

**Bright Beginnings: Empowering Mothers and Strengthening Families**  
**A Program Proposal**

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**Abstract**

Human trafficking is a pressing issue worldwide that transcends all races, demographics, and gender. The male population is often overshadowed, and there is an increasing need for awareness. Chattanooga Tennessee is part of a demographic that lacks services for male human trafficking victims. While there are shelters in Hamilton and Bradley County that harness female victims, men are left without a facility. Shelters such as the Salvation Army offer temporary shelter to men, however they lack in-house mental health services or expertise in human trafficking. Green Light is a non-profit, eight-bed shelter for men that have survived human trafficking. This organization is based upon a housing-first approach, first meeting the physical needs of survivors such as food, clothing, and shelter. The target client population is male survivors between the ages of 18 and 24. The environment will operate in a safe, accessible building in Downtown Chattanooga in close proximity to the Community Kitchen. The services provided will include shelter, comprehensive care management, therapy, legal advocacy, reunification services, as well as transportation assistance. Green Light is unique by not only providing shelter, but a variety of holistic services in order to serve as a launchpad for survivors to thrive as they integrate back into the community. This population has been victim to situations of forced labor, sexual exploitation, criminal activity, fraud, forced marriage and domestic servitude such as cooking, cleaning, and childcare. Green Light will assist male survivors of

human trafficking with resiliency building, reunification, adjustment, and support through restoring relationships, in order to regain a sense of love and belonging. There are several goals by which the organization operates. These goals include providing holistic care for men who have survived human trafficking, engaging with the community through a variety of events, and engaging in fundraising to meet all goals. The desired outcomes include empowerment, increasing awareness, as well as to provide Green Light with a sustainable future so that services can continue to be provided for years to come. To summarize the organization's mission and vision, Green Light will aid in restoration, resiliency, and connection with the community in order to empower male survivors to keep moving forward. The vision is to assist male survivors of sexual and labor trafficking by providing the tools to help them integrate back into society as empowered, healthy, and healing citizens.

### **Organizational Description and Goals**

Green Light is a recovery home for male victims of human trafficking. Services aim to connect survivors to resources and utilize trauma informed therapeutic care as well as Post-traumatic Stress Disorder care. Green Light's purpose is to assist survivors of human trafficking with resiliency building, reunification, adjustment, and support through restoring relationships, in order to regain a sense of love and belonging. The vision of this organization is to provide a sense of well being and community by meeting survivors' physical and emotional needs and connecting them with legal services. The goal is to provide them with these services in order to assist them with success and sustainability while reentering their lives post experiencing traumatizing events. Once the victims have been provided with case management, resources, and therapy, the long term goal is restoration, as these members regain their worth and self-esteem.

Green Light's mission statement is to serve as a launchpad for male survivors of human

trafficking to find restoration, build resilience, and connect with the community, empowering them to keep moving forward. This statement summarizes the goals of what Green Light aims to accomplish with each survivor that enrolls in the program. As survivors are navigating their newfound freedom, the organization is dedicated to empowering them to reach their goals as they begin to establish themselves in the community. Green Light's vision statement is to aid in restoring the lives of sexual and labor trafficking male survivors into society as empowered, healthy and healing citizens.

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

In order to fulfill the organization's mission and vision, Green Light operates in a safe, accessible place in Downtown Chattanooga close to the Community Kitchen, another non-profit serving the homeless population through a variety of services. The shelter would be based in a spacious building similar to a church. One organization in the immediate environment that is similar to Green Light is the Salvation Army. Similarly to Green Light, the Salvation Army offers victim assistance programs that include food, shelter, clothing, transportation, and trauma, both physical and psychological (The Salvation Army, n.d.). Some of the physical and psychological trauma programs that are similar in both organizations are victim advocacy, crisis intervention, safety planning, legal assistance, workforce development, social service, peer support, and outreach and engagement with survivors (The Salvation Army, n.d.). In addition to those services, Green Light would offer family reunification services and therapy. The Salvation Army gives a high level of support but this program is not their sole purpose, so Green Light would be able to fill more gaps as its sole purpose is for these individuals. Another agency that is similar is Her Song, because they have a house or shelter that they have for clients, they provide counseling, house meetings, vocational training, and other program

activities (Her Song, n.d.). The main differences are that these things are required at Her Song, and Her Song only serves women victims (Her Song, n.d.).

Another organization in the immediate environment that is similar to Green Light is the Community Coalition Against Human Trafficking (CCAHT). Under their program, Grow Free Tennessee, they work to provide survivors of human trafficking with many options of trauma-informed services that promote safety and recovery while also including the personal goals of each individual they serve (CCAHT, n.d.). CCAHT provides similar services to Green Light including: safe shelter, crisis hotline, trauma-responsive case management, food, clothing, therapy, rides and transport, legal advocacy, and access to medical care (CCAHT, n.d.).

One thing that makes CCAHT different from Green Light is that it serves other populations and its focus of human trafficking is more inclusive to youth and women as well. CCAHT also provides other services that Green Light does not offer such as relational case management for youth and foster parent/caregiver support and training (CCAHT, n.d.). Green Light is projected to be an established agency that could provide services for as long as possible.

#### Uniqueness of the Program

Green Light provides physical as well as psychological services to male victims in need. The organization is unique as it strives to connect and engage the survivors by providing them with the restoration and support they need in order to re-enter their lives. This includes family support as well as workplace development, while other organizations in Chattanooga provide only a portion of these services.

#### **Target Client Population**

An unmet need in the community is a shelter that focuses on male victims of human trafficking. Therefore, Green Light's target client population is male survivors of human

trafficking between the ages of 18 and 24. In 2021, the National Human Trafficking Hotline reported that 17% of trafficking victims they were able to identify were male (Polaris, n.d). It is also important to note that the target population will likely include people of color and members of the LGBTQIA+ community as research shows that men and those that identify as males from these communities are vulnerable to human trafficking (Polaris, n.d) This population has been victim to situations of forced labor, sexual exploitation, criminal activity, fraud, forced marriage or domestic servitude such as cooking, cleaning, and childcare. These males are subject to a lack of self-esteem and insecurity, as well as not knowing how to re-enter their lives as the individual that they once were. Research has found that it is common for human trafficking victims to develop anxiety, depression, and PTSD (Suwetty, et. al, 2019). The common problems surround physical and emotional needs which are imperative to address while re-entering the world with resiliency.

### **Service Offering and Delivery**

Green Light is an organization that provides temporary shelter along with therapeutic care and case management services for male human trafficking victims as they navigate freedom after being emancipated. Providing a shelter as an intervention is important as homeless youth (aged 16-24) are often at a higher risk of being trafficked (Chisolm-Straker, 2019). Based on this information, it is likely that young survivors may lack a place to live after being emancipated. Survivors enrolled in the program will be able to reside at the shelter until housing is acquired and will be provided with 3 meals a day. A housing-first approach is an evidence-based practice encouraged by Freedom Network USA (Freedom Network USA, n.d). In addition to this, survivors will be able to receive therapy to process trauma and build resilience as many victims of human trafficking develop mental illnesses much as depression, anxiety, and PTSD (Suwetty,



et. al, 2019) . In addition to therapeutic interventions, survivors will have access to case management services to assist them in practical matters such as finding employment, housing, insurance, medical care, and reunification services.

Another component of case management services connecting survivors to legal services through Legal Aid. This is important as the revictimization of human trafficking survivors is common in the United States and there are often barriers to accessing legal services (Branscum & Fallik, 2021). The shelter will hold a capacity of 8 survivors at a time. A licensed clinician along with 2 case managers will be providing services. At least one staff person will be on site 24/7 to ensure safety in the home and volunteers will be available to assist with tasks such as preparing meals and doing activities during the day and on weekends with the survivors.

### **Budget Rationale**

In order to fund Green Light so that it may offer all of these important services it is imperative for Green Light to utilize a budgeting plan for the organization as it acts as a financial road map, or guide for the organization, and the budget will reflect Green Light's overall mission statement. The budget can be found in Appendix B. A budget alignment will empower the organization to reach strategic goals, which is something that the entire organization can get behind. The vision will develop into goals and strategies that are built into the budget. This budget will prioritize options for spending so that financial decisions are based on the organization's objectives. A good budgeting system will assist Green Light in reaching strategic goals by allowing management to plan and to control major categories of activity. This pertains to activity such as revenue, expenses, and predicting and managing the cash required for these activities.

The services provided by the organization highlight Green Light's mission and vision

which is to serve as a launchpad for male survivors of human trafficking to find restoration, build resilience, and connect with the community, by empowering them to keep moving forward. In order for the organization to reach its mission and vision, it is imperative to have services offered such as shelter, legal aid, therapy, and case management in order to assist and meet specific goals of each population that will be served.

### **Budget Narrative**

Developing a comprehensive budget narrative is an important part of financial management to plan for accurate fundraising goals.

Salaries estimated from mid-point of respective pay scales

- CEO wage is \$50,000 per year in a 12-month period as set by the agency (Salary.com, n.d).
- CFO wage is \$50,000 per year in a 12-month period as set by agency
- Volunteer/Marketing Coordinator is \$45,00 per year in a 12-month period as set by agency
- Shelter Manager is \$40,00 per year in a 12-month period as set by agency
- Advocacy/Legal Consultations is \$8,000 per year in a 12-month period as set by agency
- Therapist (x2) is \$100,000 per year in a 12-month period as set by the agency (Salary.com, n.d).
- Case Manager (x2) is \$80,000 per year in a 12-month period as set by agency
- Shelter Staff (x2) is \$70,000 per year in a 12-month period as set by agency

Category two: Fringe benefits

- Payroll Taxes & FICA (gross income x 7.65%) will cost the agency \$33,890.00 per year (Blakely-Gray, 2022).
- Workers Compensation (\$612 per employee) will cost the agency \$6,732.00 per year
- Insurance (4,000 per employee) will cost the agency \$44,000.00 per year

#### Category three: Travel

- The agency estimates \$5,604.00 for Van Leasing
- Agency will allot \$2000 for maintenance, fuel, and insurance

#### Category four: Supplies and materials

- Office supplies are estimated at \$5,000 for the year and include such things as pens, paper, file folders, hanging folders, tape, etc. This cost is approximated to and estimated from what our supported employment team spends.

#### Category Five: Equipment

- Printer/Fax Machine is estimated to be \$200
- Phone (x2) is estimated to be \$100

#### Category Six: Other Expenses

- Shelter
  - Rent is estimated to be about \$12,000 per year
  - Utilities will cost \$2,000 per year
  - Internet/Phone Service will cost \$5,000 per year
  - Cleaning Supplies will cost \$1,000 per year

- Program Costs
  - Food will be about \$16,000
  - Clothing & Personal Care Items will cost around \$3,000
  - Program Rec Activities will cost around \$5,000
- Other
  - Website (for domain) will cost \$20.00
  - Volunteer Recognition will cost \$200.00

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

Green Light has developed a strategic fundraising plan in order to fund the organization. This plan consists of three different SMART goals, each encompassing a different financial goal. The SMART goals chart can be referred to Appendix C. The first goal is to secure \$100,000 dollars through online giving, specifically through social media and Green Lights website, by the end of the 2024 fiscal year. In order to achieve this goal, Green Light will begin by creating several social media accounts including Facebook, Instagram, Twitter, and an organization website. On each of these platforms, instructions will include a clearly defined cause and instructions to encourage those visiting the sites to donate to the cause. A continuous effort will be made to keep these pages current and attractive to encourage giving. The outcome measure will be that all social media platforms are up and running with minimal assistance for donations. In order to complete this, assistance from a local professional social media developer will be needed.

Once these sites are up and running, Green Light's Marketing and Volunteer Coordinator will be responsible for developing a strategic fundraising plan to increase follower engagement and page views. Part of this strategic plan is curating messaging to coincide with important dates

such as National Human Trafficking Awareness Day and regularly engaging with the community online to encourage giving. In order to measure the success, average engagement of 300 views across all platforms daily. This goal is intended to grow followers and spread awareness of the positive work that Green Light is doing in the community to ensure engagement and monetary contribution. By these strategies, Green Light has the goal of raising \$8,500 dollars monthly via online platforms.

Partnering with local businesses to secure \$200,000 in donations is the second overall goal in Green Light's fundraising plan. The Board of Directors and CEO will mostly oversee this type of giving. The first step in this SMART goal is to identify businesses in the area that have made a stand against Human Trafficking or have a history of donating to nonprofits such as United Way, Love's Arm, and CCAHT. Once a list of these businesses are created, Green Light plans to engage with them to develop a donor base of 15 corporations. Door based solicitation and networking will be utilized to keep these businesses engaged. Twice a year, Green Light will hold a Soiree for local business owners as a fundraising event. Invitations will be created to clearly state the cause, Green Lights mission, and instructions for donating. Each business identified as a potential or current donor will receive an invitation. The goal is to raise large donations as a result of these events and engage with the donors. For business donors, Outreach volunteers will be tasked with designing certificates of appreciation for three different tiers of giving. Gold tier is for those that gave 16,000+, Silver is for those that donated 7,000-16,000, and Bronze is for those that donate 1,500-7,000 dollars. This goal will be measured by the completions of these certificates ready to be distributed by the time of the Soiree's.

Green Light's final goal is to secure at least \$430,000 through grants by the end of fiscal

year 2023. In order to accomplish this goal, Green Lights CFO will begin by identifying grant opportunities from a variety of sources such as local, state, federal and independent grants. In addition to this type of research, the CFO will identify organizations that give grants such as United Way, Office for Victims of Crime, and the Coca-Cola Factory. The strategy is to continuously utilize online resources as well as partnering with sister organizations to identify opportunities. The measurement for this goal is to have identified 25 grant opportunities by the end of 2023's fiscal year. This way the CFO can maintain a database to track several grant opportunities consistently to secure the needed funding. The second part of this goal is to then submit grant applications. The goal is to submit 20 applications by the end of 2023. Through this process, Green Light's CEO can develop an exemplary grant application process and blueprint for creating applications on behalf of the organization. Lastly, the CFO will be tasked with developing a followup system to track grants applications until they are received or denied. Part of this process will involve writing thank you letters to grants that Green Light receives. The measurable goal is that 15 grants will be approved by the end of 2023 fiscal year with a total of 140,000 or more in funding. Securing continuous grant funding from diverse sources is important to Green Light.

Each of these goals were developed based upon evidence-based practices. In planning for Green Light's goals to come to fruition with its strategies, it is important to understand the rationale behind each strategy for each goal. It is important to consider evidence-based fundraising strategies to ensure best practices for raising funds for Green Light. One of the best practices is the diversification of funding sources, to not rely on only one source, in case of its discontinuity or need for trending to one (Pagoni & Solomon, 2014). It is however important to have a specific number of funding sources, and focus work on those sources to centralize efforts,

not consume much labor, and be cost effective (Pagoni & Solomon, 2014). The following will show three fundraising goals Green Light will partake in, in order to reach its goal of fundraising by the 1,200,000 fiscal year 2025.

The first goal is to Secure \$100,000 from social media revenue through awareness campaigns by the end of fiscal year 2024. Social media finds itself to be a great resource to gather funds. Its benefits come from finding a wide array of interested donors and clients, and reaching out to potential donors and maintaining a following of supporters. Pagoni & Solomon in the article *The Nonprofit Fundraising Solution : Powerful Revenue Strategies to Take You to the Next Level* gives insight on the importance of individual donation as the largest source of contributed income for nonprofit organizations. Social media is a way to reach those individuals as well as is an easy way for people met in person to get to and donate. In the area of disaster relief, social media has proven itself to raise around tens of millions of dollars seemingly overnight. So there is ground for the importance of social media fundraising for the organization.

The strategies involved in this goal are to first create and update all social media platforms such as Instagram, Facebook, Twitter, as well as the website. This strategy is to ensure Green Light's social media platform to be an active and evolving platform to ensure relationship building and presence (Pagoni & Solomon, 2014). This will ensure that all social media platforms are updated and relevant to the cause and are attractive. Pagoni & Solomon, 2014 speaks on the monetary investment which may be needed to create and maintain social media platforms. Eventually, the revenue from Green Light's social media will fund a social media and website manager. Until then, as the article suggests, the organization will use its volunteers and workers knowledgeable in social media platforms.

The second strategy is to develop a strategic fundraising campaign with a follower attraction and engagement plan. It is critical to identify objectives which can be difficult in the context of social media, especially when not familiar with how to be successful in that area (Pagoni & Solomon, 2014). This strategy will ensure there is a vision and purpose towards the attendance and maintenance of followers and traction. There are numerous ways followers of Green Light social media platforms can interact with the content. It is important to understand that follower attraction and engagement work with more than just direct repost, but may be in retweets, sharing and using hashtags (Pagoni & Solomon 2014). An attraction and engagement plan will ensure a purpose for the platform's content, and what to look out for for each post, whether direct response or to understanding of the information. Green Light will utilize social media sponsorships and 'ambassadors' as part of its campaign to ensure the use of other successful social media influencers and organizations to help us in Green Light's campaign. The case for support to effectively introduce and request for followers, stakeholders and constituent support can be found in Appendix D.

The final goal is to create a monthly monetary goal. Having a monthly monetary goal will ensure there is sufficient social media engagement and traction to reach the monetary goal, as well as make changes to the methods that are not working well or improve those that are. The monetary goal will be met by followers reaching the donation platform from the social media bio page for easy access. Pagoni & Solomon provide seven questions to guide in the goals of social media towards success. These include; Is your message reaching more people and do you have more "influencers" (aka "thought leaders") in cyberspace spreading your message? Is it leading to increased giving (Pagoni & Solomon 2014)? Assessment of the monetary goal will not come from the money seen on the fundraising website, but will be directly related to social media



engagement and outreach. A monthly assessment will insure the organizations secures funding in a timely manner, and maximizes funding potential with check ups (Streissguth, 2022). In the end, reaching a monetary goal with social media as a tool to establish public identity and new relationships. The goal is to reach \$8,500 a month not from the start, but by the end of the fiscal year, that amount will be the amount received in the last month.

The second goal is to Secure \$200,000 in business and corporate donations by the end of fiscal year 2023 with a 2 Green Light Soiree gathering twice a year. The event is set to occur twice a year to ensure consistent momentum for it throughout, as well as being an immediate follow up to the previous event. It is important to understand the purpose of the event in order to understand who will be invited to the event and their purpose in attending (Pagoni & Solomon, 2014). The purpose of the event will be a way to embrace the potential community Green Light will create, host a networking opportunity, raise awareness on the cause, as well as establishing a line of donors for the organization. The first strategy involved in this goal is to identify corporations interested in the fight against human trafficking such as Love's Arm, 7th Well, and CCAHT. This strategy is to invite constituencies who would have an interest in the organization.

The second strategy is to approach and invite interesting corporations to attend the first Green Light Soiree (GLS). The invites will be shared through an online platform for consistency and clarity of information, as well as the option to RSVP online as well. Guests will be prompted to invite a guest by being told they could come themselves with a guest, which would ensure attendees comfortability, especially for the first GLS. To further attendance, Green Light's CEO will call each person in the list to follow up on the invite and express their wish for them to attend. This is to bring a personal touch to the electronic invite, and should not be optional

(Pagoni & Solomon, 2014). From the second strategy, a plan for the night's events and logistics will be planned aligned with the event's purpose.

The third strategy is to create recognition awards for each GLS attendee who donate post the event until the next one. By the next GLS, there will be an awards section of the night to recognize each donor according to their contribution. This strategy is to create a way to say thank you to donors in a memorable way and acknowledge their contributions. Doing so will increase donor retention, motivate existing donors to give again, or give more, and aid in acquiring new donors (Cychowski, 2021). The donation amounts will be recognized. They will be categorized in gold, silver or bronze, with Platinum accounting donations of \$15,000+, Gold for donations of 10,000-15,000, silver from \$3,000- \$10,000 and bronze for donations from \$500 to \$3,000.

The third and last goal is to secure \$430,000 in grant donations by the end of fiscal year 2023. It is important to make use of the government organizations and organizations who offer grants towards causes such as Green light. It is an inexpensive way to generate money, though it needs a proper grant writing process. The first strategy is to identify grants from various sources such as The Office for Victims of Crime, Centene Charitable Foundation, United Way, as well as The Coca-Cola Company. Carrying out this strategy will require some research skills for appropriate grants, as well as requesting from sister organizations their granting sources. Raviraj Hegde, head of the sales and marketing team at Donorbox, shares 8 tips to research grants for donations. Those related to researching for the grants include making sure the organization's mission and values are aligned with those of the grant donors, as well as starting with small local grants (Hedge, 2020). Polishing grant values and mission will be attractive to the appropriate grant donors, and starting small and local will ensure exposure of Green light in the community as well as aid in community relationship.

The second strategy source is applying for and submitting grant applications. The application process will require professionalism and efficiency, which will be overseen by appropriate volunteers with experience. As Hedge mentions, this will require reviewing grant requirements often to make sure not to waste time on grants Green Light will be ineligible for (Hedge, 2020). It is important to have ample time to fill out applications and submit them by the grant due date to promote professionalism. The process of grant writing is tedious, but gets better with practice. It is beneficial to think about and assess the organizational goals regardless of being accepted (Vieria, 2023).

The third strategy is to follow-up on grant timelines until they are received or denied. It is important to stay up to date with grant writing processes from start to finish. This ensures there is an eye on the grants, and prompt response when it is approved or denied. It is important to notice and keep up with grant cycles. It is important to properly budget for grant writing and ensure the sustainability of the organization despite grant refusal (Sharon, 2023). It is important to say thank you to the grant funders when receiving the grant. It promotes relationship building as well as building rapport.

Green Light will ensure to thank granters, even if the organization does not receive the grant applied for. The process of grant writing itself is a long term time investment, to write up for grants in the future which have the potential to be accepted.

### **Market Campaign Strategy**

Green Light's campaign strategy will be to launch public awareness campaigns that specifically target populations most likely to fall victim to human trafficking in addition to raising community awareness of Green Lights services and support fundraising goals. The marketing tools and designs can be found in Appendix E. The idea is to capture the attention of

male victims who may be experiencing a form of trafficking. The plan is to focus attention on target populations such as bringing awareness to youth and homeless populations. The community may serve as allies, therefore it is imperative that they are made aware of the agency.

Due to safety reasons, Green Light will not be doing a lot of public advertising. The organization will be primarily working with the local police department. And local healthcare providers. Police officers will be given agency business cards with the national hotline phone number and with a tiny logo for GreenLight at the very bottom. Advertising will be centered around awareness without phone or address identification. Stickers will have Green Light's logo with the agency hotline in order to capture the attention of target audiences. These stickers will be given out to local schools and businesses' where awareness may be needed. Social media will be utilized so that target populations may locate the agency and spread the word. Donations are welcomed and appreciated as many survivors of trafficking will lack much needed resources. Added volunteers are always welcome and may assist with awareness events or around the agency. Volunteers will also spread the word by dropping off brochures with Green Light's information to local restaurants and businesses in order to assist with public advocacy. QR codes will be incorporated in public spaces as a way for victims to quickly and easily gather information. Posters will be placed in local areas with heavy foot traffic, with the company logo as another quick and efficient marketing strategy. It is vital that advocacy and awareness be brought to light in order to assist in prevention and placing a stop to human trafficking. Research has shown the beneficial aspects of outreach and community awareness when it comes to human trafficking (Greenbaum, 2018). Having detailed campaign steps will allow for straightforward implementation.

### **Marketing Campaign Steps**

In order to distribute information about Green Light to the community, the following marketing campaign has been established. Each step outlines different strategies and populations involved in the marketing campaign.

**Step 1: Create brochures about the program and enlist help of law enforcement**

Goal A: Distribute via volunteers to local law enforcement, schools, restaurants, the homeless population, and other businesses

Impact: This would create awareness within the community and promote advocacy in a safe way.

Goal B: Enlist the help of law enforcement to spread awareness utilizing the brochures while also

ensuring the safety of the individuals the organization serves.

Impact: The clients will remain safe and law enforcement will be able to help the organization.

**Step 2: Create posters and a QR code to post around the community**

Goal A: Post posters in areas with lots of foot traffic and passerby where it will be seen by individuals within the community.

Impact: This would promote advocacy and awareness within the community and reach families and individuals involved or impacted by male labor trafficking.

Goal B: Post QR codes in public spaces as a way for victims to quickly and easily gather information.

Impact: This would allow individuals to gain the information they need about how to receive the services and what services are offered.

**Step 3: Create stickers with the organization's logo**

Goal A: Distribute stickers to local schools and businesses where awareness may be needed.

Impact: This would help get the logo out into the community and effectively promote the organization's name and inspire curiosity.

Goal B: Capture the attention of the target audience to promote the organization.

Impact: Inspire the audience and public to spread awareness and take a stand against male labor trafficking.

Step 4: Utilize limited social media while also keeping the clients safe.

Goal A: Use hashtags and Facebook banners to inform social media users of the organization and what it is about.

Impact: Social media will help the target population gain the information that they need about the organization without giving away the location or too much about the organization.

Goal B: Use hashtags and Facebook banners to reach the target population resulting in the spread of information by word-of-mouth.

Impact: Word will spread and help raise awareness in ways that the other marketing tools cannot.

### **Marketing Campaign Name and Slogan**

Green Light's marketing campaign title is "Breaking Barriers, Building Futures".

Breaking barriers represents Green Light's dedication to advocacy work in breaking down barriers trafficking survivors may experience in areas such as securing safe housing, finding employment, and accessing healthcare and legal assistance. Building Futures refers to Green Light's mission to be a safe haven for survivors to begin to heal and empower them to set and

achieve goals for their own future.

To go along with “Breaking Barriers, Building Futures”, Green Lights campaign tagline is “A Home for Survivors of Human Trafficking to Find Resilience through Advocacy and Holistic Support Services”. This tagline provides any reader a more detailed explanation of what this organization is, the population served, and what Green Light hopes to accomplish.

Green Lights campaign name and tagline are very aligned with the mission of the organization. Green Light’s mission is to be a safe haven for male survivors of human trafficking to find healing and begin making steps to living healthy lives in the community. Green Lights’s approach is holistic. Participants will be provided housing at the shelter and comprehensive services such as case management, therapy, and access to legal advocacy if needed so that they can find resilience and begin to establish goals for their future. The end goal is for participants to live independently with their new found resilience. Green Light is here to help them establish those building blocks such as assisting in finding housing, employment, and healthcare. Since survivors of Human trafficking may face barriers in the community, Green Light will provide access legal services along with advocacy to break barriers.

### **Human Resources Overview**

Green Light is a nonprofit organization that recognizes the need for shelter and services for male victims of human trafficking. Therefore, human resource planning is implemented in order to ensure that the right people with appropriate skill sets are part of the team. Core values such as service, social justice, dignity and worth of the person, importance of human relationships, integrity, and competence are inherent throughout the organization. Staff members may utilize a self-care day from time to time as needed. Employee engagement is imperative as the organization recognizes the strengths and outcomes when meaningful bonds are built. Green

Light will utilize diversity in placing survivors of traumatic experiences with staff members and volunteers who are experienced and trained in providing trauma informed care so that members may transition back into society with ease.

### **Staff and Volunteer Needs**

Leading this team of employees will include four administrative heads with different responsibilities to oversee all areas of operation. A CEO/Resource manager who will oversee operations, direct agendas, drive profitability and communicate with other members effectively. A CFO will keep track of strengths and weaknesses within the company's finances, as well as oversee all aspects of financial success. A Volunteer and Marketing Coordinator will be responsible for organizing all aspects of volunteering, from recruiting to promoting opportunities for those who may want more hours in their schedule. Lastly, a Shelter Manager will facilitate and ensure that there is staff 24/7, as well as a chef and housekeeping that runs properly.

In addition to administrative staff, an Advocacy Director will provide a voice for the male population in terms of advocating for program funding and maintaining a positive overall well-being. The organization will have one male therapist as well as one female therapist. This will provide diversity in psychotherapeutic service providers for mental health care. There will also be one male and one female case manager in order to provide resources to clients. Many men relate to other men in terms of therapy as they tend to find them more practical (Seidler, et al., 2022). On the other hand, some men would prefer to have a female therapist who they may find is more nurturing in nature. Green Light recognizes the value in teamwork and will have 5-10 volunteers who will assist in making sure that the organization is safely facilitated and members re-enter their environment seamlessly. Each staff member and volunteer will undergo FBI background checks as well as have expertise and training in trauma informed care. Human



resource duties not only include running background checks on all staff and volunteers, but also outlining job descriptions for each position.

### **Key Positions and Job Summaries**

Each main function has been outlined. For example, the Nonprofit Chief Financial Officer (CFO) will develop plans for growth to increase organizational profit, oversee fundraising, seek out potential donors, budget for future organizational needs, as well as keep legal and financial documents of the organization up to date. The Chief Executive Officer will supervise Green Light's operations and staff, maintain all legal documents, lead in the implementation of strategic planning, act as a visible representative of the organization to the community, as well as evaluate organization practices to ensure that goals and grant requirements are met. The role of the Advocacy Director for Green Light is to lead, provide support for, and manage legal staff who work directly with the clients as a representative and serve as the lead or co-counsel in legal matters. The Advocacy Director is also responsible for establishing and maintaining strong relationships with other organizations within the community, judges, social service agencies, and any agency or group related to legal matters. The Green Light Organizational Chart can be seen in Appendix A. The Nonprofit Chief Financial Officer and the Advocacy/Legal Director job descriptions can be found in Appendix F.

### **Staff and Volunteer Motivation and Retention Plan**

The following will be the staff and volunteer motivation and retention plans to ensure the wellbeing of all who work for and serve at Green Light. Evidence based strategies that Green Light will incorporate into practice include developing clear and realistic 40-hour job descriptions which will be discussed during the interview process, supporting new staff through mentorship and supervision, and funding continuing education requirements (Webb & Carpenter,

2012). Interviews will be conducted with the administrative team to involve diverse voices and ensure that applicants are a good fit for the culture of the organization. In addition to this Green Light hopes to have the funds to allow staff to be eligible for benefits such as health care and a retirement plan. The plan also includes implementing “work/life balance policies”, such as mental health days, burn out training, and promotion of self-care in supervision (Bouwmeester, et.al, 2021). Lastly, Green Light will hold appreciation events such as luncheons, recognition awards, and office parties to celebrate milestones. By instilling these practices, Green Light hopes to promote a positive work culture that retains staff.

To retain volunteers, Green Light intends to implement a few specific evidence based interventions. While studies in the past have confirmed that connecting to the mission of the organization promotes volunteer retention, building emotional connectivity is also really important (Farney, et.al, 2019). Green Light values building relationships with volunteers. Being able to understand what they hope to gain from volunteering will assist the Volunteer Coordinator in finding meaningful roles that match what they value about the experience (Kim, et.al, 2019). Volunteers will be provided with training and regular supervisory support to continuously keep them engaged. Additionally, appreciation events will be held where volunteers can fellowship and receive recognition for their contributions.

### **Staff Evaluation Plan**

Staff evaluation will be needed when assessing Green Light’s performance. However, it can be challenging to measure success when it comes to services to people, as there may be a focus on goals and outcomes and see people as numbers being served rather than individuals. That is why Green Light will use a Goal-Free Evaluation (GFE) approach as its primary

evaluation method for its staff. The GFE is a method of evaluation that examines the organization without referencing goals and objectives and determining if its processes can be attributed to the program or intervention (Youker, 2023). Goal-oriented evaluations may cause a bias and focus on matching up actions toward specific goals.

The evaluation will be from a third party not affiliated with the organization but is familiar with its program and processes. The evaluator will create their screening tools from research and their understanding of what the organization does, its clients, and its description, as well as the work of similar agencies. They will follow the Goal-Free Evaluation 'Dos' and 'Don'ts' Checklist by not participating in an evaluation where the organization's goals or objectives are presented. The 'Dos' include identifying and using a screener who is an intermediary who ensures that no goal- or objective-based information is communicated to them, the goal-free evaluation. Another 'Do' is identifying and selecting justifiable tools to measure performance and actual effects. In the end, the evaluator will assess consumers' needs and outcomes and judge the program based on the actual observable outcomes of its consumers.

In addition to the above evaluation method, the organization will do an internal evaluation to bring more feedback and understanding of the organization's success. The other evaluation will be a self-evaluation (Shepard, 2022). This evaluation will ensure employees evaluate themselves concerning the organization's goals and objectives and ways they may improve their processes. This method can aid staff in offering better services and offer evaluation feedback for the organization's goals and vision. When matched with GFE, self-evaluation will be from a personal, knowledgeable angle. Questions for this self-evaluation will be taken from the volunteer self-evaluation questions from Performance Appraisal Self Assessment Rating Scale to rate quality of work, professionalism and empathy and more needed attributes valued by

the organization (SHRM, 2023).

There the evaluation form will also include questions about the organization's mission and vision, such as:

1. Has your role as a \_\_\_\_\_ aligned with the organization's vision of aiding male survivors of human trafficking, finding restoration, building resilience and connecting with the community? Explain.
2. Has your volunteer roles as a \_\_\_\_\_ aligned with the vision of aiding in restoring male survivors of human trafficking into society as empowered, healthy and healing citizens? Explain.

This self-evaluation will ensure the organization's staff is evaluated at all angles and from different perspectives which will include a third party, the consumers of its services and its own staff.

### **Volunteer Evaluation Plan**

Green Light will ensure all its workers perform at their best and are efficient in their tasks. Hence why the organization will also have a volunteer evaluation plan, similar to the staff one. The volunteer evaluation plan will consist of a self-evaluation for the volunteers, as well as evaluation from the GFE evaluator. The organization will receive input on the volunteer experience from a third party, as well as ensure they understand the goal and vision of the organization themselves. The evaluator will follow the respective Do's and Don't to ensure an evaluation not affected by the organization's mission and vision. For the volunteer self-evaluation, the organization will use The Volunteer Management Report which gives a list of 12 questions (The Volunteer Management Report, 2016). The questions will be accommodated to Green Light's organization's plans and goals. Those questions include;

1. Do you feel your work is appreciated? If so, what do you feel has been the most effective form of volunteer appreciation for you? If not, what are you looking for in the way of volunteer appreciation?
2. What are your strengths as a volunteer? Weaknesses?
3. What type of feedback do you wish to receive from your immediate supervisor?

Organization specific questions will be tackling whether they sense their job duties and requirements align with the mission and vision of the organization.

1. Has your volunteer roles aligned with the organization's vision of aiding male survivors of human trafficking, finding restoration, building resilience and connecting with the community? Explain.
2. Have your volunteer roles aligned with the vision of aiding in restoring male survivors of human trafficking into society as empowered, healthy and healing citizens? Explain.

This self-evaluation will promote self-reflection on the volunteer end and will ensure their knowledge that they have a valuable part to play in the organization.

### **Strategies to Address Diversity**

Diversity strategies will ensure the inclusion of all those receiving care from Green Light, but will also promote staff diversity of thought and perspective in relation to the survivors. The strategies the organization will use are as follows. One strategy the organization will use is following the CLAS Standards or the National Standards for Culturally and Linguistically Appropriate Services in Health Care which was developed by the Office of Minority Health (Seeleman et al., 2015). This approach allows for the organization to take into account the various different cultures of the individuals that will be served from a healthcare perspective. Another strategy that the organization will use is including white men in diversity in the

workplace to close the gap in knowledge and engagement due to lack of knowledge of diversity, disconnect due to unconscious bias, or fear of showing conscious or unconscious bias towards others (Thomas, 2022). The organization will also use education on male sex-trafficking victims as a strategy to address the stigma and the idea that males do not experience this and that those who do should be ashamed (Kaye, 2018). The organization will make sure that all employees and volunteers are well-educated on this topic to address this gap in knowledge. This will offer better services for the male cis-gender, gay, and trans individuals, and provide more diversity and inclusion overall.

### **Applicable Policy**

The name of a policy influencing Green Light's desired services is SB 1656/HB 1849. Public Records - As enacted, revises provisions governing the confidentiality of records maintained by shelters, centers, and human trafficking service providers. It can be found with the following link (Tennessee General Assembly Legislation, 2018).

### **Policy Description**

The work of human trafficking services is at the intersection of the survivors' history of oppression and the road to safety. Green Light providers offer services to a high-risk population. Providers need to be vigilant and not worry about how their job may harm or threaten them, whether by sharing their personal information or the public knowing their location. Records of human service providers need to stay away from the public eye and the wrong hands, as that information may cause harm to the providers or further harm to human trafficking survivors. The use of technology and its access to a wealth of information proves the need for reinforced confidentiality at all human trafficking services. This proposal stated that Green Light's marketing tools would not contain staff names and locations unless proper screening through the

human trafficking hotline. Potential funders and donors will be sought out through personal relationships and direct communication. Green Light could be questioned for its confidentiality procedures. Someone may think staff information and location should be made public to bring awareness to the cause. Though with good intentions, doing so may make Green Light a target for the wrong crowd. The following will describe a policy that aids in accomplishing Green Light's goal of service providers' safety through confidentiality.

The intent of SB 1656/HB 1849 is to make the records of human trafficking service providers confidential unless the provider consents to release them, or a court order releases them. Under present law, the telephone number, address, and any other information which could be used to locate the whereabouts of Green Light's human labor trafficking agency may be treated as confidential by a governmental entity. Its application is that the information must be treated as confidential by service providers upon the CEO of the shelter giving written notice to the record keeper (advocacy/legal director) of Green Light that it desires information be maintained as confidential. The CEO and Advocacy/Legal Director will provide oversight for this policy.

The goal of the policy is to ensure service provider safety. Green Light wishes to offer its clients with quality care, with the knowledge that their confidentiality will be protected on all fronts. The protection and confidentiality of service provider information and shelter location, phone number and under information will not only be protected at the governmental level but will be reinforced in the shelter's platform and throughout the community. This policy addresses service provider protection, and can be pointed to when safety protocols may be questioned.

There needs to be more research concerning the intent and goals of the policy SB 1656/HB 1849. Though Green Light understands how the policy will impact its processes, more

information on its implementation needs to occur. In the hopes of finding something related to the policy, the research was broadened on the telephone number or address confidentiality's impact on service providers, which failed to be successful. There were also no results on service provider confidentiality. There is information and plenty of research on the necessity of survivor confidentiality. Confidentiality helps survivors feel safe when recovering. It aids them in reporting crimes to the police, receiving medical attention, or working with a service provider, as they know their information is protected, especially from further trafficking and exploitation. It encourages them to disclose information that may make them uncomfortable or fearful (Ovcttac, 2023). Staff and shelter confidentiality needs a confidentiality policy for similar reasons, such as confidence in providing care in the establishment, without having to speak about records and processes when unnecessary or not posting information in the marketing. This gives Green Light more control over its services and public accessibility. SB 1656/HB 1849 starts Green Light's research on staff and shelter confidentiality. Green Light's goal will be to bridge the research gap on service providers' safety by keeping track of its confidentiality processes, best practices, and results.

### **Applicability to Organizational Policy**

SB 1656/HB 1849 directly influences Green Light's operations as best practices for employee and volunteer identity protection will be incorporated into policy and procedures. Keeping physical personnel files organized and safely stored is key to safe records management (Access, n.d.). In order to accomplish this, Green Light will implement a policy for the CEO to be the sole keeper of employee information such as background checks, contracts, tax forms, and disciplinary records. Physical records will be organized and filed in a locked cabinet in the CEO's office.



Another factor of security that will be incorporated into Green Light's operations is digital security. Utilizing technology for staff emails, documentation, and other records can be very beneficial for non-profits in the 21st century, it poses many security risks for employees and the organization (Electronic Frontier Foundation, n.d). Best practices for navigating digital security is to implement policies for keeping data safe such as defining which staff have access to what information, what information needs to be kept under password protection, 2-factor identification procedures, and what information can be stored on personal devices versus company devices (Safe and Documented for Activism, 2018). Green Lights administrative team will develop a Digital Safety Policy to include in the employee handbook that will be discussed with all employees.

Social media is another digital safety risk. Green Light's social media accounts are planned to be used regularly for advocacy and awareness surrounding human trafficking, as well as for fundraising. Considering how digital security translates to social media best practices is important. When it comes to using social media ethically, it is common practice to have a concrete Social Media Policy outlined by administration (Stohl, et.al, 2023). To reflect SB 1656/HB 1849, Green Light will develop a policy that only allows the Marketing Coordinator access to make posts and manage social media pages. The act of posting photographs of current staff and participants or writing out names will not be allowed in order to best protect identities. Staff members will also be discouraged from posting other staff members identifying information on their personal social media pages.

Lastly Green Light will incorporate training on SB 1656/HB 1849 and cyber security into staff meetings in order to promote an organization culture that respects the importance of identity security and understands the risks associated with working with Human Trafficking survivors as

well as how to best protect their identity. Continued training on cybersecurity is considered by many to be the best way to protect an organization from security breaches, which could result in employee information and identities being compromised (Reeves, et.al, 2021). While cyber fatigue is a risk of employees receiving this continuous training, there are ways to engage employees to combat this form of burnout (Reeves, et.al, 2021). Through training, Green Light will encourage employees to understand and follow all policies related to identity security.

### **Green Light Applied Organizational Policy**

The following organizational policy will be read by, understood and signed by all Green Light staff members and volunteers (Sample Templates, 2022).

During the time that I serve as an employee or volunteer of Green Light, I realize that I will gain access to information that is considered to be confidential and/or proprietary. Such information relates to any documents and paperwork, any names of clients, or any other form of confidential information.

Since confidential and proprietary information is crucial to the operation of the organization, and because the organization in some instances has the obligation to protect such information, I agree that I will not use, publish, or disclose such information during or subsequent to my employment or volunteering with Green Light and that I will preserve the restricted nature of this information except to the extent that it becomes publicly available, or is otherwise lawfully obtained outside the scope of this agreement from third parties.

Below, I have listed all community organizations, nonprofit corporations, or charitable programs that I or a member of my immediate family have a relationship with, or that have sought or may in the future seek to do business with the foundation. The term “relationship” means any relation with a person or organization, whether financial (such as a significant

donation of more than \$100), employment (such as a volunteer assignment, part-time job, or as a consultant or independent contractor) or fiduciary (such as a board member or officer). The term “immediate family” means spouse, parent, children, or other individual living in the same household.

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I hereby certify that I have read, understand, and agree to the organization’s policies as described in this statement, with respect to confidential information and conflict of interest, and that the information given in this statement is complete and accurate to the best of my knowledge.

Signature \_\_\_\_\_

**Grievance Procedure Policy**

The following will be read by, understood and signed by all Green Light staff members and volunteers (Betterteam, 2023).

Introduction

Green Light is aware that there may be times when employees need to file an official complaint about unjust treatment, harassment, and/or health and safety concerns in the workplace. This grievance procedure policy was created to clearly outline the process for these instances to

ensure all our employees are heard and treated equally.

### Purpose

The purpose of this grievance procedure policy is to (a) explain the scope and definition of grievances, (b) outline the process for reporting and closing a grievance, (c) define the company's confidentiality measures, and (d) describe the disciplinary action steps for policy violations.

### Scope

This policy is applicable to all Green Light employees, including paid interns, volunteers, and seasonal, part-time, and permanent employees. A grievance can be filed against any Green Light employee, including senior management and shareholders. Green Light defines a "grievance" as a formal work-related complaint, issue, and/or objection made by an employee.

### Grievance Procedure

Before filing an official grievance complaint, Green Light asks that all employees review the policy that directly impacts their complaint. For example, if an employee files a sexual harassment complaint, he/she must consult the company's Sexual Harassment Policy and the human resource (HR) department.

Green Light encourages employees to resolve minor disputes with the help of a Liaison Officer, Manager, and a human resource (HR) department representative. If the informal complaint is not *fairly and constructively* resolved within 30 days, employees may file a formal grievance.

Employees can file grievances when

- They have been victims of workplace harassment.
- Their health and safety have been compromised.

- They've witnessed poor supervisor and/or management behavior.
- There are unjust changes made to the employment agreement.
- Policy guidelines are violated.
- There is a dispute between co workers, suppliers, and/or management.

Green Light also recognizes that every case is different and this list is subject to change, depending on the definition filed in the Grievance Complaint Form.

### Filing a Grievance

When filing a grievance, employees have the option of reporting their complaints using the company's official online portal or contacting their direct supervisor and the HR department. In both cases, employees will be required to complete and file a Grievance Complaint Form.

Once the complaint has been submitted to the HR department, employees have the right to attend meetings with a witness or union representative, appeal decisions, and depending on the severity of the complaint, refuse to attend work until the grievance is resolved.

When a grievance is filed against another employee, the accused also reserves the right to:

- View and request a copy of the official grievance complaint.
- Formally respond to the complaint after consulting his/her union representative and the HR department.
- Attend all formal meetings with a union representative or witness.
- Appeal the final decision.

### Company Responsibilities

It is Green Light responsibility to:

- Accept and thoroughly investigate all Grievance Complaint Forms.
- Ensure that the grievance is resolved within 30 days, depending on the severity of each case.
- Treat both the complainant and the accused fairly throughout the grievance process.
- Adhere to the no-retaliation policy when employees file a complaint against management.
- Organize mediation meetings with the appropriate parties.
- Practice a high level of confidentiality throughout the grievance process.
- Accept and investigate all appeals.
- Ensure that the final decision is implemented.
- Maintain accurate and comprehensive records of each grievance.

#### Confidentiality

Green Light employees, including senior management and HR representatives, are required to sign a Confidentiality Agreement that limits them from discussing the grievance before and after it has been resolved. The complainant and those that stand accused of a grievance are prohibited from discussing the matter with any other Green Light employee.

#### Policy Violations

If an employee is found to have violated the grievance procedure policy, they will be subject to disciplinary action, up to and including termination. The severity of each case will determine the type of disciplinary action, which may include a verbal or written warning, suspension, and/or termination.

If an employee is unequivocally proven to have committed the grievance he/she is being accused of, Green Light will adhere to its Disciplinary Action Policy to ensure that the matter is resolved

justly and according to company guidelines.

### **Conflict of Interest Policy**

The following is Green Light's Conflict of Interest Policy, to be thoroughly read, understood and signed by Green Light's volunteers and employees upon being hired to work for Green Light (CFSC & TCF, n.d.).

#### **I. Purpose**

The purpose of this policy is to protect the interests of Green Light. In the regular course of business, agents and employees of Green Light may have the opportunity to advance their own personal interests with or against the interests of Green Light. Acting in such a manner is unacceptable and any party who acts outside of Green Light's best interest may be subject to disciplinary action.

#### **II. Definitions**

a. Employee – any person who is employed by Green Light in a part or full-time capacity and in accordance with the labor laws of Tennessee.

b. Agent – an owner, director, stakeholder, contractor or other third-party that is in the position to act on behalf of Green Light.

c. Financial Interest – The interest that any individual may have in the monetary transactions of Green Light. In particular, any interest that could have a direct bearing on the financial gain/loss of said individual.

#### **III. Procedure**

##### **a. Duty to disclose**

Every employee/agent of Green Light is obligated to disclose any known or potential conflicts of interest as soon as they arise. Failure to do so could result in termination of employment.

b. Investigating potential conflicts

When a possible conflict of interest arises, the board of directors will collect the pertinent information and may question any concerned parties. If the board determines that a conflict exists, steps will be taken to address the conflict. If no conflict exists, the inquiry may be documented but no further action will be taken.

c. Addressing conflicts of interest

When an actual conflict of interest is found, any transactions that may have been affected will be reviewed retroactively. Affected parties both within and outside of the business, including shareholders, directors, employees, and contractors will be notified. An investigation will also be conducted by the board of directors to determine the extent of the conflict and the intentions of the parties involved.

If the conflict in question involves a member or members of the board of directors, such a member will be excused from the deliberations.

d. Disciplinary action

As all conflicts of interest will be reviewed on a case-by-case basis, a review may result in disciplinary action. The board of directors has full discretion to deem what disciplinary action is both fitting and necessary, including suspension and/or termination of employment.

IV. Acknowledgement

The employee/agent named below understands the procedure for conflicts of interest with Green Light, including their duty to disclose any known or potential conflicts.

Furthermore, the employee/agent agrees to abide by the procedures outlined in this policy for the duration of their professional relationship with Green Light.

\_\_\_\_\_

\_\_\_\_\_



Employee Name

Date

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Signature

**Whistleblower Protection Policy**

The following is Green Light's Conflict of Interest Policy, to be thoroughly read, understood and signed by Green Light's volunteers and employees upon being hired to work for Green Light (National Council of Nonprofit Associations, 2004).

Green Light is committed to operating in furtherance of its tax-exempt purposes and in compliance with all applicable laws, rules and regulations, including those concerning accounting and auditing, and prohibits fraudulent practices by any of its board members, officers, employees, or volunteers. This policy outlines a procedure for employees to report actions that an employee reasonably believes violates a law, or regulation or that constitutes fraudulent accounting or other practices. This policy applies to any matter which is related to Green Light's business and does not relate to private acts of an individual not connected to the business of Green Light.

If an employee has a reasonable belief that an employee or Green Light has engaged in any action that violates any applicable law, or regulation, including those concerning accounting and auditing, or constitutes a fraudulent practice, the employee is expected to immediately report such concerns.

If the employee does not feel comfortable reporting the information to the Executive Director, he or she is expected to report the information to the Legal Director.

All reports will be followed up promptly, and an investigation conducted. In conducting its investigations, Green Light will strive to keep the identity of the complaining individual as

confidential as possible, while conducting an adequate review and investigation.

Green Light will not retaliate against an employee in the terms and conditions of employment because that employee: (a) reports to a supervisor, to the executive director, the Board of Directors or to a federal, state or local agency what the employee believes in good faith to be a violation of the law; or (b) participates in good faith in any resulting investigation or proceeding, or (c) exercises his or her rights under any state or federal law(s) or regulation(s) to pursue a claim or take legal action to protect the employee’s rights.

Green Light may take disciplinary action (up to and including termination) against an employee who in management’s assessment has engaged in retaliatory conduct in violation of this policy.

In addition, Green Light will not, with the intent to retaliate, take any action harmful to any employee who has provided to law enforcement personnel or a court truthful information relating to the commission or possible commission by Green Light or any of its employees of a violation of any applicable law or regulation.

Supervisors will be trained on this policy and Green Light’s prohibition against retaliation in accordance with this policy.

Employee Name \_\_\_\_\_

Date \_\_\_\_\_

\_\_\_\_\_  
Signature

**Organizational Strategic Plan Summary**

There are many factors that have been strategically planned in order for Green Light to have longevity as a non-profit organization. This begins with having a diverse and passionate team of board members, paid staff, and volunteers that are competent in many different areas.

Examples of this is making sure that team members include those with fundraising and grant writing skills as well as marketing and financial competence. These individuals will play a vital role in ensuring that stakeholders remain invested, funding is secured, and strategic plans are being put in place and followed in a way that reflects the vision and mission statement of Greenlight.

There are several strategic plans outlined already including fundraising, marketing, and community engagement that will serve as a strong foundation for the organization. Each involves the use of SMART goals which will be utilized to measure progress being made. The use of evaluation tools such as SWOT analysis will be incorporated into regular practice to maintain a pulse on the state of the nonprofit. This will allow board members and staff to plan for and make additional changes to adapt to an ever changing world.

### **Community Engagement Strategy**

Green Light will engage the community in Green Light processes in the following ways. First, Green Light will ensure employment comes from community members. Volunteers will be recruited by word of mouth and references. The community will know Green Light's work through several key community members, leaders, and local social service agencies and services. The community will be engaged when Green Light is invited to health fairs and various events as exhibitors to promote Green Light services. The community can be exposed to and understand work and sign up to be a volunteer or an ally to Green Light's work. Community members may also help to recruit or be recruited to be part of Green Light's marketing strategies. Their photos may be taken to be part of the marketing posts or in videos. They will be encouraged to follow Green Light's social media pages and interact with the posts. Green Light will update its

community engagement strategies as needed to not only be another agency but may be understood as the community's agency.

### **Conclusion**

In conclusion, Green Light will provide Chattanooga Tennessee with a facility that houses uniqueness and quality by the holistic services provided in order to serve as a launchpad for male survivors to thrive as they integrate back into society. Through this organization, male survivors can embark upon restoration, resiliency building, connection with the community, as well as an installation of hope. Male survivors can recognize other member's growth, and develop optimism for their own personal journey. Green Light recognizes the imperative role of policy and inclusion to protect the safety of both clients as well as staff members. Everything is a group effort of the entire organization and it all works together for the best interest of the staff, the clients, as well as their families. Human rights are vital and through conscious efforts, Green Light will provide a sustainable future so that services can continue to be provided for years to come. By providing holistic care for men who have been trafficked, this organization will empower them to thrive in the community as well as increase awareness about human trafficking in order to create a safer community and sustain the ability to thrive in the future.

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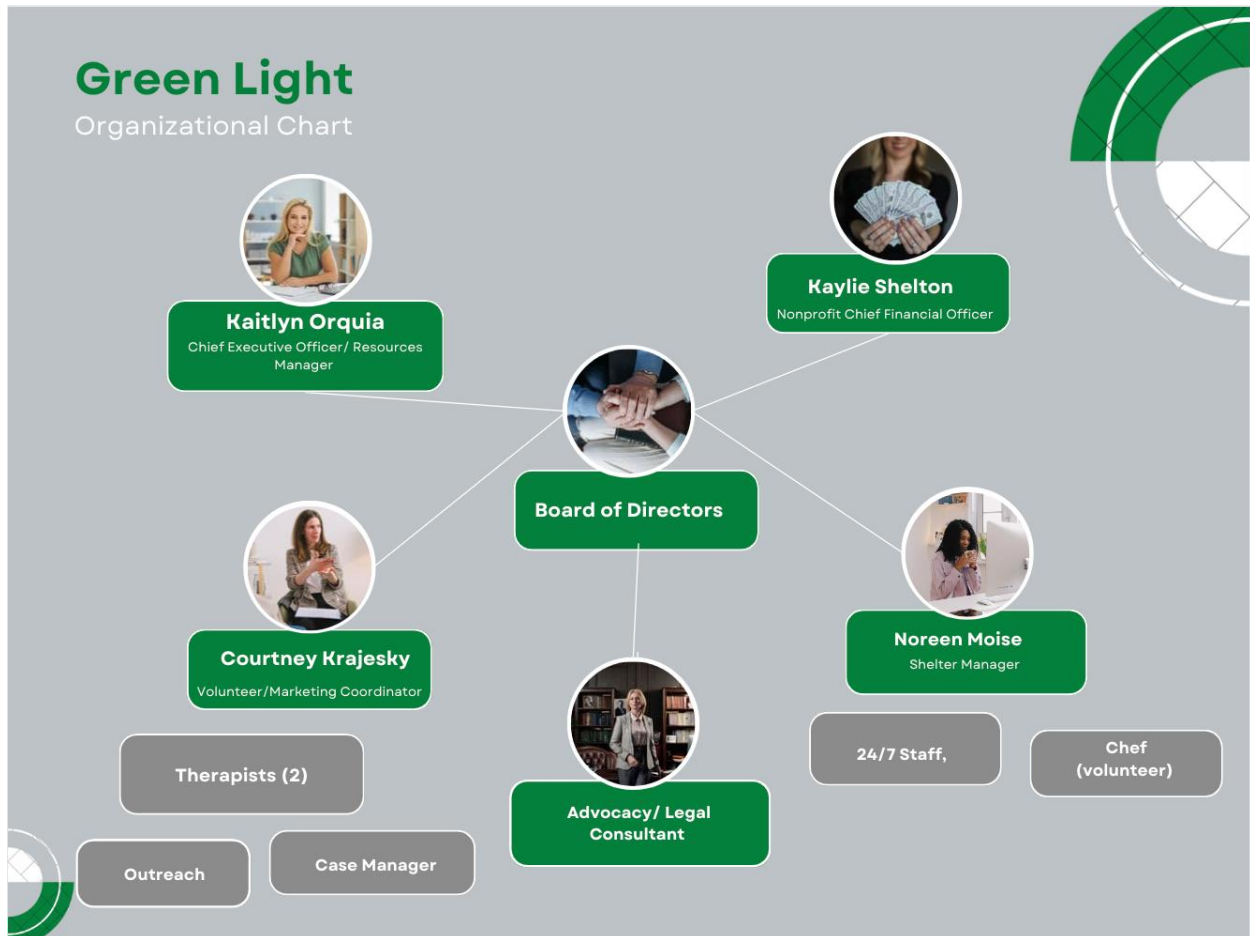
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### Appendix A- Organizational Chart



## Appendix B- Budget

### Comprehensive Income Budget Plan

<b>Sources of funds by the end of the year 2023</b>	
Social Media Donations	<b>\$100, 000</b>
Corporate Donations through Green Light Soiree	<b>\$200,000</b>
Federal, State and Local Grants	<b>430,000</b>
<b>Total Funding by end of 2023</b>	<b>\$600,000</b>

### Comprehensive Expenses Plan 2023

<b>Expense</b>	<b>Budget</b>
<b>Personnel</b>	
CEO	\$54,000
CFO	\$53,000
Volunteer/ Marketing Coordinator	\$45,000
Shelter Manager	\$40,000
Advocacy/Legal Consultations	\$8,000
Therapist (2)	\$100,000
Case Manager (2)	\$80,000
Shelter Staff (2)	\$70,000

<b>Personnel Totals</b>	<b>450,000</b>
	4
<b>Benefits</b>	
Payroll Taxes & FICA (gross income x 7.65%)	\$34,425.00
Workers Compensation (\$612 per employee)	\$6,732.00
Insurance (4,000 per employee)	\$44,000.00
<b>Benefits Totals</b>	<b>\$84,622.00</b>
<b>Travel</b>	
Van Leasing	\$5,604.00
Maintenance, Fuel, Insurance	\$2000
<b>Travel Total</b>	<b>\$7604.00</b>
<b>Office Supplies</b>	
General Office Supplies	\$5,000
<b>Office Supply Total</b>	<b>\$5,000</b>

<b>Equipment</b>	
Printer/Fax Machine	\$200.00
Phone (2)	\$100.00
<b>Equipment Total</b>	<b>\$300</b>
<b>Shelter</b>	
Rent	\$15,719.00
Utilities	\$2,000.00
Internet/Phone Service	\$5,000.00
Cleaning Supplies	\$1,000
<b>Shelter Total</b>	<b>\$20,000.00</b>
<b>Other</b>	
Website (for domain)	\$20.00
Volunteer Recognition	\$200.00

<b>Other Total</b>	<b>\$220.00</b>
<b>Fundraising</b>	
Spring Soiree	\$1,000.00
Fall Soiree	\$1,000.00
Printed Materials	\$2,000.00
<b>Fundraising Total</b>	<b>\$4,000</b>
<b>Program Costs</b>	
Food	\$16,000.00
Clothing & Personal Care Items	\$3,000.00
Program Rec Activities	\$5,000.00
<b>Program Costs Total</b>	<b>\$24,000</b>
<b>Total Expenses</b>	<b>\$600,000</b>

### Appendix C- SMART Fundraising Goals

**Goal 1:** Secure \$100,000 from social media revenue through awareness campaigns by the end

of fiscal year **2023**

<u>Specific Strategies/Tactics</u>	<u>Process Measure</u>	<u>Attainability- Outcome Measure</u>	<u>Relevance</u>	<u>Time frame and Responsibility</u>
This is something you will do to accomplish the goal. <u>Answers</u> the question—What will you do?	How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	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?	What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	Who is responsible for seeing that the strategy gets done and by when?





**Goal 2: Secure \$200,000 in business and corporate donations by the end of fiscal year 2023 with a 2**

**Green Light Soiree gathering twice a year**

<p><b><u>Specific Strategies/Tactics</u></b> This is something you will do to accomplish the goal. <u>Answers</u> the question—What will you do?</p>	<p><b><u>Process Measure</u></b> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><b><u>Attainability- Outcome Measure</u></b> 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><b><u>Relevance</u></b> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p><b><u>Time frame and Responsibility</u></b> Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Identify constituencies who will be invited to the Soiree, constituencies interested in the fight against human trafficking such as Love’s Arm, 7th Well, and CCAHT and other individual donors, businesses and entities (school).</p>	<p>Compile a list of corporation throughout Tennessee who have a history of making a stand against human trafficking</p>	<p>At least 15 corporations/businesses in the area will be accounted for on the identified list, including their contact information, history of giving, and other relevant information.</p>	<p>Create the donor base for solicitation complete with donor profile after the attend the event</p>	<p>Green Light Board of Directors</p>
<p>Approach and invite local corporations to attend the first Green Light Soiree (GLS)</p>	<p>Develop a letter to approach the corporations to invite them to the banquet with instructions for how to donate.</p>	<p>Send at least 4 letters to the identified corporations to invite them to GLS.</p>	<p>Produce a database of donors who give this year during and after the first GLS and could participate in the second GLS. Donors will receive a tax write off.</p>	<p>Kaitlyn Orquia CEO/ Resource Manager</p>
<p>Create recognition awards for each GLS attendee</p>	<p>Design certificates of recognition for donors. They will be categorized in <b>gold, silver or bronze.</b> Platinum accounting donations of \$15,000+, Gold for \$10,000-15,000, Silver from \$3,000-\$10,000 Bronze for donations from \$500 to \$3,000.</p>	<p>Purchase certificates paper Create template for certificates and have it approved by the board</p>	<p>Corporation support will continue post GLS both times and their contributions will be posted on social media platforms</p>	<p>Outreach Volunteers</p>

**Goal 3: Secure \$430,000 in grant donations by the end of fiscal year 2023**

<p><b><u>Specific Strategies/Tactics</u></b> This is something you will do to accomplish the goal. Answer the question—What will you do?</p>	<p><b><u>Process Measure</u></b> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p><b><u>Attainability- Outcome Measure</u></b> 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><b><u>Relevance</u></b> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p><b><u>Time frame and Responsibility</u></b> Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Identifying grants from various sources such as The Office for Victims of Crime, Centene Charitable Foundation, United Way, as well as The Coca-Cola Company.</p>	<p>Research through Google search for grant opportunities, asking sister corporations as well as keeping up with federal grant opportunities</p>	<p>Accumulate a total of 25 grant opportunities from various platforms that are offering assistance to organizations assisting human trafficking survivors.</p>	<p>Produce a database of grant opportunities across the state and nation</p>	<p>Kaylie Shelton, CFO  Appropriate Volunteers with grant writing experience</p>
<p>Apply for and submit grant applications to appropriate grant donors</p>	<p>Write up and fill out grant applications on various platforms consistently</p>	<p>Be eligible for and submit 20 grant applications to various platforms</p>	<p>To plan and develop a good application process and blueprint for current and future grant opportunities.</p>	<p>Kaylie Shelton, CFO  Appropriate Volunteers with grant writing experience</p>
<p>Follow-up on grant timelines until they are received or denied.</p>	<p>Keep track of and document grant approval and denial. Give thank you letters to all grant sources, and review why some of them were denied, due to application process or ineligibility.</p>	<p>Be approved by 15 grant opportunities and receive \$140,000 or more in grant donations</p>	<p>To plan and develop a database of received grants, and keep those grants in our repertoire for future application opportunities. Build rapport with all grant spaces including the denied ones.</p>	<p>Kaylie Shelton, CFO  Appropriate Volunteers with grant writing experience</p>

## Appendix D- Case for Support Letter

Green Light  
123 E 11th St  
Chattanooga, TN 37403

March 12, 2023

Dear Sir or Madam,

It is an honor and privilege to introduce you to Green Light, an organization whose mission is to serve as a launchpad for male survivors of human trafficking to find restoration, build resilience, and connect with the community, empowering them to keep moving forward. This statement summarizes the goals of what Green Light aims to accomplish with each survivor that enrolls in the program. As survivors are navigating their newfound freedom, the Green Light is dedicated to empowering them to reach their goals as they begin to establish themselves in the community. Green Light's vision is to aid in restoring the lives of sexual and labor trafficking male survivors into society as empowered, healthy and healing citizens.

The objective of our letter is to present to you our need in helping male survivors of human trafficking to navigate their newfound freedom and way of life. Your donation to Green Light will provide survivors with the shelter, food, water, clothing, support, and resources they need to be able to transition back into a life of freedom. It is our objective to secure \$300,000 in donations per year. <sup>1</sup>This would be \$60,000 from social media revenue via awareness campaigns, \$100,000 from business and corporate donations, and \$140,000 in grant donations.

Many male victims of human trafficking are not identified for fear of shame or what people might think about them. There is a large gap in organizations that focus on providing care for male victims and a lack of statistics on how many victims there are per year. This population has fallen through the cracks, and Green Light strives to serve this population and raise awareness on this large issue that our nation currently overlooks. According to the National Human Trafficking Hotline, 152 cases of human trafficking were identified in Tennessee during 2021, 217 victims were involved in these 152 cases. A total of 50,123 signals were received by the hotline nationally in 2021. This includes texts, calls, and online chats<sup>1</sup> (National Human Trafficking Hotline, n.d.). You can help these individuals receive the care and support that they so desperately need in order to continue their lives after such traumatic captivity and experiences and help reunite them with their families.

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<sup>1</sup> Collective Liberty, (n.d.). Human Trafficking Victims: Male Perspective. Retrieved from: <https://collectiveliberty.org/blog/human-trafficking-victims-male-perspective/>

<sup>2</sup> National Human Trafficking Hotline, (n.d.). Retrieved from: <https://humantraffickinghotline.org/en/statistics/tennessee>

While male human trafficking will continue to exist, it is our mission to support those that are able to escape such conditions and raise awareness for this issue within this population. According to Collective Liberty, the United Nations Office on Drugs and Crime estimated that men accounted for 25 percent of trafficking victims globally in 2012. Boys and men who have been trafficked experienced the same vulnerabilities as women and girls: income, housing and job insecurities, abuse, and domestic violence<sup>2</sup> (Collective Liberty, n.d.). Males make up a large percentage, up to a quarter of the trafficking victims globally. This statistic shows that there is a high need for support services and organizations that address the many needs of this population.

Thank you for your consideration of making a donation for our cause; your donation is tax-deductible and it makes a real impact in our community.

Sincerely,

Green Light Staff

**Appendix E- Marketing Materials**

### JOIN THE CAUSE

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**SURVIVORS**

Green Light offers services where you can find break the barriers placed upon by your labour trafficking story. You can build a future with agency. Reach out. You are not alone.

**DONNORS**

Join the cause of helping survivors of labour trafficking break barriers and build a better future. You can find our donation processes and information by scanning the QR code, and selecting the donor tab, or by visiting [www.operationgreenlight.org/donor](http://www.operationgreenlight.org/donor)

**WORKERS & VOLUNTEERS**

Join our the movement with your time and expertise. We are in need of therapists, outreach team, case manager, a chef, a housekeeper, and more. Scan the QR code on the back of this brochure for application packages.

### OUR SERVICES

#### SHELTER

This service is important for the homeless population, especially the youth at a higher risk of being trafficked. Survivors enrolled in the program will be able to reside at the shelter until housing is acquired and will be provided with 3 meals a day.

#### LEGAL ACTION

Legal services will be offered to survivors through Legal Aid. This will ensure the proper processing if the survivor seek to take legal action and to prevent revictimization.

#### THERAPY

Survivors will be able to receive therapy to process trauma and build resilience as many victims of human trafficking develop mental illnesses much as depression, anxiety, and PTSD.

#### CASE MANAGEMNT

Green Light will include services to assist survivors in practical matters such as finding employment, housing, insurance, medical care, and reunification services.







### GREEN LIGHT'S MISSION

TO SERVE AS A LAUNCHPAD FOR MALE SURVIVORS OF HUMAN TRAFFICKING TO FIND RESTORATION, BUILD RESILIENCE, AND CONNECT WITH THE COMMUNITY, EMPOWERING THEM TO KEEP MOVING FORWARD.

### GREEN LIGHT'S VISION

GREEN LIGHT WILL AID IN RESTORING THE LIVES OF SEXUAL AND LABOR TRAFFICKING MALE SURVIVORS INTO SOCIETY AS EMPOWERED, HEALTHY AND HEALING CITIZENS.

**\*This Brochure will be edited for the specific needs of each population Green Light will send them to, whether law enforcement, the homeless population, all grades and post-secondary schools, donors and allies.**

Meltzer, E. (2022, July 21). *50+ horrific labor trafficking statistics and examples.*

Etactics.com. <https://etactics.com/blog/labor-trafficking-statistics>



**\*This is the Community Awareness poster as well as Green Light’s official hashtags**

**On social media: @GreenLightChattanooga**

## Appendix F- Two Full Job Descriptions

### Nonprofit Chief Financial Officer

#### Introduction of role

The need for this position is to ensure the sustainability of this organization through financial resources. We wish to offer our clients the best care possible at no cost, and this position would ensure the proper money management needed to carry out Green Light's proper processes.

#### Chain of Command

Is part of the Executive directors, is answered to by Public Relations Director and Daily Operations

#### Duties & Responsibilities

- Executing the Green Light's financial strategy
- Develops plans for growth to increase organization profit
- Overseas fundraising, grant opportunities
- Seeks out potential donors
- Budgets for future organizational needs
- Keeps legal financial documents of the organization up to date

#### Qualifications

- Required Bachelor's degree in Accounting, Finance Administration, or any equivalent combination of education, training and experience which provides the necessary knowledge, skills and abilities.
- Preferred experience in State or Federal grant reporting and budgeting
- Preferred ability to use computer software to communicate professional and efficient financial statements
- Required ability to be realistic with the organization's mission and vision

\*Special consideration to a Masters degree holder and work experience in the nonprofit sector

**The Projected Salary is of \$70,000/year**

## **Advocacy/Legal Director**

### Introduction of Role

The role of the Advocacy Director for Green Light is to lead, provide support for, and manage legal staff who work directly with the clients as a representative and serve as the lead or co-counsel in legal matters. The Advocacy Director is also responsible for establishing and maintaining strong relationships with other organizations within the community, judges, social service agencies, and any agency or group related to legal matters

### Chain of Command

The Advocacy Director is an executive management level attorney position who directly reports to the executive director.

### Duties & Responsibilities

- Collaborate with/ lead legal team
- Collaborate with other organizations and agencies
- Review and modify legal program procedures and implements best practices within the organization
- Partner with grant/administration team
- Ensure the delivery of the best possible, high-quality legal services within the organization
- Accessing deliverables for grants

### Qualifications

- Required Bachelor's degree in a field related to legal aid
- At least 3 years of legal services experience in working with families and adult male individuals
- Experience working within a non-profit organization
- Able to analyze complex legal issues and carry out a variety of advocacy strategies
- Able to communicate complex legal issues clearly and effectively, both in writing and verbal communication
- Strong interpersonal skills and an ability to establish and maintain effective working relationships
- Ability to maintain confidentiality and exercise sound judgment in the handling of all activities (advocacy, supervisory, and management)

**The Projected Salary is of \$70,000/year**