

RightWay Recovery Proposal Plan

Brianna Cheever, Alan Roberts, Allison Durham-Grady, Nora Amador-Vieyra

School of Social Work, Southern Adventist University

Abstract

RightWay Recovery is a nonprofit organization that provides housing, counseling services, re-employment opportunities, and other resources to men who are on the path to recovery in Clinton, TN. The purpose of the organization is to bridge the gap between substance abuse recovery and the local community, and to help individuals in recovery start a fresh life. There are many different strategies that are essential to the success of any nonprofit organization, including: creating and implementing goals, providing a market analysis, developing and adhering to a strict budget, commencing a fundraising and marketing campaign, establishing a human resources plan, analyzing and enforcing applicable policies, and engaging with the community overall. This paper elaborates on how RightWay Recovery seeks to employ these strategies in order to survive and thrive in the local community and to provide premium services to clients in need. The success of the strategies enacted will provide a powerful foundation that allows the organization to build a recovery community that helps the clients overcome their addiction and reintegrate into society, as well as strengthens the overall community.

Organizational Description and Goals

RightWay Recovery is a non-profit organization that provides services and housing for men who are in recovery for substance abuse issues in Clinton, TN. The mission of this organization is to provide a community of recovery for clients who are suffering with substance abuse issues and co-occurring disorders, and the vision is 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 to build a recovery community for clients that helps build the overall community.

RightWay recovery 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 services provided 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, 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 with Hamilton County Drug Court and Ridgeview Re-Entry Program to provide other necessary services to clients and keep in accordance with parole/probation officers if indicated.

The three main goals that exist for RightWay Recovery include: (1) to provide stable housing and basic necessities for clients recovering from addiction, (2) to maintain and ensure mental health stability, medication compliance, and safety for clients, and (3) to help clients abstain from mind and mood-altering substances. These goals align with the mission and vision of the organization and will be manifested in unique ways in the foundation of the organization as well as in the services offered to clients and the community.

Market Analysis and Environmental Assessment

In an effort to develop a sustainable organization, the founders of RightWay Recovery developed a market analysis and environmental assessment of other similar organizations in the local area. The local organizations that were found included the Hope of East Tennessee and the E.M. Jellinek Center. The insight gained from these organizations provided a projected foundation for the requirements for long-term operations for a halfway house in Anderson County.

The Hope of East Tennessee 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.

The E.M. Jellinek Center 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, 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 housing for individuals coming out of recovery, and RightWay Recovery will be available to pick up the slack.

Uniqueness of the Program

RightWay Recovery is a 20-bed group home that will partner with Hamilton 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.

Hamilton 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 use 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, Hamilton County Drug Court, medical appointments, etc. These partnerships and transportation to and from other organizations makes RightWay Recovery unique.

Target Client Population

According to Tennessee Drug Overdose Data (2020), 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. 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.

Service Offerings and Delivery

RightWay Recovery will offer multiple services to residents. These services will be the American Society of Addiction Medicine (ASAM) 3.1 level of care, or Clinically Managed Low-Intensity Residential Services (ASAM, 2020). This will include residential housing and inpatient care without a physician on site. 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.

Budget

Budgets are important in any organization, but especially important in a nonprofit organization. The National Council of Nonprofits (2020) reports that the “annual budget is one of the fundamental building blocks of sound financial management”. A nonprofit’s budget may be requested by other organizations that are involved in financial transactions with the nonprofit organization, such as donors and grant foundations. The budget should be reviewed by the board

periodically throughout the year and should be changed as needed. The budget is a guide to help plan for the future as well as compare previous years expenses and shortcomings. For a copy of the RightWay Recovery Budget, please see Appendix B.

Budget Rationale

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 \$175,000 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.

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.

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 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.

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.

Budget Narrative

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.

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.

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.

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 checkup 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 Drug Court, where they will have UDS provided for them at their regular meetings.

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.

Fundraising Campaign

A fundraising campaign is essential for a nonprofit organization because much of the funding for nonprofits comes from fundraising efforts. Hank Lewis (n.d.) states that “the biggest mistake most new NPOs make is the assumption/belief that, because they want to do wonderful things, everyone will want to give them money”. He goes on to note that in order for other to invest in the nonprofit organization, they need to prove that they can be fiscally responsible, that they can do what they claim to do, and that their services are actually needed in the community (Lewis, n.d.). There are many different target audiences and ways to raise money through fundraising, and it is important to plan ahead in order to have a successful fundraising campaign.

SMART Fundraising Goals and Strategies with Rationale

The following are three of the goals that the RightWay Recovery fundraising campaign staff hope to accomplish by the end of fiscal year 2020 and the strategies the fundraising campaign staff will employ to achieve those goals. 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 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. For a copy of the RightWay Recovery Fundraising SMART Goals chart, please see Appendix C.

Goal 1: Secure \$126,000 in grant funding by the end of fiscal year 2020

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 \$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.

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.

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.

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 *Effective Grant Writing and Program Evaluation for Human Service Professionals* (Yuen, Terao, & Schmidt, 2009). The committee members 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. To view the Case for Support Letter developed for RightWay Recovery, see Appendix D.

Goal 2: To host a BBQ Fundraising Event

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.

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 \$20,000 in donations from individual donors by the end of fiscal year 2020

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.

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.

Marketing Campaign Strategy

As with fundraising, the concept of marketing is important in nonprofit agencies in order to notify the community of services provided to clients. 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. To view the RightWay Recovery brochure and other marketing tools developed, please see Appendix E.

Marketing Campaign Steps, Goals, and Impact on Audiences

The RightWay Recovery marketing team has developed three different steps based on research to reach the community. Each of these steps has two goals which impact the target audiences in different ways. 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. The following is an outline of each of the steps, their goals, and the projected impact:

Step 1: Determine Target Audience

In order for the marketing campaign to be successful, the marketing team must first determine who the campaign will reach out to. Different target audiences can be reached in different ways, and a strategy that is efficient in targeting one group may not be efficient in targeting another. The audience that RightWay Recovery will target includes clients (potential and current), families of the clients, local rehabilitation centers, Anderson County Drug Court, and Ridgeview Reentry Program.

Goal A: Establish Stakeholder Groups. This goal will allow the marketing team to determine how to use different individuals and groups in the community, and what roles they will play in the organization over time. It also helps establish who has the most “power” to affect change in the community. The stakeholder groups include the implementers, the partners, the participants, the decision makers, and the public at large. The impact and purpose of this goal is to find which groups to spend the most energy and resources on to further the purpose and goals of the organization.

Goal B: Network with Target Audiences. Once the target audiences and stakeholder groups are established, it is important to network with those audiences in order to build relationships. The impact and purpose of this goal is to educate the community and make clients aware of the services available. This will also allow the campaign group to build long-term relationships with potential partners/donors in the community.

Step 2: Select Advertising Media

Successful marketing includes selecting the appropriate advertising media for different audiences. Different individuals, groups, and organizations may be reached in unique ways to maximize the progress made by the marketing campaign. Different advertising medias may include brochures, newsletters, press conferences, news releases, public service announcements (PSA), interviews, conferences/workshops, annual reports, and online tools.

Goal A: Determine Available Media Outlets. When selecting the best advertising media to use in the campaign, the members must first determine what media outlets are available to use. Some media outlets cost extensive amounts of money and it is important to look at budget restrictions. It is also beneficial to determine what media outlets are available locally and to

discover potential sponsors. The impact of this goal will allow the marketing team to know what is achievable and within the budget for the campaign.

Goal B: Determine the Best Media to Use for the Target Audience. As mentioned before, different media outlets are successful with different audiences. To determine the best media to use, the marketing team can look at the age and other demographics of the population that is being targeted. The marketing team can then evaluate the most frequently used media for each target audience. The impact of this goal is that the team members will be able 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.

Step 3: Create Marketing Tools

Once the target audience and advertising media have been selected, the marketing campaign staff will need to create marketing tools to distribute in the community. These marketing tools will be determined based on available resources and the statistical information gathered in Step 2.

Goal A: Create a Brochure. Brochures are used in most organizations as a tangible item to give to community members that can be referenced in order to obtain information about the organization. The brochure will include general information about the organization overall, information about the staff members at the organization, and information about the services provided at the organization. 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. The impact of creating these brochures will be to inform the community and potential clients/families of services available.

Goal B: Create T-Shirts. T-Shirts are a unique and creative way to advertise services in the local community. The t-shirts provided and worn by RightWay Recovery marketing staff will include the RightWay Recovery logo and possibly a list of local sponsors. The T-shirts will be worn by staff and current clients in the program and will be available at some of the fundraising functions and other networking events that the organization facilitates. The impact of this goal will be to stimulate conversation about RightWay Recovery and the services provided, and to have some potential income from sales of the t-shirts to community members.

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

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.

“Bridging the Gap” is the marketing campaign name and 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 will allow for more possibilities for the clients at RightWay Recovery.

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.

Human Resources Plan Overview

The human resources plan for RightWay Recovery 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. 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. To view the organizational chart for the Human Resources Plan, please see Appendix A.

Staff and Volunteer Needs

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.

Key Positions and Job Descriptions Summaries

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.

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.

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.

The Alcohol and Drug Abuse Counselor Intern/Substance Abuse Technician 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.

To view the full job postings for the positions available at RightWay Recovery, please see Appendix F.

Staff and Volunteer Motivation and Retention Plans

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, 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 one 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.

Staff Evaluation Plan

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.

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 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).

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.

Volunteer Evaluation Plan

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 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.

Strategies to Address Diversity

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.

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 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).

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 its creativity and innovation in terms of new product planning and development (Ajiri & Hillary, 2018).

Applicable Policy

The Tennessee Department of Mental Health and Developmental Disabilities (2008), *Chapter 0940-5-41: Minimum program requirements for alcohol and drug halfway house treatment facilities*.

Policy Description

The *Minimum Program Requirements for Alcohol and Drug Halfway House Treatment Facilities* (2008) 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.

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.

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.

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 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 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.

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.

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.

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.

Applicability to Organization

As discussed, 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.

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 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.

Applied Organizational Policy: Individual Program Plan (IPP) Requirements

RightWay Recovery is committed to providing a safe and therapeutic environment for clients based on evidence-based practices. The staff at RightWay Recovery will provide each client an Individual Program Plan (IPP) within seven (7) days of admission into the halfway home to provide each client with individual programs tailored to his/her specific needs and goals.

Purpose: In accordance with Chapter 940-5-41-.06 of the Tennessee Department of Mental Health and Developmental Disabilities “Minimum Program Requirements for Alcohol and Drug Halfway House Treatment Facilities” to provide a standard of care for clients that is specific to his/her needs and goals. If an employee fails to provide an IPP for a client, he/she should immediately notify his/her supervisor for prompt action.

Statement: The Individual Program Plan (IPP) is a treatment plan that is tailored to the needs and goals of each client and will be formulated by the LADAC and incoming client within seven (7) days of admission. The IPP will include the following information:

- (a) The client’s name,
- (b) The date the IPP was created with the client,
- (c) The standardized diagnostic formulations specific to the client’s diagnosis including information from the Diagnostic and Statistical Manual (DSM-5) and the American Society of Addiction Medicine Patient Placement Criteria for the Treatment of Substance Abuse Disorders (ASAM PPC),

- (d) The client's specific problems that are to be addressed within the program in which he/she is enrolled,
- (e) The client's SMART goals that are related to the program in which he/she is enrolled,
- (f) Specific interventions that will be used to address the client's SMART goals,
- (g) Planned frequency of contact with the client to address his/her goals and provide interventions,
- (h) Signatures of appropriate staff, including the Licensed Alcohol and Drug Abuse Counselor (LADAC) and other staff involved in the treatment of the client, and
- (i) Documentation of the client's participation in the treatment planning process

The IPP will be stored in a file for the client which will be kept in a secure location. This file will only be accessible to the staff of RightWay Recovery and may be viewed by the client with permission from staff. The client's progress with the IPP will be monitored throughout his/her stay at RightWay Recovery and will be evaluated at the client's termination from the program.

Scope: The LADAC and house manager will have overall responsibility for ensuring that an IPP is created for each client within seven (7) days of his/her admission into the home. RightWay Recovery staff shall cooperate with federal, state, and local government agencies that have the responsibility to ensure compliance with the various laws related to standard of care for clients residing in alcohol and drug halfway homes in Tennessee. Direct any questions or comments regarding this policy and other policies related to standard of care to the house manager and/or LADAC.

Definitions: Licensed Alcohol and Drug Abuse Counselor (LADAC): An individual who has been certified to provide addiction counseling to clients suffering from substance abuse issues in the state of Tennessee. The LADAC is trained to provide screenings, intakes, orientation, assessments, treatment planning, counseling, case management, crisis intervention, client education, referrals, reports and record keeping, and consultations for clients. They are accountable for providing care that is within the Tennessee Substance Abuse Counselor Ethical Standards.

Diagnostic and Statistical Manual (DSM-5): Provides an authoritative guide to diagnosing mental health disorders used by healthcare professionals in the United States and globally. It provides diagnostic criteria for each diagnosis and suggested treatments that should be administered based on evidence-based research. The DSM-5 is the newest edition of the manual and has been updated based on the latest mental health research.

American Society of Addiction Medicine Patient Placement Criteria for the Treatment of Substance Abuse Disorders (ASAM PPC): Provides a comprehensive set of guidelines for placement, continued stay, transfer, or discharge of clients who are suffering from addiction and co-occurring mental health disorders. It provides a continuum for addiction services through a multidimensional patient assessment over five levels of treatment based on the degree of medical management necessary for the safety of the client and others.

SMART Goals: An acronym that stands for specific, measurable, achievable, relevant, and time-bound goals. All client goals are to fit each criterion under this acronym. This provides a way to clarify ideas, focus efforts, manage time efficiently, and increase chances of achieving the goals of the client.

Grievance Policy

Rightway Recovery wishes to provide a comfortable and legal ethical work environment. This company wants to bring any grievances you have about the workplace to your supervisor's attention. If necessary, upper level management will be involved. We have created the following grievance procedure:

Purpose. It is the purpose of the grievance procedure to help maintain a positive work environment. The grievance procedure is also intended to avoid unnecessary employee claims. Rightway Recovery cannot promise that your specific grievance will result in the action you request or that you will be satisfied with the outcome.

Statements of General Principles.

- Complaints must be described by the person with the grievance.
- The person(s) should be given all the details of the allegation(s) against them.
- The person(s) against whom the grievance is made should be given the opportunity to put their side of the story before the resolution is attained.
- Proceedings should be conducted honestly and without bias.

Procedures. If you feel that there is inappropriate conduct or activity from the company, employees, supervisors, management, clients, or any other persons related to the company, we request that you bring this concern to your supervisor's attention immediately. Please try to approach your supervisor at a place that will allow him/she to properly listen to your concerns. If you have discussed this situation with your supervisor previously and you believe you haven't received a response, we request that you present your concerns to your supervisor in writing.

Please, write down what the problem is, those involved in the problem, and suggested solution to the problem you might have.

If you don't receive a response to your complaint within 10 business days from the day providing it to your supervisor or if your supervisor is part of the problem you should contact the next level of supervision and so on until you get a response. If you consider the problem to be an emergency or safety issue uses your best judgement to expedite the process. The company will have a conference with you and your supervisor or with each of you individually. If the issue is not resolved after that conference, and you believe it still needs attention, we request that you place your concerns in writing immediately and bring them to upper management.

Conflict of Interest Policy

RightWay Recovery abides by the National Association of Social Workers (NASW, 2020) *Code of Ethics*, and applies the principle of Conflict of Interest to the organization's human resources policy. A conflict of interest is defined as an actual or perceived interest by a staff member in an action that results in, or has the appearance of resulting in, personal, organizational, or professional gain. Staff and board members are obligated to always act in the best interest of the organization. This obligation requires that any staff or board member, in the performance of organization duties, seek only the furtherance of the organization mission. At all times, staff and board members are prohibited from using their job title or the organization's name or property, for private profit or benefit.

- A. The staff and board members of the organization should neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, vendors, and/or clients. This is not intended to preclude bona-fide organization fundraising activities.

- B. No staff or board member of the organization shall participate in the selection, award, or administration of a purchase or contract with a vendor or organization where, to his/her knowledge, any of the following has a financial interest in that purchase or contract:
- a. The staff or board member;
 - b. Any member of their immediate family;
 - c. Their partner;
 - d. An organization in which any of the above is an officer, director, or employee;
 - e. A person or organization with whom any of the above individuals is negotiating or has an arrangement concerning prospective employment.
- C. Staff and board members should not engage in dual or multiple relationships with clients or former clients in which there is a risk of exploitation or potential harm to the client. In instances when dual or multiple relationships are unavoidable, staff and board members should take steps to protect clients and are responsible for setting clear, appropriate, and culturally sensitive boundaries.
- D. **Disclosure** – Any possible conflict of interest shall be disclosed to the Executive Director by the person or persons concerned.
- E. **Board Action** – When a conflict of interest is relevant to a matter requiring action by the Board of Directors, the interested person(s) shall call it to the attention of the Board and said person(s) shall not vote on the matter. In addition, the person(s) shall not participate in the final decision or related deliberation regarding the matter under consideration. When there is a doubt as to whether a conflict exists, the matter shall

be resolved by vote of the Board of Directors, excluding the person(s) concerning whose situation the doubt has arisen.

- F. **Record of Conflict** – The official minutes of the Board shall reflect that the conflict of interest was disclosed and the interested person(s) did not participate in the final discussion or vote on the matter.

Whistleblower Policy

RightWay Recovery requires directors, employees, and volunteers to obtain high standards and personal ethics in the conduct of their duties/ responsibilities. As employees, directors, and volunteers of RightWay Recovery, we must practice honesty and integrity in fulfilling our responsibilities with all applicable laws and regulations.

Reporting Responsibility. This Whistleblower Policy is put into place and intended to encourage employees, volunteers, and house members to raise serious concerns internally, to ensure RightWay Recovery can address and correct any inappropriate conduct or actions. It is the responsibility of all directors, employees, and volunteers to report concerns about violations of RightWay Recovery's code of ethics or suspected violations of law and regulations that govern RightWay Recovery's operations.

No Retaliation. It is contrary to the values of RightWay Recovers for anyone to retaliate against any director, employee, volunteer, or house member who reports an ethics violation. If anyone retaliates against someone who has reported a violation, they will be terminated.

Reporting Procedure. RightWay Recovery has an open door policy that suggest employees, volunteers, and house members shar any of their questions, concerns, or complaints with their supervisor. If you are not comfortable with speaking to your supervisor or you do not

like the outcome you make speak with the Executive director or your department. If there is a complaint made about suspected legal or ethical violations in writing to RightWay Recovery or designated executive directors, who may also submit written concerns directly to their supervisor or executive director.

Confidentiality. Violations or suspected violations may be submitted on a confidential basis by the complainant. Reporters of violations or suspected violations will be kept confidential to the best extent possible. An adequate investigation will be held once a complaint of a violation or suspected violation is reported.

Handling of Reported Violations. RightWay Recovery will have our compliance officer notify the person that submitted the complaint and acknowledge receipt of the reported violation or suspected violation. All reports will be investigated, and the appropriate corrective action will be taken if warranted by the investigation.

Organizational Strategic Plan Summary

The sustainability of any organization is dependent on the strategic planning implemented and developed at the foundation of the organization. This planning is a continuous process, and staff members at RightWay Recovery are committed to implementing and adhering to the organizational goals for clients, financial goals, marketing/fundraising goals, human resource goals, and policies as outlined in this paper. They are committed to revisiting the organization's strategies on an ongoing basis as internal and external environments change.

Along with the strategies outlined in this paper, the organization development team at RightWay Recovery has also created a "SWOT" analysis to determine the strengths, weaknesses, opportunities, and threats to the organization. By analyzing these aspects of the organization, the

staff members can enhance the strengths and potential opportunities of the organization while combating the weaknesses and potential threats to the organization. This will allow the organization to survive and thrive in the community long-term. In order to view the “SWOT” analysis matrix developed for RightWay Recovery, please see Appendix G.

Strengths

Currently there is a high demand for halfway houses due to the surge of individuals sentenced with drug charges being released from prison. Therefore, government agencies are pushing for more privately owned halfway houses to provide the resources necessary for these clients, and federal funding is available to sponsor these establishments. RightWay Recovery already has a location and building that will be used as the housing facility for clients. The location used to be owned by United Way, and the building layout is conducive to a nonprofit organization including a large industrial kitchen, a main living space, security systems, etc. This building could easily be turned into a halfway house with minimal major changes and expenses. RightWay Recovery also has several trained staffs to provide necessary interventions with clients including a Licensed Alcohol and Drug Abuse Counselor (LADAC), substance abuse technician/recovery specialist, and an organization development team made up of social workers. RightWay Recovery will be partnered with Anderson Drug Court in order to serve as a probation/parole liaison and ensure that clients meet the necessary requirements of their sentences. It will also be partnered with Ridgeview Behavioral Health to provide more services to clients including medication treatment, physician services, re-employment services, etc.

Weaknesses

Because of the increased demand for halfway houses, there are multiple new competitors that have entered the market and may cause some contention between agencies if they are not able to work together. RightWay Recovery will be receiving government grants, therefore will be obligated to follow multiple governmental laws and restrictions. The operating costs of halfway houses can be substantial and could be a problem if staff members stray from the budget. RightWay Recovery is partnered with Ridgeview Behavioral Health for physician services, but does not currently have a physician on site, which should be problematic in terms of relapse, medication withdrawal, or other medical and/or substance abuse issues.

Opportunities

If RightWay Recovery is able to reach maximum capacity at the current location, it could be expanded to other locations so that services could be provided to more clients. As the organization becomes established in the community, partnerships with other local organizations and businesses could be formed through networking. These partnerships could extend services for clients as well as strengthen the services already provided. Networking with other local organizations and businesses could also provide increased funding sources.

Threats

Since RightWay Recovery is obligated to follow governmental regulations due to receiving funding, it is possible that some of those regulations could conflict with the mission of the organization. Changes to regulations could impact the operations at the organization and cause tension with staff and/or clients. A lot of the operational costs are dependent on the governmental funding, therefore cuts in the State and Federal budgets could affect the sustainability of the organization. Although these possible cutbacks could impact the funding

received, the high governmental demand for halfway house services continues to grow, therefore this threat may be minimal.

Community Engagement Strategy

RightWay Recovery is dedicated to serving clients and the community overall as a whole. The mission and vision of the organization is to provide a community of recovery for clients with substance abuse issues, to help eliminate the stigma associated with substance use disorder, and to build a recovery community that strengthens the overall community. There are many ways in which the community will be involved in the operations of the organization through partnerships, attendance to fundraising events, and accepting clients back into the community as they are reintegrated into society.

Currently, RightWay Recovery is partnered with several different local organizations to help expand the services provided to clients. The partnership with Ridgeview Behavioral Health will allow clients to receive services such as medication management, mobile crisis services as needed, individual therapy, and the Substance-Abuse Treatment Outpatient Program (STOP). The STOP program will provide clients with a substance-use disorder support group, case management, re-entry services, and employment opportunities. Anderson County Health Department will also be partnered with the organization and will provide necessary tuberculosis (TB) testing as required by the State and other medical services for uninsured clients. Anderson Drug Court will allow clients to stay in the halfway home as long as the terms of their probation/parole are followed, and RightWay Recovery will ensure that clients adhere to these regulations. Community Action will provide vouchers for furniture, utilities, and help find

placement for clients once they have left the halfway home. And the Road to Recovery program with Calvary Baptist Church will help with fellowship and support for those in recovery as well as assistance with obtaining food, clothing, furniture, late payments on rent/utilities, and any other advocacy needs for the clients.

Community members can largely help the clients of RightWay Recovery through donations and by accepting the clients back into society. Clients will be placed in appropriate job positions in local businesses to help develop work ethic, earn money, and help the businesses in staffing needs. Clients will also participate in community service activities that will help the community in multiple different areas as well as continue to build a sense of responsibility and altruism in the clients. By networking with the community and allowing clients to participate in community functions, the organization can slowly help eliminate stigmas that surround individuals with substance use disorder and other co-occurring disorders.

Conclusion

In conclusion, RightWay Recovery seeks to provide housing and therapy services to those are in recovery from substance abuse issues and co-occurring disorders. In order to have a successful and sustainable organization, there are many different aspects that must be reviewed and mapped out. In this paper, the organization developers have created and implemented goals, provided a market analysis, developed a strict budget, proposed a fundraising and marketing campaign, established a human resources plan, analyzed and applied policies, outlined partnerships, and developed a plan to engage with the community. By following the strategies proposed in this paper, RightWay Recovery will successfully create an environment of recovery for clients while building a sustainable foundation for the organization to survive and thrive in the local community.

References

- Abbas, G. & Allah, N. (2019). Linking employee motivation with teamwork-spirit: The influence of social skills and self-confidence. *Gomal University Journal of Research*.
https://link-gale-com.ezproxy.southern.edu/apps/doc/A611351425/AONE?u=tel_a_sau&sid=AONE&xid=380c8d83
- Adams, N. & Grieder, D. (2005). *Treatment Planning for Person-Centered Care: The Road to Mental Health and Addiction Recovery*. Elsevier, Inc: San Diego, CA.
- Aijiri, S. & Hillary, O. (2018). Managing diversity at work: Key to organizational survival. *European Journal of International Management*, 10(16).
https://www.researchgate.net/publication/326082988_Managing_Diversity_at_Work_Key_to_Organisational_Survival
- Alfes, K., Antunes, B., & Shantz, A.D. (2016). The management of volunteers – what can human resources do? A review and research agenda. *The International Journal of Human Resource Management*, 28(1), 62-97. <https://doi.org/10.1080/09585192.2016.12142508>
- American Red Cross (2020). *Adult first aid/CPR/AED online course*.
<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>

American Screening Complete Drug Testing Solutions (2020). *Drug test cups*.

https://www.americanscreeningcorp.com/pc_combined_results.asp?pc_id=C1BFE12A97704CF48F87708A08F81C7E

Anderson Utility District (April, 2020). Phone call for estimate.

American Society of Addiction Medicine (2020). *ASAM level of care certification*.

<https://www.asam.org/asam-criteria/level-of-care-certification>

Black, T. (2010). Tools for creating an employee handbook. *Inc*.

<https://www.inc.com/guides/2010/08/tools-for-creating-an-employee-handbook.html>

Boe, G.P. (2008). Performance standards: How well is the job being accomplished? An

abbreviated approach. *Journal of Continuing Education Topics & Issues*, 10(3), 102.

[\[com.ezproxy.southern.edu/apps/doc/A288740380/AONE?u=tel_a_sau&sid=AONE&xid=11106c83\]\(http://link-gale-com.ezproxy.southern.edu/apps/doc/A288740380/AONE?u=tel_a_sau&sid=AONE&xid=11106c83\)](http://link-gale-</p></div><div data-bbox=)

Bratcher, E. (2018). Tips for securing grants from foundations [interview]. *Dan Miller Interview*.

<https://associationsnow.com/2018/05/tips-securing-grants-foundations/>

Brunk, D. (2003). Expert advice on how to keep good office support staff. *OB GYN News*,

38(14), 37. [\[com.ezproxy.southern.edu/apps/doc/A107139841/AONE?u=tel_a_sau&sid=AONE&xid=2e685d4e\]\(https://link-gale-com.ezproxy.southern.edu/apps/doc/A107139841/AONE?u=tel_a_sau&sid=AONE&xid=2e685d4e\)](https://link-gale-</p></div><div data-bbox=)

Candid (2020). *Where can I learn more about fundraising planning?*

<https://grantspace.org/resources/knowledge-base/fundraising-planning/>

Charity Navigator (2020). *Financial score conversions and tables*.

<https://www.charitynavigator.org/index.cfm?bay=content.view&cpid=48#PerformanceMetricThree>

Cigna Health Insurance (2020). *Find the Best Cigna Plan*.

<https://www.gohealthinsurance.com/content/cigna>

CleanItSupply (2020). *More than just cleaning*. <https://www.cleanitsupply.com/>

Department of Health and Human Services (n.d.). *Grants.gov*.

<https://www.grants.gov/applicants/apply-for-grants.html>

Department of Health (2020). *Tennessee drug overdose data*. <https://www.tn.gov/health/health-program-areas/pdo/pdo/data-dashboard.html#glossary>

Department of Mental Health and Developmental Disabilities Office of Licensure (2002).

Chapter 0940-5-4 life safety licensure rules.

<https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-04.pdf>

Department of Mental Health and Developmental Disabilities Division of Mental Health

Services (2008). *Chapter 0940-3-9 use of isolation, mechanical restraint, and physical holding restraint in mental health residential treatment facilities*.

<https://publications.tnsosfiles.com/rules/0940/0940-03/0940-03-09.pdf>

Double the Donation (2020). *Silent auctions*. <https://doublethedonation.com/tips/silent-auctions/>

Double the Donation (2020). *How to ask for donations: A nonprofit's guide with top tips and actionable steps*. <https://doublethedonation.com/tips/asking-for-donations/#individuals>

- Einolf, C.J., Prouteau, L., Nezhina, T., & Ibrayeva, A.R. (2016). Informal, unorganized volunteering. In *The Palgrave Handbook of Volunteering, Civic Participation, and Nonprofit Associations* (223-241). Palgrave Macmillan, London.
- E.M. Jellinek Center (n.d.). *Home*. <http://www.emjellinekcenter.org/index.html>
- Farm Bureau Insurance (2020). *Insurance estimates*. <https://www.fbitn.com>
- Giving USA (2019). *How much did Americans give in 2018?* [infographic]. Giving USA. www.givingusa.org
- Griffiths, M. (2005). The biopsychosocial approach to addiction. *Psyke & Logos*, 26, 9-26.
- Hidalgo, M.C. & Moreno, P. (2009). Organizational socialization of volunteers: The effect on their intention to remain. *Journal of Community Psychology*, 37(5), 594-601.
doi:10.1002/jcop.20317
- Hope of East Tennessee (2015). *About*. <http://www.hopeofet.org/about.aspx>
- Hope of East Tennessee (2019). *Policy and procedure manual*.
- Hung, T.K. (2010). An empirical study of training evaluation decision-making model to measure training outcome. *Social Behavior and Personality: An International Journal*, 38(1), 102.
doi: 10.22224
- Horhuis, J., van der Rijt, P.G., & Vlug, M. (2016). Diversity climate enhances work outcomes through trust and openness in workgroup communication. *SpringerPlus*, 5(1), 714.
<https://doi.org/10.1186/s40064-016-2499-4>

Humphreys, K., Noke, J.M., & Moos, R.H. (1996). Recovering substance abuse staff members' beliefs about addiction. *Journal of Substance Abuse Treatment, 13*(1), 75-78.

[https://doi.org/10.1016/0740-5472\(95\)02019-5](https://doi.org/10.1016/0740-5472(95)02019-5)

Johnston, M.A., & Spais, G.S. (2015). Conceptual foundations of sponsorship research. *Journal of Promotion Management, 21*(3), 296-312. doi:10.1080/10496491.2015.1021504.

https://www.researchgate.net/publication/277306183_Conceptual_Foundations_of_Sponsorship_Research

Lewis, H. (n.d.). *Fundraising for new nonprofits*. Nonprofit Fundraising – Guidelines and Resources. <https://managementhelp.org/nonprofitfundraising/index.htm#anchor272695>

Marshal Mize Ford, Inc. (2019). *Service appointments*. <https://www.marshalmizeford.com>

McCarthy, J. (2000). Performance evaluations. *Journal of Property Management, 65*(5), 22.

http://link-gale-com.ezproxy.southern.edu/apps/A65953675/AONE?u=tel_a_sau&sid=AONE&xid=2ef3a875

National Association of Social Workers (2020). *Code of ethics*.

<https://www.socialworkers.org/About/Ethics/Code-of-Ethics/Code-of-Ethics-English>

National Council of Nonprofits (2020). *Budgeting for nonprofits*.

<https://www.councilofnonprofits.org/tools-resources/budgeting-nonprofits>

NEWSTART (2019). NEWSTART lifestyle program. <https://www.newstart.com/>

Nielsen, F. (2019). *How to get sponsors for an event: A quick guide to event sponsorship*.

Billetto. <https://billetto.co.uk/blog/how-to-get-sponsors-for-an-event/>

NP Source (2019). *The ultimate list of charitable giving statistics for 2018*.

<https://nonprofitssource.com/online-giving-statistics/>

Panagiotakopoulos, A. (2014). Enhancing staff motivation in “tough” period: Implications for business leaders. *Strategic Direction*, 30(6), 35-36. <https://doi.org/10.1108/SD-05-2014-0060>

Porter, R. (2011). Crafting a sales pitch for your grant proposal. *Research Management Review*, 18(2), 79-84. <https://eric.ed.gov/?id=EJ980463>

Qui Chen (2015). How do directors of nonprofit organizations perceive the donor evaluation process? *Journal of Governmental & Nonprofit Accounting*, 4(1), 1-16.
<https://doi.org/10.2308/ogna-510004>

Reamer, F.G. (2005). Documentation in social work: Evolving ethical and risk-management standards. *Social Work*, 50(4), 325-334. <https://doi.org/10.1093/sw/50.4.325>

Shields, J., Brown, M., Kaine, S., North-Samardzic, A., McLean, P., Johns, R., O’Leary, P., Plimmer, G., & Robinson, J. (2016). *Managing employee performance & reward* (2nd edition). Cambridge University Press.

Smith, J. L. (2019). Mentor effectively, part II: Mentoring effectively is about good leadership. *Quality*, 58(11), 11. https://link-gale-com.ezproxy.southern.edu/apps/doc/A607581417/AONE?u=tel_a_sau*&sid=AONE&six=83b8fd17

Social Security Administration (2017). *What is FICA*.

<https://www.ssa.gov/thirdparty/materials/pdfs/educators/What-is-FICA-Infographic-EN-05-10297.pdf>

Staren, E.D. (2009). Optimizing staff motivation. *Physician Executive*, 35(4), 74.

<https://search.proquest.com/openview/ba7a6665bc84199dfdac766ba975ae1/1?pq-origsite=gscholar&cbl=36212>

Stein, C. (2016). How to inspire more donations at your fundraising events. *Networks for Good*.

<https://www.networkforgood.com/nonprofitblog/how-inspire-more-donations-your-next-fundraising-event/>

Stinnett, M. (April, 2020). Personal interview with Matthew Stinnett

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. *The Journal of Infections Diseases*, 220(2), 33-41. <https://doi.org/10.1093/infdis/jiz174>

Tackett, C. (2020, April). Personal interview with Chris Tackett.

Tennessee Department of Mental Health and Developmental Disabilities (2008). *Chapter 0940-*

5-41: Minimum program requirements for alcohol and drug halfway house treatment

facilities. <https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-41.2081014.pdf>

Tennessee Department of Mental Health and Mental Retardation (1999). *Chapter 0940-5-5*

adequacy of facility environment and ancillary services.

<https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-05.pdf>

Tennessee Department of Mental Health and Substance Abuse Services (2017). *Chapter 0940-05-06 minimum program requirements for all services and facilities.*

<https://publications.tnsosfiles.com/rules/0940/0940-05/0940-05-06.20170228.pdf>

Tilzey, T. (2020). *5 grant management best practices for nonprofits.* Foundant Technologies.

<https://resources.foundant.com/blog/5-grant-management-best-practices-for-nonprofits>

TNSE (2019). *Nonprofit budget tips.* <https://www.tnse.org/blog/nonprofit-budget-tips>

U.S. Census Bureau (2017). *Data USA.* <https://datausa.io/profile/geo/clinton-tn>

U.S. Department of Labor (2019). *Occupational outlook handbook.*

<https://www.bls.gov/ooh/community-and-social-service/substance-abuse-behavioral-disorder-and-mental-health-counselors.htm>

Wells Media Network (2020). *My new market.* Insurance Journal.

<https://www.mynewmarkets.com/>

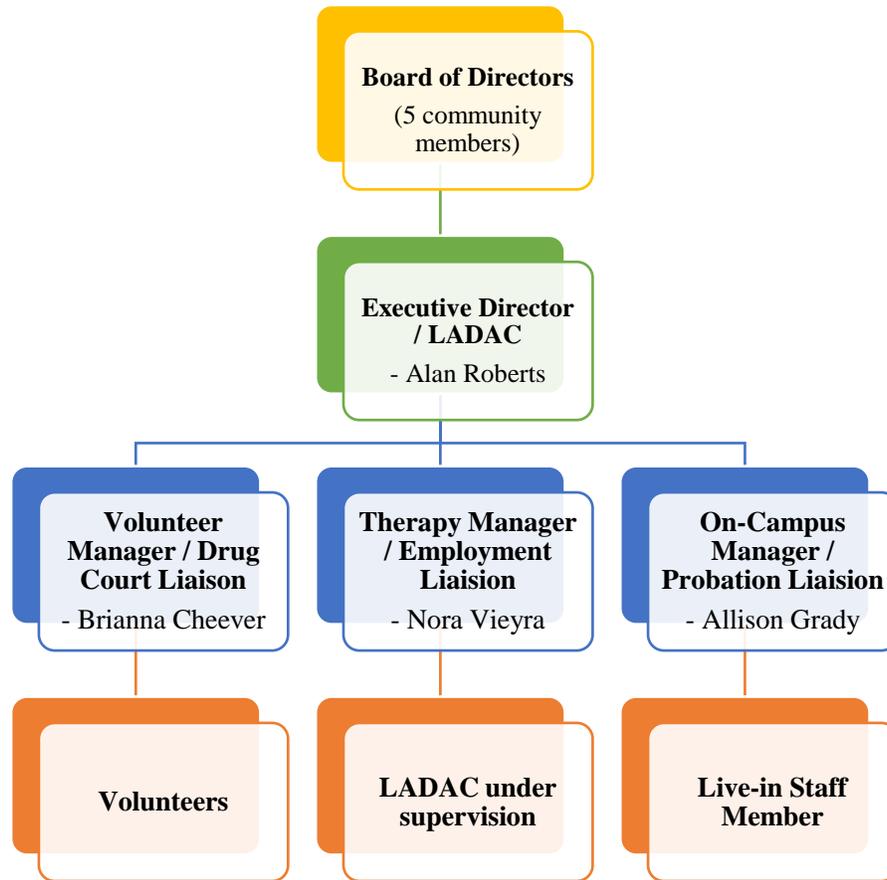
Xfinity (2020). *Home phone services.* <https://www.xfinity.com/learn/home-phone-services>

Yuen, F.K.O., Terao, K.L., & Schmidt, A.M. (2009). Grant proposal writing: Beginning with the end in mind. *Effective grant writing and program evaluation for human service professionals* (pp. 99-138). Hoboken, NJ: John Wiley & Sons, Inc.

ZipRecruiter (2020). *Substance abuse technician salary in Tennessee.*

<https://www.ziprecruiter.com/Salaries/How-Much-Does-a-Substance-Abuse-Technician-Make-a-Year-in-Tennessee>

Appendix A
Organizational Chart



Employees will include:

- ✚ Board of Directors – 5 members from the community
- ✚ Executive Director / Licensed Alcohol and Drug Abuse Counselor (LADAC) – Alan Roberts
- ✚ Volunteer Manager / Drug Court Liaison (unpaid position) – Brianna Cheever
- ✚ Therapy Manager / Employment Liaison (unpaid position) – Nora Amador-Vieyra
- ✚ On Campus Manager / Probation Liaison (unpaid position) – Allison Grady
- ✚ Volunteers
- ✚ Licensed Alcohol and Drug Abuse Counselor (LADAC) under supervision
- ✚ Live-in Staff Member – has been in recovery for at least one year

Appendix B

RightWay Recovery Budget 2020

Revenue/Income:	Amount
Government Grants	\$ 175,000
Contributions	\$ 2,226
Special Events	\$ 5,000
Program Income	\$ 129,000
Total Income:	\$ 311,226

Expenses:	Amount
LADAC Salary	\$ 44,630
Substance Abuse Tech Salary (x2)	\$ 49,920
Contract Accountant Salary	\$ 12,000
FICA	\$ 7,233
Employee Health Insurance	\$ 30,000
Mortgage	\$ 50,000
House Insurance	\$ 12,000
Van Insurance	\$ 5,000
Van Maintenance	\$ 10,000
Utilities	\$ 12,000
House Maintenance/Repairs	\$ 7,200
Communications	\$ 1,200
Food	\$ 12,900
Household Supplies:	
Toilet Paper	\$ 900
Laundry Detergent	\$ 492
Multi-Surface Cleaner	\$ 358
Napkins	\$ 575
Office Supplies	
Printing Paper	\$ 2,597
Printer Ink	\$ 3,311
Fundraising/Advertising	\$ 13,420
Urine Drug Screens (UDS)	\$ 1,940
Miscellaneous	\$ 33,550
Total Expenses:	\$ 311,226

Appendix C

SMART Fundraising Goals

Goal 1: Secure \$126,000 in grant funding by the end of fiscal year 2020

<p><u>Specific Strategies/Tactics</u></p> <p>This is something you will do to accomplish the goal. Answers the question—What will you do?</p>	<p><u>Process Measure</u></p> <p>How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><u>Attainability- Outcome Measure</u></p> <p>Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?</p>	<p><u>Relevance</u></p> <p>What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p><u>Time frame and Responsibility</u></p> <p>Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Identify grants / service organizations that target our specific needs / services</p>	<p>Each committee member will research and utilize grant databases (e.g. Grant Station, Candid, grants.gov, the Chronicle of Philanthropy) to find options that fit criteria for this goal. This will narrow down the options available to an attainable goal.</p>	<p>This strategy is likely to succeed since the information gathered will be from reputable sources. The information will be gathered and documented on Google Sheets, as stated in our next strategy. Success will be measured by identifying at least 10 grants available.</p>	<p>The fundraising committee will know what grants are available for this specific organization and will help rule out grants that are not eligible for this organization.</p>	<p>Each committee member will be equally responsible for this task and it will be done by 4/6/20.</p>
<p>Organize grant proposals</p>	<p>The fundraising committee will document the grants that our organization is eligible for in a Google Sheet which can be added to and edited by all committee members. The documentation will include the grant name, required documents, criteria / eligibility requirements,</p>	<p>This strategy is attainable because the committee members involved in the fundraising campaign are already familiar with Google Sheets. The information will be organized into sections based on likelihood of success and deadlines. The committee will meet and check off different</p>	<p>Information will be easily accessible to all group members and organized in an efficient manner. Grant deadlines will be met in a timely manner.</p>	<p>Each committee member will be equally responsible for this task and it will be done by 4/26/20.</p>

	deadlines, and contact information for each grant.	steps that are necessary to prepare and submit the grant proposals. The committee will know the strategy is accomplished when at least 10 grants are organized into the spreadsheet.		
Submit grant proposals	The grants found to be attainable will be split among committee members to write proposals for each and will be submitted for approval by the committee members. The members will utilize the techniques outlined in chapter 5 of the book titled <i>Effective Grant Writing and Program Evaluation for Human Service Professionals</i> (Yuen, Terao, & Schmidt, 2009) and techniques outlined in the article “Crafting a Sales Pitch for your Grant Proposal” (Porter, 2011) to prepare and submit the grant proposals. The proposals will be submitted for consideration of acceptance to the foundations and charities after peer review.	This strategy is attainable because the proposal will be submitted, whether it is approved or not. Each committee member will provide feedback on the other members’ proposals prior to submission. Once the submission is cleared and awaiting approval, it will be checked off on the Google Sheets for the committee members to keep track of and check approvals.	To obtain approval for grant funding from multiple foundations. The peer review process will help minimize mistakes and increase the likelihood that the grant will be approved. The tools utilized by the committee members will be used as templates that other grant writers use to create effective grant proposals. This strategy is important overall because it will provide sustainable resources and short- and long-term funding for the organization.	Each committee member will be equally responsible for this task, and it will be done by 5/25/20.

Porter, R. (2011). Crafting a sales pitch for your grant proposal. *Research Management Review*, 18(2), 79-84. <https://eric.ed.gov/?id=EJ980463>

Yuen, F. K. O., Terao, K. L., & Schmidt, A. M. (2009). Grant proposal writing: Beginning with the end in mind. *Effective grant writing and program evaluation for human service professionals* (pp. 99-138). Hoboken, NJ: John Wiley, & Sons, Inc.

Goal 2: To Host a BBQ Fundraising Event

<p><u>Specific Strategies/Tactics</u></p> <p>This is something you will do to accomplish the goal. Answers the question—What will you do?</p>	<p><u>Process Measure</u></p> <p>How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><u>Attainability- Outcome Measure</u></p> <p>Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?</p>	<p><u>Relevance</u></p> <p>What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p><u>Time frame and Responsibility</u></p> <p>Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Plan logistics of the BBQ event</p>	<p>Each committee member will decide his / her role for the fundraising event, and each member will oversee specific functions at the event. The logistics will be mapped out and discussed among the committee members. The result is that the event will be organized and more likely to succeed.</p>	<p>This strategy is attainable and will be helpful in implementing the event. The measure of success of this strategy will be determined by documentation of the logistics.</p>	<p>Information will be organized and documented by group leaders in a timely manner. Planning is important in any fundraising event and documentation helps group members keep track of activities and feedback on what could be changed.</p>	<p>Each group member will be equally responsible for this task and will be done by 4/6/20.</p>
<p>Advertise the fundraising event in the community.</p>	<p>The fundraising committee will create brochures, T-Shirts, and infographics to pass out in the community. Each member will be responsible for advertising to designated businesses and organizations, and brochures will be given to clients to give to family and friends. The organization will also create a Facebook page and advertise the event on there. The effect of this strategy is that people will be made aware of the event and support the cause.</p>	<p>This strategy is attainable, and the brochures, T-shirts, and infographics have already been made. NP Source (2019) reports that greater than 50% of each generational group attends fundraising events and are willing to provide donations to the cause. The accomplishment will be measured by how many individuals attend the event. It will also be</p>	<p>The community will be made aware of the event and will attend. This will allow the organization to hold other fundraising events in the future, obtain donations, develop networks with community members / businesses, and raise awareness of the services provided.</p>	<p>Each committee member will be equally responsible for this task and it will be done by 4/27/20.</p>

		measured by how much money is raised at the fundraiser from selling T-shirts, food, and other donations from community members.		
Obtain sponsorship for the event	The committee members will identify potential corporate sponsors in the local community. The committee members will utilize the five questions identified by researchers in the article “How to Get Sponsors for an Event: A Quick Guide to Event Sponsorship” (Nielsen, 2019) and the article “Conceptual Foundation of Sponsorship Research” (Johnston & Spais, 2015) to utilize marketing communications as an instrument and obtain more participation from the community. They will network with local businesses that they advertise to in order to obtain funding and sponsorship for the event. The sponsors will be listed on the back of the T-shirts for the event to help with marketing for those organizations as well. The local businesses will be able to have vendor booths at the event as well. Members will request donations of material resources from multiple businesses to enter in a silent auction at the fundraiser as well.	This strategy is attainable but will take a bit more work than the others. It will be measured by how many sponsors are willing to donate and show up to the event, as well as how many vendors are acquired for the event.	The sponsors will advertise the event, set up vendor booths at the event, and donate to the event. Partnerships will be developed and maintained with these local businesses to assist the organization. They will provide funding not only for this particular event but also for possible future events and the organization’s daily operations overall.	Each committee member will be equally responsible for this task, and it will be done by 5/25/20.

Johnston, M. & Spais, G. (2015). Conceptual foundations of sponsorship research. *Journal of Promotion Management* 21(3), 296-312. doi: 1080/10496491.2015.1021504. https://www.researchgate.net/publication/277306183_Conceptual_Foundations_of_Sponsorship_Research

Nielsen, F. (2019). *How to get sponsors for an event: A quick guide to event sponsorship*. Billetto. <https://billetto.co.uk/blog/how-to-get-sponsors-for-an-event/>

NP Source (2019). *The ultimate list of charitable giving statistics for 2018*. <https://nonprofitssource.com/online-giving-statistics/>

Goal 3: Secure \$20,000 in donations from the individual donors by the end of fiscal year 2020

<p><u>Specific Strategies/Tactics</u></p> <p>This is something you will do to accomplish the goal. Answers the question— What will you do?</p>	<p><u>Process Measure</u></p> <p>How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><u>Attainability- Outcome Measure</u></p> <p>Is your strategy reasonably attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?</p>	<p><u>Relevance</u></p> <p>What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p><u>Time frame and Responsibility</u></p> <p>Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Create online media presence</p>	<p>The fundraising committee will create a nonprofit Facebook page that will have an area to submit donations. The committee will also create a website to raise awareness and advertise services provided. The website will be secured and will have a section to submit donations as well. The committee will advertise and seek donations on Giving Tuesday via Facebook to obtain matching donations from individual donors and Facebook.</p>	<p>This strategy is attainable because it is free to create a Facebook page and website, and multiple generations use social media and internet for information. The only cost could be to implement security measures on the website so people can donate. It will be measured by the presence of a RightWay Recovery website and Facebook page. It will also be measured by how many donations are procured.</p>	<p>The expected results will be to raise awareness and possibly secure donations. It is important to advertise services with an online media presence because the internet is the largest research database.</p>	<p>Each committee member will be equally responsible for this task and it will be done by 4/6/20.</p>
<p>Obtain donations from individuals at the BBQ fundraiser event</p>	<p>The fundraising committee will obtain donations from individuals at the BBQ fundraiser and other fundraising events by utilizing information obtained from the article “How Do Directors of Nonprofit Organizations Perceive the Donor Evaluation Process?” (Qiu Chen, 2015). This article will help members gain the trust of the</p>	<p>This strategy is attainable if group members can network with individuals at the functions. The strategy will be measured by how much money is raised from donations and the silent auction.</p>	<p>The expected results will be that the organization will raise funding for operational functions. The brochures and infographics will invoke an emotional response to move the individual to donate to the cause. Individuals will be invited to donate at the event as well as monthly or annually.</p>	<p>Each committee member will be equally responsible for this task and it will be done by 4/26/20.</p>

	<p>donors and other members to obtain donations. The fundraiser will raise awareness for the need for donations to support the organization and will include a silent auction with items that are donated from other organizations to raise money. Infographics and brochures will be given to notify individuals of services offered.</p>		<p>This is important to raise funding available for day-to-day operations.</p>	
<p>Advertise services in the community and request donations from families / friends.</p>	<p>The committee will create brochures, T-shirts, and infographics to pass out to community members. The committee members will request donations from multiple individuals by utilizing techniques outlined by Double the Donation (2020) including online donations, mobile donations, direct mail donations, and phone donations. Clients will be encouraged to request donations from friends and families as they are able.</p>	<p>This strategy is reasonably obtainable because clients will advertise services if they are satisfied with their care. The brochures, T-shirts, and infographics are already created and will be printed to pass out. The measure of success will be determined by how much money is raised in individual donations. The campaign staff hope to gain \$15,000 in donations from families and friends.</p>	<p>The expected results will be that enough money will be raised to fund the day-to-day operations that are not covered in grant funding. Individual donations are the highest percentage of nonprofit funding in the U.S. It is important to have advertising in the community to be able to raise funding so clients can have adequate care. Allowing clients to request donations from families and friends will help them feel empowered and included in the process.</p>	<p>Each committee member will be equally responsible for this task, and it will be done by 5/25/20.</p>

Double the Donation (2020). *How to ask for donations: A nonprofit's guide*. <https://doublethedonation.com/tips/asking-for-donations/#individuals>

Qiu Chen (2015). How do directors of nonprofit organizations perceive the donor evaluation process? *Journal of Governmental & Nonprofit Accounting*, 4(1) 1-16. <https://doi.org/10.2308/ogna-510004>

Appendix D

Case for Support Letter

To Whom It May Concern:

Substance abuse is a prevalent issue facing many families in Anderson County, TN, as well as, the entirety of the United States. According to the Substance Abuse and Mental Health Services Administration (SAMHSA, 2018), over 19.7 million adults in the United States struggled with a substance use disorder in 2017, and the National Institute on Drug Abuse (NIDA, 2017) reported that drug abuse and addiction cost American society over \$740 billion annually in lost workplace productivity, healthcare expenses, and crime-related costs. RightWay Recovery is a nonprofit organization in Clifton, TN 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. Our mission is to provide a community of recovery for clients who are suffering with substance abuse issues and co-occurring disorders by eliminating the stigma associated with substance use disorders and building a recovery community that helps strengthen the overall community. We have partnered with Anderson County Drug Court, Ridgeview Behavioral Health Services, and local temporary employment agencies to provide the services necessary to achieve our mission.

The objective of this letter is to present to you our greatest challenge in assisting the clients of RightWay Recovery in transitioning back into society. We are a newer organization, and we currently have a fully furnished location, one full-time therapist, and three volunteer staff members. Our current need is to raise enough money to employ two more full-time live-in staff members, pay salary for the Licensed Alcohol and Drug Addiction Counselor (LADAC) currently on staff, and obtain a van to transport clients to necessary appointments such as AA/NA meetings, doctors' appointments, interviews, etc. The projected cost to employ two full-time live-in staff members and one full-time LADAC would be \$94,000 for the year, and the projected cost for the van is \$32,000. Therefore, the total need for RightWay Recovery to be fully operational this year is \$126,000.

Our goal at RightWay Recovery is to be able to help refine the lives of those in recovery, reunite families, and improve the community as a whole. We seek to provide more productive society members, clean up the community, and lower crime rates by presenting skills training and housing for those who are transitioning back into society. In order to serve our clients and community, we will need dedicated staff who are committed to our mission as well as transportation into the community. All funds received will support the staff members needed and provide a van to help with transportation, housing, and recovery needs. If there are any questions, concerns, or a need for clarification, please email us at rightwayrecovery@gmail.com or call us at 865-318-4375. Thank you for your consideration; we look forward to hearing from you.

Sincerely,

RightWay Recovery Fundraising Committee

References:

Substance Abuse and Mental Health Services Administration (2018). *2017 National Survey on Drug Use and Health Annual National Report*. <https://www.samhsa.gov/data/report/2017-nsduh-annual-national-report>

National Institute on Drug Abuse (2017). *Trends and Statistics*. <https://www.drugabuse.gov/related-topics/trends-statistics#supplemental-references-for-economic-costs>

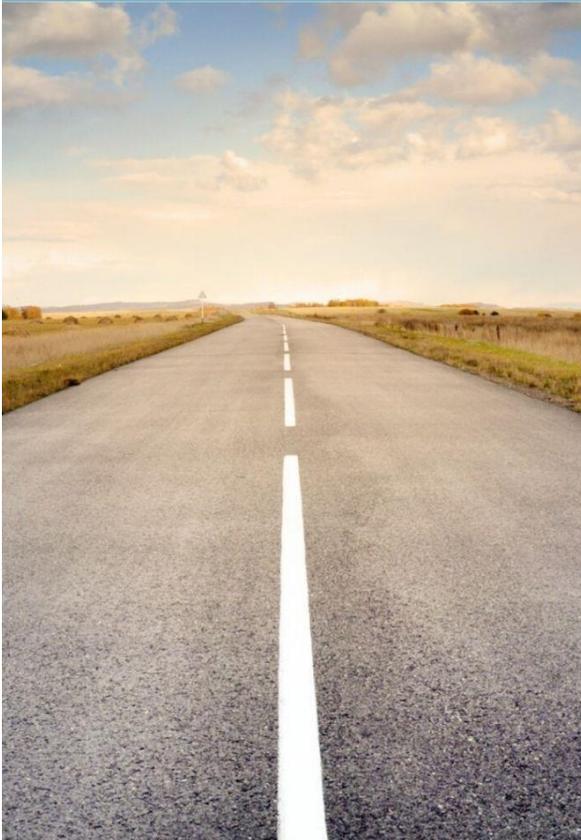
Appendix E

Marketing Materials



Logo

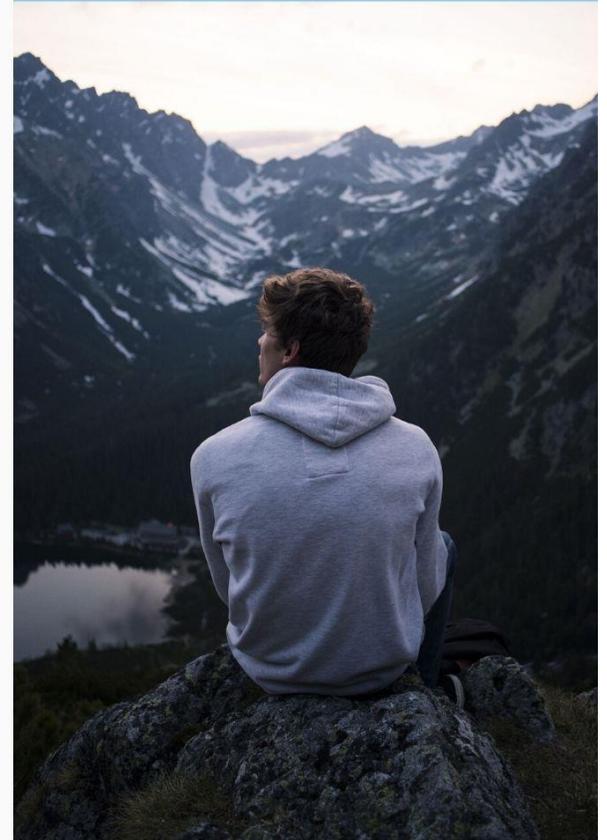
Bridging the Gap:
Refreshing life after
addiction



CONTACT US

123 Anywhere St., Clifton, TN 38425
865-318-4375
rightwayrecovery@gmail.com
www.rightwayrecovery.com

Not a real organization (yet)





ABOUT US

RightWay Recovery is a non-profit organization that provides services and housing for men who are in recovery for substance abuse issues. We are focused on bridging the gap between substance abuse recovery and the local community, and helping individuals in recovery start a fresh life. Our vision is to help eliminate the stigma associated with substance use disorder and co-occurring disorders in Clinton, TN. We strive to significantly reduce the alcohol and drug problem in the Anderson County area and build a recovery community that helps strengthen the overall community.

OUR TEAM

The staff at RightWay Recovery know what you are going through and are here to help. The team consists of four staff members and two volunteers who are also in recovery. There are two staff members living at the house who are available to help with all your day-to-day needs. The team also includes a full-time credentialed addiction therapist (LADAC) and an addiction therapist under supervision who are available to provide counseling and other emotional and mental health needs.

Our Services

Housing

RightWay Recovery is a 20-bed group home that will provide housing for men who have previously been in a 28-day inpatient rehabilitation facility and are transitioning back into society. Meals are also included and are presented family-style.

Individual and Group Therapy

The staff at RightWay recovery consists of a full-time credentialed addiction therapist (LADAC) and an addiction therapist under supervision who will provide counseling and psychological services to residents. As part of the recovery treatment, group therapy will be required four times per week and individual counseling will be offered as needed.

Re-Employment Services

RightWay Recovery is partnered with the Ridgeview Behavioral Health Services Reentry Program to help find employment opportunities for residents of the home. Job skills training, career counseling, and resume assistance will be provided for residents as well.

Transportation

Transportation to and from all necessary appointments including job interviews, grocery store trips, AA/NA meetings, the Ridgeview Reentry Program, Anderson County Drug Court, and medical appointments will be provided.



RightWay Recovery presents:

ADDICTION: MYTH VS. FACT

Addressing common stigma in the community regarding alcohol and drug addiction and recovery

MYTH #1: ADDICTION IS A MORAL ISSUE

Fact: Addiction is a disease

The American Medical Association (AMA) defines addiction as a disease due to its complex nature. Addiction can be caused by behavioral, environmental, and biological factors including factors the individual cannot control. It involves changes in the functioning of the brain on a chemical and physical level, and can cause the individual suffering from addiction to act in ways he/she normally would not

MYTH #2: ADDICTION IS A MATTER OF WILLPOWER

Fact: Addiction requires support and outside help

Addiction and use of substances over a long period of time can alter the brain's chemistry and physical anatomy which causes powerful cravings and compulsions that many times cannot be stopped through sheer willpower. It requires a lot of support and sometimes hospitalization to overcome.

MYTH #3: PRESCRIPTIONS ARE ALWAYS SAFE

Fact: Prescriptions can be abused and misused

Some doctors may write prescriptions for pain or anxiety and not think about dependence or overdosing. Opioids and benzodiazepines are commonly prescribed to patients and easily lead to addiction if not monitored properly. Many patients may also overtake their medications if they feel more anxiety or pain, and this can lead to overdoses and tolerance.

MYTH #4: ADDICTS HAVE TO HIT ROCK BOTTOM BEFORE GETTING BETTER

Fact: Recovery can happen at any stage in life

Different people are motivated by different things. Recovery can happen at any stage of addiction. But the longer the individual suffering from addiction waits to seek treatment, the stronger the addiction becomes.

MYTH #5: RECOVERY IS ONLY WHEN YOU ARE IN REHAB

Fact: Recovery is a lifetime commitment

Rehabilitation centers help direct you on the road to recovery, but that is not the entire journey. Recovery is a lifelong process and individuals with substance abuse issues will most likely experience relapses sometime in their lives, but that does not mean the treatment has failed. Recovery is possible with the right support groups and treatment throughout life.

For more information, call us at 865-316-4375 or email us at rightwayrecovery@gmail.com
 ****Not A Real Organization (yet)****

Appendix F
Job Postings

Job Title: House Facilitator / Volunteer Coordinator

Job Purpose: To provide clinical services, case management, maintenance, and supervision for individuals residing in the home and volunteers.

Job Duties/Responsibilities: The house facilitator will coordinate and act as a liaison between probation and parole. They will also perform weekly urine drug screens and document daily routines. Will be responsible for maintenance and other day-to-day activities. They will manage and coordinate volunteer activities as needed. Will also transport clients to and from necessary appointments.

Required Qualifications:

- Highschool diploma / GED
- Strong interpersonal skills
- Excellent oral and written communication skills
- Must pass a background check and urinalysis
- Have at least 2 years of sobriety
- Working knowledge of the 12 step program
- Must have a valid driver's license
- Must be able to lift up to 50 lbs
- General knowledge of maintenance/house upkeep

Preferred Qualifications:

- Basic knowledge of Microsoft Office systems
- Experience in project management
- Class F endorsement
- CPR/First Aid Certified

Working Conditions:

High stress environment. This is a full-time live-in position and will be paid on salary. Room/board and meals will be provided.

Job Title: Substance Abuse Technician

Job Purpose: To provide additional support to clients in recovery

Job Duties/Responsibilities: The peer support recovery specialist will be able to facilitate group therapy sessions. They will also provide case management and document sessions and day-to-day routines. Will assist the house facilitator in daily maintenance and supervision, as well as transporting clients as needed. Will also provide job skill training and work with staffing agencies to find employment for clients.

Required Qualifications:

- Highschool diploma / GED
- Strong interpersonal skills
- Excellent oral and written communication skills
- Must pass a background check and urinalysis
- Have at least 2 years of sobriety
- Working knowledge of the 12 step program
- Must have a valid driver's license
- Must be able to lift up to 50 lbs
- General knowledge of group facilitation
- Thorough knowledge of job skill training

Preferred Qualifications:

- Basic knowledge of Microsoft Office systems

- Experience in project management
- Class F endorsement
- Experience in group facilitation
- CPR/First Aid certified

Working Conditions: High stress environment. This is a full-time live-in position and will be paid on salary. Room/board and meals will be provided.

Job Title: Licensed Alcohol and Drug Abuse Counselor (LADAC)

Job Purpose: To provide group and individual therapy to clients in the home.

Job Duties/Responsibilities: Will encourage recovery and supervise overall functions. Will collect rent from tenants and provide supplies and meals. Will document meals, sessions, progress notes, and other day-to-day routines. Will facilitate natural disaster drills and emergency services. Will oversee documentation from other staff.

Required Qualifications:

- Highschool diploma / GED
- Strong interpersonal skills
- Excellent oral and written communication skills
- At least 3-5 years of experience with substance abuse treatment and group facilitation
- Must pass a background check and urinalysis
- Have at least 5 years of sobriety
- Comprehensive knowledge of the 12 step program
- Certified nutrition specialist
- CPR/First Aid certified
- LADAC License

Preferred Qualifications:

- Basic knowledge of Microsoft Office systems
- Experience in project management
- Preferred bachelors or master's degree

Working Conditions: High stress environment. Will be a full-time position and paid on salary.

Appendix G

SWOT Analysis

