anderson County area and build a recovery community that helps build the overall community.
1.4 Organizational description and goals (what is the purpose of the organization, and what are at least 2-3 organizational goals you envision) (10 points)	RightWay Recovery is a non-profit organization that provides halfway housing for men ages 18+ years old who have previously been in a 28-30 day inpatient rehabilitation facility and are transitioning back into society. The organization will include housing for clients in recovery, education, re-employment opportunities, inpatient services that do not require a physician, group therapy sessions four times per week, and transportation to and from necessary appointments. The organization will have three levels of care which will determine the necessary services for each client individually. The organization will partner

	<p>with Anderson County Drug Court and Ridgeview Re-Entry Program to provide necessary services to clients and keep in accordance with parole/probation officers if indicated.</p> <p>Three goals that exist for RightWay Recovery include:</p> <ul style="list-style-type: none"> -To provide stable housing and basic necessities for clients recovering from addiction -To maintain and ensure mental health stability, medication compliance, and safety in clients -To help clients abstain from mind and mood-altering substances
<p>1.5 Market analysis and environmental assessment. Describe the business/nonprofit environment where your organization will operate. What other organizations are in the immediate environment that may be similar to yours? How are their services complementary, similar, or different than what your organization would offer? Because of this, what chances for long term operations would you project for your organization? (15 points)</p>	<p>The Hope of East Tennessee Inc. started their transitional living program for women in 1995 and is located in Oak Ridge, TN. They provide services for individuals needing assistance with mental health, alcohol and drug issues, and medical treatment systems. They help each individual transition into society and provide job opportunities/training and counseling along with recovery services. The organization has a 15-bed capacity for men in their Opportunity House. They also provide furnished apartments w/ an 11-bed capacity for women, which are used during phase two. In phase one, clients receive peer support and intensive outpatient treatment after completing a 28-day inpatient treatment program. They accept BCBST and TennCare health insurance coverage for intensive outpatient services. They collaborate with Ridgeview Behavioral Health Center as well to provide treatment for co-occurring disorders and support services. The stay in this program is for 6 months and the overall cost is \$110 per week (Hope of East Tennessee, 2015). This organization is very similar to the vision for RightWay Recovery and many aspects will be modeled after the services provided. It is unclear whether the services are co-ed or just offered to both men and women in separate locations, but at RightWay Recovery all services will be offered for men only. Recovery can be a challenging time for individuals and being co-ed can cause other unnecessary sexual issues that can hinder recovery progress. The cost of services at RightWay Recovery will be based upon a business plan developed by the organization developers, so cost is to be determined at a later time. Although many services are similar to RightWay Recovery, there is always need for more beds for clients, and Hope of East Tennessee is not seen as a competitor but as a partner. The chances for long-term sustainability are still high given the need for more beds to accommodate people.</p> <p>E.M. Jellinek Center Inc. was founded in 1971 and is a therapeutic residential community that works with clients with substance abuse or co-occurring disorders. The center offers long-term residential treatment which is designed to help individuals who have been involved in substance abuse address physical, emotional, social, and spiritual dysfunctions. The center offers counseling and refers clients to other agencies when needed. E.M. Jellinek Center helps individuals work on anger management, relapse prevention, and after-care planning (E.M. Jellinek Center Inc., n.d.). This organization is also very similar to RightWay Recovery, and many of the services at RightWay Recovery will be modeled after the services provided. Again, as stated before, the E.M. Jellinek Center will be viewed as more of a partner for RightWay Recovery rather than a competitor. The local area is currently struggling with providing enough</p>

	<p>housing for individuals coming out of recovery, and RightWay Recovery will be available to pick up the slack.</p> <p>Department of Health, 2020. <i>Tennessee Drug Overdose Data</i>. Retrieved from https://www.tn.gov/content/tn/health/health-program-areas/pdo/pdo/data-dashboard.html#glossary</p> <p>Hope of East Tennessee (2015). Retrieved from http://www.hopeofet.org/about.aspx</p> <p>E.M. Jellinek Center Inc. (n.d.). Retrieved from http://www.emjellinekcenter.org/index.html</p>
<p>1.6 Uniqueness: What is unique about your organization that no other does/has? (5 points)</p>	<p>RightWay Recovery is a 20-bed group home that will partner with Anderson County Drug Court, Ridgeview Behavioral Health Services, and temporary employment agencies. The temporary employment agencies will provide job opportunities for individuals in the organization, and job training will be provided as one of the services at the group home. Anderson County Drug Court provides an alternative to prison for individuals who are in possession of illegal substances and RightWay Recovery will serve as a liaison for probation/parole officers and individuals in the program as well as ensure that parolees follow the guidelines listed in their parole. Ridgeview Behavioral Health Services provides a Reentry Program that is designed to provide multiple substance used disorder services to adult offenders with co-occurring disorders. RightWay Recovery will also provide all clients with transportation to necessary destinations such as job interviews, grocery store trips, AA/NA meetings, the Ridgeview Reentry Program, Anderson County Drug Court, medical appointments, etc. These partnerships and transportation to and from other organizations makes RightWay Recovery unique.</p>
<p>1.7 Describe your target client population (age, group, common problem, etc.) (5 points)</p>	<p>In 2017, Clinton, TN had a population of 9.9k people with a median age of 46.8 years old and median household income of \$44,412. Among the 9.9k people living in Clinton, TN, 1.4k or 15.2% live below the poverty line (U.S. Census Bureau, 2017). According to Tennessee Drug Overdose Data, there were a total of 1,818 drug overdose deaths caused by acute poisonings in 2018 and a total of 1,304 opioid overdose deaths (Department of Health, 2020). This shows a significant problem in substance use disorders.</p> <p>The population that RightWay Recovery will be targeting is males 18+ years of age who are in recovery for substance abuse disorders and have completed 28-30 days in inpatient rehabilitation. These substance abuse disorders and co-occurring mental illnesses will be the common ground among members living in the group home. The group home will be located in Clinton, TN but will be available to men from any area. Residents must be willing to abide by the group home rules and follow all parole/probation guidelines. They must also be compliant with their medications and be willing to work with others to continue their recovery journey.</p>

	U.S. Census Bureau (2017). Data USA. Retrieved from https://datausa.io/profile/geo/clinton-tn
1.8 Describe the services you would like to offer; how will the services be delivered. (5 points)	RightWay Recovery will offer multiple services to residents. These services will be ASAM 3.1 level of care, or Clinically Managed Low-Intensity Residential Services. This will include residential housing and inpatient care without a physician. There will be two male staff who have been in recovery for one or more years that will live on the premises to monitor adherence to the group home rules and be available for any of the residents' needs. Residents will be able to obtain necessary medications daily, and medication compliance will be monitored through daily logs, weekly drug screens, and documentation. These staff will also serve as liaisons for probation/parole and Anderson County Drug Court and will ensure that residents abide by their court-mandated regulations. RightWay Recovery staff will also consist of a full-time credentialed addiction therapist and full-time addiction therapist under supervision to provide counseling and psychological services to residents. Group therapy will be offered four times per week and individual counseling will be available once per week. Re-employment services will also be available to residents including job skills counseling and partnerships with agencies that can provide job opportunities. The organization will provide transportation to and from all necessary appointments including job interviews, grocery store trips, AA/NA meetings, the Ridgeview Reentry Program, Anderson County Drug Court, medical appointments, etc.
1.9 What is your group's interest in creating this organization? (3 points) (this section will not be included in the final paper)	Substance abuse and mental health are both topics that each member of this group is passionate about. Alan has experience with addiction counseling and group homes/halfway houses. Brianna has experience working in a pain management setting as well as extensive involvement in mental health therapy sessions. Allison has experience with mental health and addiction interventions and is very knowledgeable about substance abuse topics. Nora has experience with mental health counseling and works at a mental health organization. All group members have an interest in substance abuse services and other mental health therapy.

1.10 Organizational chart. Create an organizational chart that showcases projected positions in the organization. (10 points)



Staff will include:

Board of Directors (5 members), Executive Director – Alan, Managers (Nora, Allison, Brianna), two male live-in staff who have been in recovery for 1+ years, one full-time credentialed addiction therapist and one full-time addiction therapist under supervision, and volunteers.

Assignment 2 – Human Resources Plan (65 points)

Develop a human resources plan for your program, which includes how many staff and volunteers you will need, and how you will address diversity. Present a brief job description for each main function (must present at least three functions). Include a plan to keep your volunteers and staff involved and motivated: any activities, rewards, or staff development plans as well as staff and volunteer evaluation plans.

2.1 Provide an introduction/overview of your human resources plan (5 points)

The human resources plan consists of one executive director, two male live-in staff, two therapists, and at least two volunteers. The executive director will supervise all staff/volunteers and oversee the hiring/firing of all employees. He is the head of the organization and will be involved in all major decisions. The live-in staff are to help maintain day-to-day functions at the group home, while the volunteers will help in events and other projects the organization holds. The therapists will provide mental health expertise and therapy sessions for the clients.

The Board of Directors will consist of five individuals from the community and will not be involved in daily activities at the group home but will maintain the policies and ethical behavior of the staff involved.

	<p>One board member will be a liaison from Anderson Drug Court, another will be a liaison from Ridgeview Reentry Program, and the other three will be from local rehabilitation centers and/or other involved community members. The Board of Directors will meet once every quarter and as needed to discuss plans for the organization, policy changes, feasibility, budget, and other necessary information.</p>
<p>2.2 Describe in detail how many staff and volunteers you will need and provide a reasoning for your decision (must have at least three positions) (5 points)</p>	<p>The staff of RightWay Recovery will be made up of four staff and two volunteers, not including the Board of Directors. The staff will include two male live-in staff who have been in recovery for at least two years and will monitor the daily activities of the clients and encourage continued sobriety. One of the live-in staff will also be the volunteer coordinator. There will also be one full-time credentialed addiction therapist (LADAC) and one full-time addiction therapist still under supervision. The therapists will facilitate group and individual therapy for the clients living in the home but will not be live-in positions. There will also be at least two volunteers to help with special projects and necessary functions.</p>
<p>2.3 Provide a brief job description for each main function (must present at least three functions) (5 points)</p>	<p>The House Facilitator/Volunteer Coordinator will be a full-time live-in staff position for an individual who has been in recovery for two or more years. He/she will be responsible for maintaining daily activities at the group home including meals, supervision, weekly drug screens, and other daily necessities. He/she will also transport clients to and from necessary appointments and will be in charge of coordinating volunteer activities and events.</p> <p>The Peer Support Recovery Specialist will also be a full-time live-in staff position for an individual who has been in recovery for two or more years. He/she will facilitate some support group sessions and will be responsible for providing job skill training and networking with staffing agencies (such as Ridgeview Reentry Program) to find employment for clients. He/she will also provide case management, document sessions and day-to-day routines, and assist the House Facilitator in any way needed.</p> <p>The Licensed Alcohol and Drug Abuse Counselor (LADAC) will encourage recovery and supervise overall functions of the group home. He/she will provide group and individual therapy sessions for clients as well as supervise a LADAC-in-training. He/she will also collect rent from tenants and provide supplies and meals as well as facilitate natural disaster drills and emergency services. He/she must have at least three to five years of experience with substance abuse treatment and group facilitation.</p> <p>The Alcohol and Drug Abuse Counselor Intern will assist the LADAC in any necessary functions. He/she will facilitate some group therapy sessions as supervised by the LADAC and will document all sessions. He/she will also assist the LADAC in any necessary functions. This will be a learning experience and requirement for his/her LADAC certification but will be a paid internship.</p>
<p>2.4 Describe your plan to keep your volunteers and staff involved and motivated: any activities, rewards, or</p>	<p>RightWay Recovery will utilize multiple interventions to help motivate and involve staff in their daily tasks. There are many different types of rewards that are given for employee motivation including extrinsic rewards such as financial, developmental, and social rewards, and intrinsic rewards such as responsibility,</p>

staff development plans (include literature that supports the effectiveness of your plans) (20 points)

autonomy, and task variety (Shields, J., et al., 2015). Job security, open communication, and flexibility are also valuable tools to increase staff retention and motivation (Staren, E.D., 2009). RightWay Recovery will provide developmental incentives by paying for training and certifications needed by staff. It will also provide social rewards since staff will be further along in recovery and can be mentors for others. Staff and managers at RightWay Recovery will have open communication and flexibility in their schedules. The staff will have a variety of tasks, and each staff member will rotate shifts to prevent burnout.

Another way to encourage employee involvement and increase motivation is through good leadership and management. Research has found that managers who utilize inspirational leadership techniques have better work performance in employees in the long term versus managers that utilize fear tactics (Panagiotakopoulos, A., 2014). A good manager leads by example and is participative in necessary activities with his/her staff. His/her outlook and actions will affect his/her staff as well. At RightWay Recovery, the managers will encourage staff to step out of their comfort zone to continuously improve services given. The managers will be hard workers and have good perseverance and will encourage their employees to work hard as well. They will utilize regular positive feedback and give respectful constructive feedback when needed (Smith, J., 2019).

It is also good to allow staff freedom to make decisions and to refrain from micromanaging staff. That being said, with freedom comes increased responsibility and accountability. This allows staff to feel more accomplished and valued in the workplace. Studies have shown it is also a good idea to have continuous team building activities and encourage staff socialization outside of work (Brunk, D., 2003). Better relationships among staff allows increased self-confidence, better respect for others, effective communication, and better group decision-making abilities (Abbas, G. & Allah, N., 2019). At RightWay Recovery, two of the staff are live-in staff and it is especially important to allow freedom with accountability and encourage team-building. Since they are always at work, it is also important to emphasize time off and encourage them to go off campus during their time off to avoid burnout.

It is important to keep staff motivated in any job, but it is especially important in jobs that can cause burnout easily, such as substance abuse jobs. The staff members at RightWay will also be in recovery for at least on year. Their insights and viewpoints on the clients may be very different from someone who has not experienced addiction. Studies show that recognizing and acknowledging different belief systems and values helps with staff retention and improved work performance in a substance abuse environment (Humphreys, K., Noke, J.M., & Moos, R.H., 1996). RightWay Recovery will provide an environment of acceptance and encouragement with all clients and staff.

Shields, J., Brown, M., Kaine, S., North-Samardzic, A., McLean, P., Johns, R., O'Leary, P., Plimmer, G.,

	<p>& Robinson, J. (2016). <i>Managing employee performance & reward</i> (2nd edition). Cambridge University Press.</p> <p>Staren, E.D. (2009). Optimizing staff motivation. <i>Physician Executive</i>, 35(4), 74. https://search.proquest.com/openview/ba7a6665bc84199dfdacf766ba975ae1/1?pq-origsite=gscholar&cbl=36212</p> <p>Panagiotakopoulos, A. (2014). Enhancing staff motivation in “tough” periods: Implications for business leaders. <i>Strategic Direction</i>, 30(6), 35-36. https://doi.org/10.1108/SD-05-2014-0060</p> <p>Smith, J.L. (2019). Mentor effectively, part II: Mentoring effectively is about good leadership. <i>Quality</i>, 58(11), 11. https://link-gale-com.ezproxy.southern.edu/apps/doc/A607581417/AONE?u=tel_a_sau*&sid=AONE&six=83b8fd17</p> <p>Brunk, D. (2003). Expert advice on how to keep good office support staff. <i>OB GYN News</i>, 38(14), 37. https://link-gale-com.ezproxy.southern.edu/apps/doc/A107139841/AONE?u=tel_a_sau&sid=AONE&xid=2e685d4e</p> <p>Abbas, G. & Allah, N. (2019). Linking employee motivation with teamwork-spirit: The influence of social skills and self-confidence. <i>Gomal University Journal of Research</i>. https://link-gale-com.ezproxy.southern.edu/apps/doc/A611351425/AONE?u=tel_a_sau&sid=AONE&xid=380c8d83</p> <p>Humphreys, K., Noke, J.M., & Moos, R.H. (1996). Recovering substance abuse staff members’ beliefs about addiction. <i>Journal of Substance Abuse Treatment</i>, 13(1), 75-78. https://doi.org/10.1016/0740-5472(95)02019-5</p>
<p>2.5 Describe in detail your staff evaluation plans (include literature that supports the effectiveness of your plans) (10 points)</p>	<p>Upon reviewing several peer-reviewed journals many interesting views and procedures were discovered with choosing an effective staff evaluation plan that meets the needs of our organization. According to Gerard P. Bow, “Written standards take some of the guesswork out of evaluation” (Boe, 2008). It is important to write standards that should be obtained by a competent worker. When writing standards specific terms shall be used. Poor evaluations costing employees their jobs have resulted in lawsuits for negligence (Boe, 2008). This will help with not making the same mistakes with evaluations as many others have learned the hard way. When performance is not up to par, an employee has the right to know what needs improvement, how to improve it, and how much time to get on task.</p> <p>According to Julia McCarthy, “During each review, the manager and employee jointly set three goals for the employee to work toward in the upcoming year” (Hung, 2010). Having the collaboration between staff and employee helps keep everyone on the same page with what is expected and what we are working towards. Another great suggestion by Robert Gerst is the “exception file”. This is a file kept on employees that either underperform or perform above standards along with any other significant information obtained about an employee (McCarthy, 2000). Julia McCarthy states “Many companies have turned to the business concept of core competencies, or job-related abilities” (McCarthy, 2000). This method helps keep personality and personal background/culture. Julia McCarthy also states, “multiple ratings, also known as</p>

	<p>360-degree feedback gathers input from the primary people with whom you interact, including your boss, yourself, your peers, and your direct reports”. Tsang-Kai Hung states “the consensus is that training evaluation is a critical and important phase of the program development process; this step is often neglected” (Hung, 2010).</p> <p>The staff evaluation plans need to have written standards that are clear, concise, and a good gauge of measuring performance of a competent worker. The evaluation process will be conducted 90 days after hire and followed up every 6 months thereafter. At the time of hiring and each evaluation, three SMART goals will be set and measured at each evaluation mark. A 360-degree feedback approach will be used. This approach will help the employees evaluate themselves working with supervisors, they can have great value in determining the strengths and what may need to be improved upon. There will also be required training at ETADAC site with pre- and post-test evaluations of knowledge obtained during trainings.</p> <p>Boe, G.P. (2008). Performance standards: How well is the job being accomplished? An abbreviated approach. <i>Journal of Continuing Education Topics & Issues</i>, 10(3), 102. http://link-gale-com.ezproxy.southern.edu/apps/doc/A288740380/AONE?u=tel_a_sau&sid=AONE&xid=11106c83</p> <p>Hung, T.K. (2010). An empirical study of the training evaluation decision-making model to measure training outcome. <i>Social Behavior and Personality: An International Journal</i>, 38(1), 102. doi: 10.2224</p> <p>McCarthy, J. (2000). Performance evaluations. <i>Journal of Property Management</i>, 65(5), 22. http://link-gale-com.ezproxy.southern.edu/apps/A65953675/AONE?u=tel_a_sau&sid=AONE&xid=2ef3a875</p>
<p>2.6 Describe in detail your volunteer evaluation plans (include literature that supports the effectiveness of your plans) (10 points)</p>	<p>RightWay Recovery will use volunteers within their staff that have a passion for individuals working through recovery. The volunteers will have experience in the recovery process and will undergo a background check as well as a 12-panel drug screen. Volunteers have been said to be the “backbone” of a nonprofit organization (Alfes, K., Antunes, B., & Shantz, A.D., 2016). Volunteers do their work out of care for the mission of the organization and would like to make it grow. Volunteers do not receive the same benefits as paid staff but will be treated the same. RightWay Recovery will provide role descriptions for volunteers with flexibility. Research has demonstrated that regardless of holding the same job role, volunteers were more motivated by social interaction with others and by the opportunity to contribute toward achieving the nonprofit’s mission (Alfes, K., Antunes, B., & Shantz, A.D., 2016). Motivating volunteers is just as important as motivating paid staff members to ensure they are happy with the job they are doing (Alfes, K., Antunes, B., & Shantz, A.D., 2016). Volunteering is one of the most helpful types of behaviors that an individual can endure (Hidalgo, M.C. & Moreno, P., 2009). It is a feeling that only a volunteer passionate about their work would do, just because they enjoy helping those that are going through major life changes from recovery. Each volunteer will be evaluated based on their passion for the organization as well as if they have gone through a similar program before. Volunteers will be monitored as</p>

	<p>if they are paid staff (Einolf, C.J., Prouteau, L., Nezhina, T., & Ibrayeva, A.R., 2016). Volunteers will need the motivation and skills just like the paid staff to work with the clients that are within the organization. The volunteer coordinator will be sure to hold interviews for volunteer staff members and get to know the volunteer before letting the individual into the house. Once the background check and urinalysis are completed, the volunteer will be monitored and trained on the roles for the organization. The volunteers will be told if they need a certain schedule or have any questions to contact the volunteer coordinator.</p> <p>Alfes, K., Antunes, B., & Shantz, A.D. (2016). The management of volunteers – what can human resources do? A review and research agenda. <i>The International Journal of Human Resource Management</i>, 28(1), 62-97. https://doi.org/10.1080/09585192.2016.12142508</p> <p>Hidalgo, M.C. & Moreno, P. (2009). Organizational socialization of volunteers: The effect on their intention to remain. <i>Journal of Community Psychology</i>, 37(5), 594-601. doi: 10.1002/jcop.20317</p> <p>Einolf, C.J., Prouteau, L., Nezhina, T., & Ibrayeva, A.R. (2016). Informal, unorganized volunteering. In <i>The Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations</i> (223-241). Palgrave Macmillan, London</p>
<p>2.7 Describe at least three strategies you will use to address diversity in your organization (include supporting literature) (10 points)</p>	<p>RightWay Recovery will utilize different strategies to address diversity in the organization. There are many ways to address diversity including promoting diversity, diversity climate, and diversity management. RightWay Recovery will focus on promoting diversity by building a diverse team. Overwhelming evidence suggests that teams that include different kinds of thinkers outperform homogenous groups on complex tasks, including improved problem solving, increased innovation, and more-accurate predictions all of which lead to a better performance and results when a diverse team is tasked to approach a given problem (Swartz, Palermo, Masur, & Aberg, 2019). RightWay Recovery will hire individuals from different backgrounds, social orientation, socioeconomic status, thinking style, and level of experience. RightWay Recovery will encourage the celebration of holidays celebrated by others to give them the opportunity to learn about others' cultures.</p> <p>Diversity climate, defined as an organizational climate characterized by openness towards and appreciation of individual differences has been shown to enhance outcomes in culturally diverse teams (Hofhuis, van der Rijt, & Vlug, 2016). RightWay Recovery will focus on different characteristics that will help the organization promote the diversity climate. First, the organization will give the employees the opportunity to discuss their cultural beliefs in the workplace. Secondly, the organization will add value to other cultures and promote diversity. The organization will do this by acknowledging holidays of all cultures. Third, the organization will encourage everyone to communicate openly in the workplace. Both trust and openness in communication have been related to positive workgroup outcomes in terms of job satisfaction, inclusion and innovations. The results confirm that diversity climate plays a key role in the success of diversity management in organizations. By increasing the ability of employees to display their cultural heritage in</p>

	<p>the workplace, and by promoting the ‘value-in-diversity’ perspective, organizations are likely to be more successful in dealing with cultural differences (Hofhuis, et al., 2001).</p> <p>Diversity management is the systematic and designed obligation on the part of an organization, to recruit, select, reward, promote and retain a diverse mix of employees at any particular point in time, with the aim of combining and utilizing the blend of the uniqueness of each culture (Ajiri & Hillary, 2018). RightWay Recovery will adopt and promote different diversity management strategies to help employer-employee relationships. One culture might be very good in technology and another culture might not be good in social skills. The organization will focus on everyone’s strengths and share those strengths with the team to help the organization grow together. The difference in age, gender, and race are not the only factors that account for cultural diversity at work. Therefore, the ability of an organization to effectively manage its diversified workforce directly influences the quality of it’s creativity and innovation in terms of new product planning and development (Ajiri & Hillary, 2018).</p> <p>Swartz, T.H., Palermo, A.S., Masur, S.K., Aberg, J.A. (2019). The science and value of diversity: Closing the gaps in our understanding of inclusion and diversity. <i>The Journal of the Infectious Diseases</i>, 220(2) 33-41. https://doi.org/10/1093/infdis/jiz174</p> <p>Horhuis, J., van der Rijt, P.G., & Vlug, M. (2016). Diversity climate enhances work outcomes through trust and openness in workgroup communication. <i>SpringerPlus</i>, 5(1), 714. https://doi.org/10/1186/s40064-016-2499-4</p> <p>Ajiri, S. & Hillary, O. (2018). Managing diversity at work: Key to organizational survival. <i>European Journal of International Management</i>, 10(16). https://www.researchgate.net/publication/326082988_Managing_Diversity_at_Work_Key_to_Organizational_Survival</p>
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Assignment 3 – Fundraising Campaign Plan (110 points)

Develop a fundraising campaign plan and supporting documents by using the SMART goals format (use template provided). Present three (3) SMART goals using three (3) types of fundraising activities, with at least 2-3 strategies each. In addition, develop a Case for Support letter and attach it to your Plan.

3.1 Develops three fundraising SMART goals relevant to the organizational mission (30 points)	*See attached
3.2 Describe each of the SMART goals you developed and clearly describe the link between the three activities and each corresponding	The first goal of this fundraising campaign is to secure \$126,000 in grant funding by the end of fiscal year 2020. The amount needed is determined by the average cost to staff two live-in employees and one full-time Licensed Alcohol and Drug Counselor (LADAC), and to obtain a van for the organization. The average income for minimum wage employees is between \$15,000 - \$16,000 each, which would be

<p>goal (30 points)</p>	<p>\$32,000 total annual income. The average income for a LADAC is \$62,000, and the average cost for a van to transport clients is \$32,000. The total equals \$126,000 needed for RightWay Recovery to obtain a van and support two live-in staff members and one LADAC counselor. The committee members will identify grants that target the specific needs / services of the organization, organize the grant proposals and information collected, and submit the grant proposals to the designated organizations and foundations. The grant proposals submitted will request donations be made to help with the current need for the organization.</p> <p>The second goal of the campaign is to host a barbeque fundraiser event which will help show the importance of the group home to the community and allow members to network with other community members and organizations. The committee members will plan the logistics of the fundraiser, advertise the fundraiser to community members, and obtain sponsorships from local businesses and organizations. Once the event is planned out, community members will be invited to attend and join in the festivities. The fundraiser will allow previous and current clients to share their stories of recovery with community members and will introduce the services offered to the community. By obtaining sponsorships, the committee will secure funding for the event as well as material donations to sell at the silent auction. The sponsors will also allow the organization to develop a network of partnerships that will be mutually beneficial for RightWay Recovery and the other local businesses. These partnerships will be fundamental for future events and funding.</p> <p>The third goal for the fundraising campaign is to secure \$20,000 in donations from individual donors by the end of fiscal year 2020. Giving USA (2019) notes that over 68% of all donations are given by individuals, therefore it is important to request donations from individuals. Creating an online media presence is imperative in society today, and the committee members will create a Facebook page, a RightWay Recovery website, and promote Giving Tuesday. NP Source (2019) notes that 16% of millennials, 19% of Gen Xers, and 21% of Baby Boomers give donations through Facebook, 59% of Gen Xers give donations due to social media posts, and 47% of millennials give donations through an organization's website. The committee members will also obtain donations from individuals at the fundraiser by collections and holding a silent auction. Lastly, committee members will advertise services in the community and request donations from friends and families of clients. Brochures, infographics, and T-shirts will be supplied to clients to give to family and friends. This will help clients feel empowered and included in the fundraising process and will help community members feel they are helping their community become a better place.</p> <p>Each goal works with one another to help create an organization for those that want to have a stable living environment after recovery. By obtaining grant funding, the committee will be able to purchase a van and support the staff necessary to run it. This will allow clients to move into the house and the committee can then host a BBQ fundraising event to advertise the importance of the group home to the community. The</p>
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	<p>BBQ fundraising event will lead to funding and partnerships with individuals and local organizations/businesses that would like to see a change in the community and want to help those in recovery become respectable members of society again.</p> <p>Giving USA (2019). <i>How much did Americans give in 2018?</i> [infographic]. Giving USA. www.givingusa.org.</p> <p>NP Source (2019). <i>The ultimate list of charitable giving statistics for 2018</i>. https://nonprofitssource.com/online-giving-statistics/</p>
<p>3.3 Clearly explain the rationale behind the strategies employed (as noted in the SMART Plan); all strategies and explanations are substantiated with relevant supporting research and/or documentation (30 points)</p>	<p>Goal 1: Secure \$126,000 in grant funding by the end of fiscal year 2020.</p> <p>The first strategy chosen for this goal is to identify the grants and service organizations that target the specific needs and services of RightWay Recovery. According to the Department of Health and Human Services (n.d.), the first steps to applying for a grant are to learn about the grants you wish to apply for and check if the organization is eligible for the grant prior to applying. RightWay Recovery targets a specific population (adult males 18+ years old who have been in recovery for substance abuse issues) and is not eligible for every grant that is available in the community. It is important to plan out what grants are available to help with time management and focus the energy of the fundraising committee on grants that are obtainable. There are many databases that can be used to filter possible grants available, and the fundraising committee will utilize these databases to narrow down options for the organization. The information gathered will be from reputable sources such as Grant Station, Candid, Grants.Gov, and the Chronicle of Philanthropy.</p> <p>The second strategy used for this goal is to organize the eligible grant information in a Google Sheets spreadsheet that is available to all fundraising committee members to view and edit. The information gathered will include the grant name, required documents, criteria/eligibility requirements, deadlines, and contact information for each grant. Tilzey (2020) lists some tips in managing the grant process, and notes that it is important to create a grant tracking list for members to keep up with upcoming deadlines, access grant documents, and find other available funding opportunities. When working in a group, it is important to be organized to help with efficiency and allow all group members to keep track of what is going on with the grant process.</p> <p>The third strategy for this goal will be to prepare and submit the grant proposals to the service organizations and foundations. The fundraising committee members will write proposals and submit the grants by utilizing techniques outlined in chapter five of the book <i>Effective Grant Writing and Program Evaluation for Human Service Professionals</i> (Yuen, Terao, & Schmidt, 2009). The committee members</p>

will also use the writing styles outlined in the article “Crafting a Sales Pitch for Your Grant Proposal” (Porter, 2011) to be able to elicit positive responses from skeptical reviewers. The grant proposals will be submitted to the committee members for peer review at least two weeks prior to the deadline date to make minor edits and minimize mistakes. The grant proposals will then be submitted to the service organization or foundation for approval. The committee will keep track of each grant that has been submitted to check on approvals. Once the grant is approved, it will be moved to a different Google Sheet titled “Approved Grants” which will include all the information needed for grant renewals if necessary. Bratcher (2018) notes it is important to continue to try for the grant your organization is eligible for the next year, even if the organization was denied the grant previously. The committee will continue to apply for grants each year throughout that year and will keep track of the progress with the Google Sheets document.

Goal 2: To host a BBQ Fundraising Event

The first strategy implemented in hosting a BBQ fundraising event is to plan the event. Each committee member will be designated as the lead in a specific part of the fundraiser, which will be determined during the planning process. Candid (2020) lists five important steps in planning a fundraiser including: taking stock of the organization’s strengths and assets, creating a case statement, setting realistic fundraising goals, diversifying the funding mix by building a support base, and preparing a fundraising calendar. The committee will utilize these tools to plan the BBQ event. The fundraiser will include testimonies from current and previous clients, vendor booths from local businesses, multiple games and activities, and a silent auction.

The second strategy will be to advertise the fundraising event in the community. NP Source (2019) reports that greater than 50% of each generational group attends fundraising events and are willing to provide donations to the cause. Advertising is important to let community members know that the event is happening. Committee members will utilize marketing communication techniques outlined in the article “Conceptual Foundations of Sponsorship Research” (Johnston & Spais, 2015) that cover the four identified pillars of sponsorship research: intellectual, strategic, behavioral, and relational. NP Source (2019) also notes strategies for targeting different generations of individuals and report that millennials are most likely to respond to text messages and social media, Gen Xers are most likely to respond to text messages or voice calls, Baby Boomers are most likely to respond to voice calls, email, text messages, and social media, and Greatest Gen are most likely to respond to voice calls and direct mail. Based on these statistics, most generations seem to respond to social media, voice calls, and text messages, so these will be some of the advertising avenues used. The committee will advertise the event on the RightWay Recovery Facebook page, provide brochures and infographics to hand out in the community, and create T-shirts for staff and volunteers to wear.

The third strategy for the fundraiser will be to obtain sponsorship for the event. The fundraising committee will identify potential corporate sponsors in the local community and will network with local businesses to advertise and obtain the funding and sponsorship necessary for the event. The committee will do this by utilizing techniques outlined in the article “How to Get Sponsors for an Event: A Quick Guide to Event Sponsorship” (Nielsen, 2019) including: researching potential event sponsors through SponsorMyEvent, creating event sponsorship proposals, identifying the target member in the corporation, composing emails, and following up with the sponsors. The sponsors will be listed on the back of the T-shirts for the event to help with marketing for those organizations and businesses as well. The committee will seek local businesses to set up vendor booths at the event to create more excitement and promote partnerships in the community. The committee will also request donations for material resources from organizations to enter in a silent auction at the fundraiser. Double the Donation (2020) notes that silent auctions are very beneficial for fundraising events because they provide a quid pro quo contribution that gives the individual more incentive to donate. Overall, these techniques will help build rapport and partnerships with other organizations in the community and obtain funding for the event.

Goal 3: Secure \$20,00 in donations from individual donors by the end of fiscal year 2020.

The first strategy for this goal is to create an online media presence. NP Source (2019) notes that 16% of millennials, 19% of Gen Xers, and 21% of Baby Boomers give donations through Facebook, therefore the committee will create a nonprofit Facebook page that will have an area to submit donations. It is also reported that 59% of Gen Xers give donations due to social media posts that invoke an emotional response (NP Source, 2019), and the committee members will regularly post creative videos and posts on the Facebook page with updates. The committee will also create a website to raise awareness and advertise services, since 47% of millennials give donations through an organization’s website (NP Source, 2019). The website will be secured and will have a specific section to submit donations via credit card or PayPal. Lastly, NP Source (2019) notes that around 15% of all generational groups gave donations to charities on Giving Tuesday, and the committee will advertise and seek donations on Giving Tuesday via Facebook as well. These techniques used will help advertise to multiple generations as well as provide a reference point on what services RightWay Recovery has to offer and secure individual donations throughout the year.

The second strategy will be to obtain donations from individuals at the BBQ fundraising event. Stein (2016) notes that “fundraising events are a powerful way to grow your community, engage with donors, and give supporters a positive experience with your organization....events are the perfect time for connecting with donors who are feeling inspired and want to make a difference”. The fundraiser will raise awareness of the need for donations to support the organization and will build rapport with community

members. It will include testimonials from current and previous clients to help invoke emotional responses that move individuals to give. It will also include a silent auction with items that are donated from other organizations and individuals will donate by placing bids on these items. Local businesses and organizations will have vendor booths that will provide food and activities for participants. This provides a fun event for individuals in the community to participate in activities as well as network with the staff of RightWay Recovery and other organizations.

The third strategy will be to advertise services in the community and request donations from families and friends of clients. The Fundraising Authority Team (2016) outlines that relationships and consistent involvement with others in the community are extremely important when raising money for a cause. This also helps clients and their families feel accomplished and that they are contributing in their care. Committee members will utilize information obtained from research on donor evaluations as outlined in the article “How Do Directors of Nonprofit Organizations Perceive the Donor Evaluation Process?” (Qui Chen, 2015) to help gain the trust of donors. Committee members will create brochures, infographics, and T-shirts to pass out to members of the community. The committee will also utilize techniques for requesting individual donations outlined in the article “How to Ask for Donations: A Nonprofit’s Guide with Top Tips and Actionable Steps” from Double the Donation (2020) including: online donations, mobile donations, direct mail donations, and phone donations. The committee will stay involved with attendees of the fundraising event and will follow up in order to maintain relationships and increase the likelihood of continued donations.

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<p>3.4 Develop a Case for Support letter (you will use the design you will develop in you final assignment) that offers clearly expressed emotive and economic justification for supporting the program, and is substantiated with relevant supporting research and/or documentation (20 points)</p>	<p>*See attached</p>
<p>Assignment 4 – Marketing Campaign Plan (60 points)</p> <p>Develop a marketing plan, including a campaign name, slogan, and any marketing materials you might use (letterhead, brochures, T-shirt logos, designs, buttons, etc.). Be creative!</p>	
<p>4.1 Develop a marketing campaign strategy. What do you hope to accomplish through your campaign? What are your target audiences? (7 points)</p>	<p>The RightWay Recovery marketing team hopes to provide information of services provided, develop networks and partnerships with other organizations in the community, and remove the stigma that comes with individuals struggling with addiction. The overall goal of the organization is to help individuals who have had addiction issues re-integrate into society following rehabilitation. The marketing campaign will target potential clients (men over 18 years old who have been in rehab for 28-30 days and are re-integrating into society), family members of potential clients, and substance abuse rehabilitation facilities. The campaign will reach out to members in the community of Clifton, TN as well as local rehabilitation centers, Anderson County Drug Court, and Ridgeview Reentry Program. The marketing campaign will advertise with brochures and T-shirts and will hold fundraisers in the community. The campaign will include three</p>

	<p>steps, and step one will be accomplished by 2/27/20, step two will be accomplished by 2/29/20, and step three will be accomplished by 3/1/20.</p>
<p>4.2 Develop clear steps for your marketing campaign (number them and provide short descriptions for clarity) (8 points)</p>	<p>Step 1. Determine Target Audience (who the campaign will reach out to, including clients, families of clients, local rehabilitation centers, Anderson County Drug Court, and Ridgeview Reentry Program).</p> <p>Goal A: Establish Stakeholder Groups (including the implementers, the partners, the participants, the decision makers, and the public at large).</p> <ul style="list-style-type: none"> • Impact: To find which groups to spend the most energy and resources on to further the purpose and goals of the organization. <p>Goal B: Network with Target Audiences.</p> <ul style="list-style-type: none"> • Impact: To educate the community and make clients aware of the services available. This will also allow the campaign group to build relationships with potential partners/donors in the community.
<p>4.3 For each step, develop clear goals (5 points)</p>	<p>Step 2. Select Advertising Media (including brochures, newsletters, press conferences, news releases, PSA, interviews, conferences/workshops, annual reports, and online tools).</p> <p>Goal A: Determine available media outlets for the campaign (look at budget restrictions, local media outlets, potential sponsors, etc.).</p> <ul style="list-style-type: none"> • Impact: To know what is achievable and within the budget for the campaign. <p>Goal B: Determine the best media to use for the target audience (look at age, population, most frequently used media, demographics, etc.).</p> <ul style="list-style-type: none"> • Impact: To reach out to as many individuals in the community as possible and isolate people who may benefit from the services provided by RightWay Recovery.
<p>4.4 For each goal, evaluate the impact on the targeted audience/s (5 points)</p>	<p>Step 3. Create Marketing Tools (from the list of media/tools that were selected by the group in Step 2).</p> <p>Goal A: Create a Brochure (will include general information about the organization, information about the staff at the organization, and the services provided).</p> <ul style="list-style-type: none"> • Impact: To inform the community and potential clients/families of services available. These brochures will be distributed in multiple areas of the community including (but not limited to) local rehabilitation centers, Anderson County Drug Court, and Ridgeview Reentry Program. <p>Goal B: Create T-Shirts (will include the RightWay Recovery logo)</p> <ul style="list-style-type: none"> • Impact: To stimulate conversation about RightWay Recovery and the services provided. The T-shirts will be worn by staff and current clients in the program and will be available at some of the

	fundraising activities and other networking events that the organization facilitates.
4.5 Present your marketing campaign name (2 points)	Bridging the Gap
4.6 Present your marketing campaign slogan (3 points)	Refreshing life after addiction
4.7 Evaluate (describe and analyze) the relationship of your marketing campaign name and slogan to the mission of the organization (10 points)	<p>The mission of RightWay Recovery is to provide a community of recovery for clients who are suffering with substance abuse issues and other co-occurring disorders. The potential clients have already begun their journey to recovery by participating in a 28-30 day rehabilitation program. The goal of RightWay Recovery is to help re-integrate those individuals who are already in recovery back into society. Many individuals who leave the rehab facilities have difficulty starting a new life after addiction.</p> <p>“Bridging the Gap” shows RightWay Recovery as a bridge from rehabilitation facilities back into society and ties in with the services provided (therapy services, re-employment services, temporary housing, nutritional services, etc.). RightWay Recovery also hopes to provide a bridge between those in recovery and the local community by removing the stigma in the community against individuals with substance abuse issues. The organization hopes to educate the community on what it means to be in recovery and to reframe substance abuse issues as an illness rather than a moral issue. If the community is able to accept those in recovery, it would allow for more possibilities for the clients at RightWay Recovery.</p> <p>The marketing campaign slogan “Refreshing life after addiction” also ties in and shows potential clients that by attending RightWay Recovery, they can refresh their life and start a new chapter of recovery after addiction. The campaign group chose the term “refreshing life” rather than “starting a new life” because they also hope to help individuals repair damage that has been done in their relationships with family and healthy friends (not including individuals who encouraged drug/alcohol use). Recovery is not about completely wiping out everything in your life and starting from scratch. It is about accepting that you, as an individual with substance abuse issues, have a problem but can rise above that problem and repair damage you may have caused in the past while also looking to a positive future.</p>
4.8 Presents exemplary and creative additional marketing materials (20 points)	Please see attached for the brochure for the organization, an infographic about addiction myths/facts, and a picture of the T-shirts created.
Assignment 5 – Organizational Policy and the Legal Environment (85 points) Describe a policy that directly affects your organization, the services you provide, or your target population. Develop four organizational policies specific to your organization.	
5.1 Find and name a local/state/federal policy/law that is influencing your organization’s desired operations or services (5)	Chapter 0940-5-41: The Minimum Program Requirements for Alcohol and Drug Halfway House Treatment Facilities Tennessee Department of Mental Health and Developmental Disabilities (2008). <i>Chapter 0940-5-41:</i>

points)	<p><i>Minimum program requirements for alcohol and drug halfway house treatment facilities.</i> https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-41.2081014.pdf</p>
<p>5.2 Describe the intent of the policy named in the previous section, its application, intended target population, who provides oversight, etc. What were the goals of the policy? What problem did it intend to address? (20 points)</p>	<p>This policy outlines the requirements for a substance abuse halfway house to be fully licensed in the State of Tennessee. The Tennessee Department of Mental Health and Developmental Disabilities oversees the licensure of alcohol and drug halfway houses. The intended target population for this policy is any individual or nonprofit organization that is opening a halfway home to reintegrate individuals who are in recovery back into society. The policy defines what a halfway house is, applicable rules the halfway house must abide by, the policies and procedures that must be integrated in a written manual for the house, personnel and staffing requirements, Individual Program Plan (IPP) and assessment requirements, IPP monitoring and review requirements, record keeping and necessary documentation policies, professional services that should also be available to clients, medication administration requirements, and health provisions that are to be available to clients.</p> <p>Section 0940-5-41-.02 discusses the applicable legal rules that RightWay Recovery is required to abide by. These include the rules for Residential Occupancies and Board and Care for facilities providing services to four or more service recipients, the Rules for Adequacy of Facility Environment and Ancillary Services, Minimum Program Requirements for ALL Facilities, and Rules for Use of Isolation, Mechanical Restraint, and Physical Holding Restraint in Mental Health Treatment Facilities. These are all important legal documents that are required in the State of Tennessee, and this section of the policy condenses the legal requirements into a list, so it is easier for staff to access.</p> <p>Section 0940-5-41-.03 outlines the policies and procedures that are to be followed within the halfway house. These policies include an intake and assessment process, a description of aftercare services, a policy for staff to follow standard precautions from the Centers for Disease Control (CDC) to prevent HIV and other infections, guidelines for volunteers and employees to monitor, control, and report infections, quality assurance policies, drug testing procedures, exclusion criteria for clients not appropriate for services, policies to address and manage disruptive behaviors (including reducing the use of isolation and restraints), make tuberculosis (TB) services available, policies establishing employment practices with clients, a weekly schedule of all program services and activities, and a requirement that the facility must provide a written statement outlining the rights of services to clients upon entrance into services. These policies are to ensure a quality standard of care for all clients and allow clients and staff to be able to take legal action if their care is not within standards of the regulations set forth by the State of Tennessee.</p> <p>Section 0940-5-41-.04 outlines staffing and personnel requirements for halfway houses. It notes that direct treatment and rehabilitation services must be provided by qualified personnel who have had a background</p>

check. A physician must be employed or retained by a written agreement as a medical consultant and the facility must have at least one staff member who is trained in CPR, first aid, abdominal thrust, and standard precautions of infection control. The facility must provide on-duty and on-site staff-to-service ratio of at least one to sixteen when clients are present during waking hours, and one staff to thirty clients during sleeping hours. The facility must provide annual STD/HIV and TB education to all staff and follow TB Guidelines for screening and testing employees, including documenting the date and results of the TB test for all employees. These requirements are to ensure the health and safety of all staff and clients residing in the halfway home, and to be able to provide basic emergency medical care as needed.

Section 0940-5-41-.05 discusses the requirements for the assessment process for each client. This includes requirements for a biopsychosocial assessment that reviews their presenting problem, basic medical history and records as applicable, screening for TB, history of medication and drug use w/in the past six months, employment and educational skills, financial status, emotional and psychological health, legal issues, housing needs, and the impact of alcohol/drug abuse and or dependency on the client's life functioning. The assessment must be completed prior to development of the Individual Program Plan (IPP) upon entrance into services. This assessment allows staff to develop a holistic approach to the client's care, and to get to the root of the issue so the client can live a healthy, functional life.

Section 0940-5-41-.06 outlines the Individual Program Plan (IPP), which RightWay Recovery staff have developed an organizational policy on as outlined in section 5.4 of this assignment. The IPP is required to be given within seven days of admission and must include the client's name, date the IPP was developed, standardized diagnostic formulations of their disease from the Diagnostic Statistical Manual (DSM) and the American Society of Addiction Medicine Patient Placement Criteria for the Treatment of Substance Abuse Disorders (ASAM PPC), specific problems to address, client's goals to address the problems, interventions for those goals, planned frequency of contact, signatures of staff, and documentation of the client's participation in the treatment plan. The IPP is required to help the client develop goals and measure the accomplishment of their goals at the end of their stay at the halfway home. Section .07 discusses the requirements for monitoring the IPP including documenting progress notes and changes during the treatment of the client, review and revision of the document as needed by staff at least every 60 days, and revision requirements. This is to help staff monitor the accomplishments the client has made and change the IPP as needed for the clients when the current plan is not working.

Section 0940-5-41-.08 describes the record requirements for clients including a medication log sheet, client's employment issues and goals of the IPP, list of individual client's property value, accounts of all money received or given to/from the client, medical issues, significant behavior incidents, instances of physical holdings or restrictions, discharge summaries, and an aftercare plan. These documents are required

	<p>for the safety of the individual client and all clients residing in the home. It also allows staff to provide the best care for the clients.</p> <p>Section 0940-5-41-.09 discusses professional services and referral agreements that should be provided, and Section 0940-5-41-.10 outlines the medication administration requirements. The medication administration monitoring and documentation helps provide safety for the clients at the home when self-administering medications and decreases issues that may come up with the medications. These are extremely important since giving the wrong medication could lead to fatalities.</p> <p>In the last section, Section 0940-5-41-.11 describes the health provisions for clients including their nutritional needs, exercise, weight control, adequate sleep, and designated smoking areas outside the building. The facility is also to educate the clients on hygiene and encourage the use of adaptive equipment as needed. This section is important to ensure the overall health and hygiene of clients, and to protect other clients against the spread of infections and disease from lack of nutrition and hygiene.</p> <p>Without the Minimum Program Requirements for Alcohol and Drug Halfway House Treatment Facilities policy, there is potential for abuse, neglect, and/or unfair treatment of the clients served. The policy helps to protect the clients, the organization, and the community overall. The goals of this policy are to ensure that halfway houses abide by the necessary regulations, to define halfway houses, and to provide measurable standards of care for licensed halfway houses in the State of Tennessee.</p>
<p>5.3 Analyze the ways in which the policy named in section 6.1 influences your organization’s operations (example: Affordable Care Act and the level of employee benefits you might have to provide, and what that means for the organizational budget). Use the professional literature to substantiate your claims wherever applicable. (20 points)</p>	<p>As discussed in the previous section, Chapter 0940-5-41 of the Tennessee Department of Mental Health and Developmental Disabilities Rules outlines the minimum requirements needed to become a fully licensed alcohol and drug halfway house treatment facility in the State of Tennessee. Section 0940-5-41-.01 defines alcohol and drug halfway house treatment facilities as “a transitional residential program providing services to service recipients with alcohol and/or drug abuse or dependency disorders with the primary purpose of establishing vocational stability and counseling focused on re-entering the community” (Tennessee Department of Mental Health and Developmental Disabilities, 2008). The services expected to be provided are medication services, vocational/educational training, employment opportunities, and counseling sessions. RightWay Recovery will provide each of these services to clients who reside in the home.</p> <p>Section 0940-5-41-.02 discusses all the legal documents that halfway houses are required to follow. This includes the applicable Life Safety Licensure Rules in Chapter 0940-5-4-.06 or Residential Occupancies Board and Care for facilities providing services to four (4) or more service recipients, which outlines the building standards for the home. RightWay Recovery will need to abide by these building standards</p>

including the standards listed in Chapter 22 of the Life Safety Code of the National Fire Protection Association of 1985, personal care of the clients, and standards for mobile non-ambulatory clients (Department of Mental Health and Developmental Disabilities Office of Licensure, 2002). RightWay Recovery will also be required to provide adequate nutrition and food services for clients as listed in Chapter 0940-5-5-.05 including documentation of meals, meal prep, kitchen appliances, disposal requirements, and storage requirements (Tennessee Department of Mental Health and Mental Retardation, 1999). Chapter 0940-5-06-.06 outlines the rights of clients that should be included in the service of clients, and RightWay Recovery will abide by those rights (Tennessee Department of Mental Health and Substance Abuse Services, 2017). Lastly, RightWay Recovery will abide by the rules set in place by Chapter 090-3-9 on the Use of Isolation, Mechanical Restraint, and Physical Holding Restraint in Mental Health Residential Treatment Facilities (Department of Mental Health and Developmental Disabilities Division of Mental Health Services, 2008).

Section 0940-5-41-.03 discusses the policies and procedures that should be followed by halfway homes in the State of Tennessee. RightWay Recovery will provide a procedure and policy manual that includes all the requirements listed in this section. Tiffany Black (2010) notes that there are several policies required by law to be included in employee handbooks including family medical leave policies, equal employment and non-discrimination policies, and worker's compensation policies. She also recommends several other policies to include such as policies on compensation, work schedules, standards of conduct, general employment information, safety and security (within OSHA requirements), computers and technology (including phone use, email, social media, and confidentiality), employee benefits (life insurance, retirement, employee assistance, etc.), and leave (maternity leave, military leave, jury duty, medical leave, etc.) to protect against legal issues and notify staff of what to expect (Black, 2010). RightWay Recovery will include all these policies as well as a whistleblower policy, a conflict of interest policy, and a grievance policy. The procedure manual will be kept in the home and will be available and easily accessible to all staff and clients.

Section 0940-5-41-.04 lists the personnel and staffing requirements for a halfway home, including medical services. RightWay will abide by all staffing and personnel requirements in several ways. First, one staff member at RightWay Recovery will be a Licensed Alcohol and Drug Abuse Counselor (LADAC) who will provide the direct treatment and rehabilitation services, as outlined in this section. A physician will be retained by a written agreement as a consultant, which will be part of the partnership of RightWay Recovery with Ridgeview Behavioral Health services. At least one staff member who lives on-site will be trained in CPR, first aid, abdominal thrust, and standard precautions of infection control. If a staff member is not trained in these certifications, RightWay Recovery will cover the cost for the employee to receive training. According to the American Red Cross (2020), CPR and First Aid classes are offered for \$30

online for residents of Clifton, TN. The staff at RightWay Recovery will include two live-in staff who will be available 24/7 for clients (with rotating shifts) and there will never be more than 20 residents at the home at one time, thus fulfilling the staff to client ratio outlined in this section of the policy. The staff at RightWay Recovery will attend annual STD/HIV and TB trainings and will be screened and tested for TB regularly. The employee records will reflect these trainings and testing as outlined in the policy.

Section 0940-5-41-.05 outlines the biopsychosocial that is required upon a client's entrance into services. Mark Griffiths (2005) discusses the importance of utilizing a biopsychosocial approach when working with clients who have issues with addiction by outlining the commonalities between clients in addiction due to environmental, biological, psychological, and social factors in their lives. The staff at RightWay Recovery will obtain information regarding the clients presenting problem, basic medical history and records, medication history and drug use over the past 30 days and 6 months, TB screenings, employment and educational skills, financial status, emotional and psychological health, legal issues, community living skills, housing needs, and the impact of alcohol/drug use in their life functioning, as outlined in this section of the policy. These assessments will be kept in files for the clients that will be secured and only accessible by the staff at RightWay Recovery.

Sections 0940-5-41-.06 and 0940-5-41-.07 discuss the Individual Program Plan (IPP) requirements. Dr. Neal Adams and Diane Grieder (2005) discuss the importance of having an individual treatment plan for clients who are in recovery to help map out their recovery and provide tangible results so the client can feel accomplished. The LADAC employed by RightWay Recovery will be responsible for developing an IPP with the client within seven days of their admission to the home. It is important that the LADAC works with the client to develop the IPP rather than creating an IPP for the client, because the client's involvement in the treatment planning process will increase the chances the plan will succeed (Adams & Grieder, 2005). The IPP will include: (a) the client's name, (b) date of the development of the IPP, (c) diagnostic information gathered from the Diagnostic Statistical Manual (DSM) and American Society of Addiction Medicine Patient Placement Criteria for the Treatment of Substance Abuse Disorders (ASAM PPC), (d) specified problems to be addressed in the program, (e) client's SMART goals related to the problem, (f) interventions to address the client's goals, (g) planned frequency of contact, (h) signatures of the LADAC, client, and house manager, and (i) documentation of the service recipient's participation in the treatment planning process, as outlined in this Section .06. Progress notes and documentation will be made for each individual at his/her session and will be completed on a weekly basis. The IPP and progress notes will be added to the client's file, which will be kept in a secure location only accessible by RightWay Recovery staff. The LADAC will review each client's IPP every 60 days and will work with the client to revise the IPP if needed. Revisions will only be made if there is a change in goals due to a new problem, change in primary counselor assignment, and/or a change in frequency and type of service provided.

Section 0940-5-41-.08 outlines the record-keeping requirements for clients, and RightWay Recovery will keep documentation for each individual client in his/her file that is secured and only accessible by staff. Dr. Frederic Reamer (2005), notes that documentation is very important in social work and other fields for risk-management purposes to avoid lawsuits and to provide best care for clients. The documentation will include a medication log sheet with all the medications prescribed including the date of administration, type, dosage, frequency, amount, and reason. Documentation will also include a list of the individual client's personal property value and any written accounts of money received by the client or given to the client. Reports of any medical problems, accidents, or significant behavioral incidences will also be included. Anytime physical holdings or restrictions are applied for any reason, it will be documented and added to the client's file. Upon discharge from the facility, a discharge summary including the reasons for discharge, referral for other services, and an aftercare plan will be provided for the client.

Section 0940-5-41-.10 outlines important regulations regarding medication administration with clients. Staff at RightWay Recovery will supervise all self-administration of medications by clients and will always have access to the medications. The staff will ensure that the clients are utilizing their medications appropriately and will collaborate with each client's prescribing physician. Medications will be disposed of properly by staff, and schedule 2 medications will be stored in two separately locked compartments only accessible by staff. Other medications will be stored in a specific closet that is locked and accessible only to staff, who will always keep the key on their person. Staff will document each time a medication is administered, as outlined in the previous section of this policy. Inappropriate use of medications can lead to fatalities, and staff will ensure that clients are safe and compliant in their medication use.

Lastly, the staff at RightWay Recovery will provide the necessary tools and encouragement for enhancing each client's overall health, as outlined in Section 0940-5-41-.11. The staff will educate clients on good hygiene, exercise, sleep, and diet. The staff will do this by implementing recipes, techniques, exercise programs, etc. from the NEWSTART lifestyle program (NEWSTART, 2019). Although the facility will be a smoke-free zone, there will be a designated smoking area outside that clients can use between the hours of 6:00 am and 10:00 pm. If client's require adaptive equipment such as dental appliances, eyeglasses, and/or hearing aids, the staff will encourage use of these devices and advocate for the client to receive these devices if he/she does not currently own one.

Adams, N. & Grieder, D. (2005). *Treatment Planning for Person-Centered Care: The Road to Mental Health and Addiction Recovery*. Elsevier, Inc: San Diego, CA.

	<p>American Red Cross (2020). <i>Adult first aid/CPR/AED online course</i>. https://www.redcross.org/take-a-class/classes/adult-first-aid%2Fcpr%2Faed-online/a6R0V0000015FV3.html?cgid=cpr&isCourse=true&storedistance=undefined#cgid=cpr&zip=Clifton%2C%2BTN%2C%2BUSA&latitude=35.3870197&longitude=-87.9953067&zipcode=38425&searchtype=class&start=7</p> <p>Black, T. (2010). Tools for creating an employee handbook. <i>Inc.</i> https://www.inc.com/guides/2010/08/tools-for-creating-an-employee-handbook.html</p> <p>Department of Mental Health and Developmental Disabilities Office of Licensure (2002). <i>Chapter 0940-5-4 life safety licensure rules</i>. https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-04.pdf</p> <p>Department of Mental Health and Developmental Disabilities Division of Mental Health Services (2008). <i>Chapter 0940-3-9 use of isolation, mechanical restraint, and physical holding restraint in mental health residential treatment facilities</i>. https://publications.tnsosfiles.com/rules/0940/0940-03/0940-03-09.pdf</p> <p>Griffiths, M. (2005). The biopsychosocial approach to addiction. <i>Psyke & Logos</i>, 26, 9-26.</p> <p>NEWSTART (2019). NEWSTART lifestyle program. https://www.newstart.com/</p> <p>Reamer, F. G. (2005). Documentation in social work: Evolving ethical and risk-management standards. <i>Social Work</i>, 50(4), 325-334. https://doi.org/10.1093/sw/50.4.325</p> <p>Tennessee Department of Mental Health and Developmental Disabilities (2008). <i>Chapter 940-5-41 minimum program requirements for alcohol and drug halfway house treatment facilities</i>. https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-41.20081014.pdf</p> <p>Tennessee Department of Mental Health and Mental Retardation (1999). <i>Chapter 0940-5-5 adequacy of facility environment and ancillary services</i>. https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-05.pdf</p> <p>Tennessee Department of Mental Health and Substance Abuse Services (2017). <i>Chapter 0940-05-06 minimum program requirements for all services and facilities</i>. https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-06.20170228.pdf</p>
5.4 Write an organizational policy	See Attached

specific to your organization that addresses the applicable aspects of the local/state/federal policy/law you analyzed in sections 5.1-5.3. (10 points)	
5.5 Write a grievance policy that is <u>specific</u> to your organization. (10 points)	See Attached
5.6 Write a conflict of interest policy <u>that is specific</u> to your organization. (10 points)	See Attached
5.7 Write a whistleblower protection policy that is <u>specific</u> to your organization. (10 points)	See Attached
Assignment 6 – Budget and Budget Narrative (50 points)	
Create a budget for the organization you propose, and justify your line items in a budget narrative.	
6.1 Describe the rationale for the budget plan for the organization (10 points) (How does the budget reflect the organization’s mission, vision and goals? Why do you need all these positions, room/s, equipment, etc. – link it back to fulfilling your organizational mission, and the needs of the target populations.)	<p>RightWay Recovery is a halfway house; therefore, the budget will need to incorporate nonprofit expenses as well as household expenses. The government will provide a grant of \$300,000 for halfway houses that are starting out in a partnership with drug courts to help provide an environment for clients to stay accountable on their road to recovery. Along with the government grant, clients will pay \$125 per week for rent, utilities, food, etc. Fundraiser events will be hosted by the organization to spread the word about services available to the community and to raise necessary funds for operations.</p> <p>In order to keep the house operational as well as follow state regulations, there needs to be at least one LADAC employed and two staff always present. In order to provide group therapy, the staff members must be licensed or under supervision to become licensed. It is essential to have a mental health professional and staff who are like-minded in order to assist clients in their recovery journey. A nonprofit accountant will also be contracted in order to help staff plan and adhere to the budget, as well as file taxes for the halfway home. FICA taxes will be paid by the organization for all employees who are staffed except the contracted accountant, per federal guidelines. Employee health insurance will also be provided to staff members as a basic benefit and will include dental and vision benefits. The employees at RightWay Recovery are very important in providing services to clients, and providing basic benefits is necessary to take care of those employees.</p> <p>Certain equipment is important to have in order to provide the services needed for clients. A van is a necessary piece of equipment for the organization to be able to transport clients to criminal justice, medical, and recovery appointments. This is imperative to the clients’ recovery, because one missed appointment</p>

	<p>can lead to relapse or cause them to be in violation of their parole/probationary requirements. The van costs will include insurance and maintenance (including cost of gas, oil changes, repairs, etc.) for the year. Clients will be living on campus; thus, household expenses must also be included in the budget. Mortgage payments and house insurance will need to be paid in order to keep the house open and available for clients. Repairs, food, household supplies, communication tools, and utilities are all necessities for the clients' living situations and to keep the home office operational. It is important to provide clients with good nutrition, shelter, and all the other necessities to ensure their health and wellness on their road to recovery and to provide an environment that helps make their journey successful.</p> <p>Other expenses are also necessary in the day-to-day operations of a halfway home. Fundraising and advertising have costs associated but are essential in all nonprofit organizations to be able to notify others in the community of the services provided as well as raise more money to benefit the clients served. Urine Drug Screens (UDS) are necessary to hold clients accountable to their abstinence from substances. Overall, the mission of RightWay Recovery is to provide an environment of recovery for clients who are abstaining from substances. Providing a home for those clients creates that environment of recovery and allows services to be provided on a 24/7 basis. This significantly increases their chances of success on their recovery journey.</p>
6.2 Create a comprehensive income budget plan (10 points)	If needed, you may attach the budget plan to the assignment.
6.3 Create a comprehensive expenses plan (10 points)	If needed, you may attach the budget plan to the assignment.
6.4 Present a detailed budget narrative supported by relevant professional literature (This section justifies each expense you listed in your budget, with supportive documentation) (10 points)	<p>Licensed Alcohol and Drug Abuse Counselor (LADAC) Salary: According to the U.S. Department of Labor (2019), the average annual salary for a substance abuse mental health counselor in 2018 was \$44,630. The year 2018 was the most recent statistic reported via the U.S. Department of Labor. There will be one LADAC employed at RightWay Recovery that will be paid on a salary basis.</p> <p>Substance Abuse Technician Salary: According to ZipRecruiter (2020), the average salary for a substance abuse technician in Tennessee is \$12 per hour or \$25.95 per year. Two substance abuse technicians will be employed at RightWay Recovery and will be paid hourly. These techs will be paid \$12 per hour and will work an average of 40 hours per week. There are 52 weeks in the year, therefore this would calculate to \$24,960 per year for one tech, or \$49,920 for two techs.</p> <p>Contract Accountant Salary: Chris Tackett from Rocky Top Construction Company (2020) was consulted on the cost of a contracted accountant for his company. He notified the budget committee that he pays \$12,000 per year for a contracted accountant. This amount includes bookkeeping, budget consultation, and preparing tax returns for the company.</p>

FICA: According to the Social Security Administration (SSA, 2017), an employer matches 6.2% of an employee's wage in Social Security tax and 1.45% of an employee's wage into Medicare tax. When calculated, the salaries of the employees at RightWay Recovery (not including the contracted accountant) would be \$94,550. Thus, 7.65% of \$94,550 is \$7,233 that would be paid by the organization in FICA taxes.

Employee Health Insurance: Cigna Health Insurance (2020) is the insurance company that will be used to pay health insurance for all employees. Cigna is a commonly used insurance company for nonprofit organizations. The premium will be paid by RightWay Recovery yearly so all employees will be able to meet deductibles and have health insurance. The premium for the year is \$30,000 up front, meaning it will be paid annually without monthly payments.

Mortgage: When buying or renting a house/business building that holds 20 beds and has three full bathrooms, the mortgage can be pricey. Matt Stinnett from Caldwell Bank (2020) stated that each year \$50,000 will be spent on house payments, which breaks down to \$962 per month.

House Maintenance & Repairs: Annual maintenance and repairs (not including unforeseen events) would cost an average of \$7,200 per year based on a personal interview with Rocky Top Construction owner Chris Tackett (2020).

House Insurance: Wells Media Network (2020) provides insurance for homes with multiple dwellings for \$1,000 per month plus a \$1,000 deductible for repairs.

Van Insurance: According to Farm Bureau (2020), vehicle insurance with full coverage will cost \$5,000 a year. This amount is reduced to \$1,152 per year in payments of \$96 per month due to RightWay Recovery being a nonprofit organization.

Van Maintenance: Marshal Mize Ford service department gave an estimated amount of \$10,000 per year for van and transportation upkeep. This van maintenance includes oil changes, regular tune-ups, tire rotations, cost of gas, and other regular check up fees.

Utilities: Anderson County utilities district estimates that an average house in the county will cost \$240 per month in a month. It is estimated that this amount will be larger with 20 clients residing in RightWay Recovery. This estimate calculates an average of \$1,000 per leading to an average of \$12,000 per year. Of course, the amount for this is not exact due to seasonal price fluctuations and amount of electricity/water used by clients.

Communications: Xfinity (2020) offers internet, TV, and a landline for \$100 per month with a two-year contract. The organization will sign a two-year contract and pay them \$1,200 per year.

Food: The amount of food necessary and the budget for the food was based on the budgets used for another local halfway home, Hope of East Tennessee (2020). According to their policy and procedures manual, when a client is admitted into the home, they automatically apply for Supplemental Nutrition Assistance Program (SNAP) benefits. Once they are approved for their benefits, the amounts received for each client are combined and groceries are bought in bulk for the entire house. The average amount spent is \$500 per week, or \$25,80 per year. The average SNAP benefits for each person are about half that number, at \$12,900 per year.

Household Supplies: RightWay Recovery will purchase all house supplies in bulk at CleanItSupply (2020). The house will have three bathrooms, and each bathroom will use three industrial toilet paper rolls per month. CleanItSupply will deliver 54 rolls of toilet paper every six months, or 108 rolls a year for \$900. They deliver six boxes with 3,000 napkins every six months as well, which would be a total of 36,000 napkins a year for \$575. They will also deliver six, 40-lb buckets of laundry detergent powder every six months or 12 buckets a year for the price of \$492. Multi-surface cleaner will be delivered as 48, 32 oz spray bottles every six months or 8, 32 oz bottles per month. This would amount to 96 spray bottles a year, for a total of \$360.

Office Supplies: CleanItSupply (2020) will also deliver all the office supplies necessary including ink cartridges and paper. They deliver 12 boxes every six months with 2,500 pieces of paper in each. This would equate to 24 boxes a year with 5,000 pieces of paper a year for \$2,598. Ink cartridges print an average of 450 pages, and the organization will use 12 ink cartridges per month. CleanItSupply delivers 72 ink cartridges every six months, or a total of 144 ink cartridges per year for \$3,311.

Fundraising/Advertising: Per Charity Navigator (2020), fundraising and advertising costs for general nonprofit organizations should be <10% of the total budget. Since RightWay Recovery is a small and new organization, it was determined that it would be most efficient to budget fundraising/advertising costs as 2% of the total budget for the first year. The total budget for RightWay Recovery is \$671,000, therefore 2% of that budget would equal \$13,420 per year.

Urine Drug Screens (UDS): RightWay Recovery will purchase 1,000 UDS point of care (POC) cups for screenings from American Screening Complete Drug Testing Solutions (2020), which will cost \$1,940. These POC cups will be provided for 16 clients per year, and each client will be screened once per year. This will calculate to a total of 832 POC cups used for the year and obtaining 1,000 cups would leave extra for those that might need an extra UDS. The other four clients per year will be participants in Anderson

	<p>Drug Court, where they will have UDS provided for them at their regular meetings.</p> <p>Miscellaneous: According to the nonprofit advocacy group, Third Sector New England (TSNE, 2019), the budget for nonprofit organizations should include a contingency of 5% of miscellaneous costs to account for unknown circumstances. The total budget for RightWay Recovery is \$671,000, therefore 5% of the budget would equal \$33,550 per year.</p> <p>American Screening Complete Drug Testing Solutions (2020). <i>Drug Test Cups</i>. https://www.americanscreeningcorp.com/pc_combined_results.asp?pc_id=C1BFE12A97704CF48F87708A08F81C7E</p> <p>Anderson Utility District (April, 2020). Phone call for estimate.</p> <p>Charity Navigator (2020). <i>Financial Score Conversions and Tables</i>. https://www.charitynavigator.org/index.cfm?bay=content.view&cpid=48#PerformanceMetricThree</p> <p>Cigna Health Insurance (2020). <i>Find the Best Cigna Plan</i>. https://www.gohealthinsurance.com/content/cigna</p> <p>CleanItSupply (2020). <i>More Than Just Cleaning</i>. https://www.cleanitsupply.com/</p> <p>Farm Bureau Insurance (2020). <i>Insurance Estimates</i>. https://www.fbitn.com</p> <p>Hope of East Tennessee, Inc. (2019). <i>Policy and Procedure Manual</i>.</p> <p>Marshal Mize Ford, Inc. (2020). <i>Service Appointments</i>. https://www.marshalmizeford.com</p> <p>Stinnett, M. (April, 2020). Personal interview with Matthew Stinnett</p> <p>Social Security Administration (2017). <i>What is FICA</i>. https://www.ssa.gov/thirdparty/materials/pdfs/educators/What-is-FICA-Infographic-EN-05-10297.pdf</p> <p>Tackett, C. (2020, April). Personal interview with Chris Tackett.</p>
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Assignment 7 – New Organization Proposal, Final paper (190 points)

For your complete organizational proposal you will compile/synthesize all the component assignments submitted throughout the semester into one paper. A complete and detailed grading rubric can be found in E-class.