

Final Organizational Proposal

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SOCW-618-A: Advanced Administrative Practice

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May 3, 2020

Abstract

This organizational proposal describes the purpose and aspirations of Nurtured Through Nature, an alternative approach to addressing anxiety and depression among adolescents with adventure therapy. The proposal starts with describing the goals of the organization. Next a market analysis and environmental assessment was offered in order to identify all of the entities that offer similar services in the surrounding areas. After covering this, it was indicated that Nurtured Through Nature will offer Chattanooga, Tennessee, a unique opportunity for adolescents to engage in adventure therapy without having to enroll in a residential program or face significant financial costs. The organization specifically targets adolescents in the Chattanooga area who may have less access to mental health resources due to finances. Nurtured Through Nature will provide an adventure therapy program that will include obstacle courses, group activities, rock climbing, hiking, and rafting, as well as group and individual counseling. The proposal includes a detailed budget rational and narrative. Specific fundraising goals to obtain funding from the government, individuals, and foundations were described, and the rationale behind these was provided. The marketing campaign strategy was explained, which includes printed materials, online efforts, school visits, and an open house event. The campaign name, #AdventureUp, and slogan, Better the Adventure—Better the Life, were explained in relation to the organization's mission. A human resources plan was presented in how Nurtured Through Nature will seek to incentivize, motivate, and evaluate employees and volunteers. The organization will include the following main positions: CEO, Community Coordinator, Therapist, and Outdoor Specialist. Strategies to address diversity were also discussed. Policies relating to and within this organization were identified. The Association of Experiential Education and the Outdoor Behavior Council have policies towards accreditation that were considered and applied to this organization. The risk management, grievance, conflict of interest, and whistleblower protection policies were described. A summary of the organizational strategic plan and community engagement strategy were included.

Organizational Description and Goals

The purpose of Nurtured Through Nature is to provide alternative interventions to anxiety and depression in adolescents that are not centered around the use of medications. The services will include treatments that incorporate interventions which will focus on adventure activities and will teach other life skills. One goal for this organization is to increase engagement in interventions among adolescents who may not have the opportunity otherwise due to financial obstacles. Another goal for this group is to provide a space for adolescents to feel safe and heal in a variety of settings, while also providing a healthy balance of life. Finally, Nurtured Through Nature aims to reduce anxiety and depression rates among adolescents in Chattanooga, Tennessee.

Market Analysis and Environmental Assessment

Nurtured Through Nature will be located and operate in Chattanooga, Tennessee. This organization is close to several agencies which offer similar services, and which are targeted to clients of similar demographics. Chattanooga has a variety of organizations that aim to provide mental health services to youth and adolescents who are dealing with anxiety and depression. Also, there are several neighboring agencies which hope to provide services to lower-income families and individuals. In addition, the city has some groups which provide services that incorporate traditional therapy with other means of interventions, such as outdoor activities.

Chattanooga holds several major agencies and hospitals which provide similar services to that of Nurtured Through Nature. Parkridge Health Systems is a major organization which reaches several clients in the area while providing a wide range of services. Parkridge has a specific campus to reach children and adolescents, and it includes residential and acute programs which incorporate group, one-on-one, family, and adventure therapies. Parkridge Health Systems is similar in delivering some treatment options which integrate outdoor activities (Parkridge Health Systems). The organization is different because it includes medical treatment options alongside the variety of other therapeutic services provided. Similar to Parkridge, Erlanger Behavioral Health Hospital provides specific services to youth through the Erlanger Adolescent Psychiatry Treatment Program. This group provides services to help youth who are

experiencing anxiety and depression, along with a variety of other mental health issues (Erlanger Behavioral Health Hospital). Erlanger is different from Nurtured Through Nature because it incorporates medication management, and it does not integrate outdoor therapeutic experiences as treatment options. Another institution in the Chattanooga area is Moccasin Bend Mental Health Institute, which is a facility providing mental health services to clients across income levels (Moccasin Bend). Different from the Nurtured Through Nature organization, Moccasin Bend does not provide services to youth or children, and it has few outdoor activity options to integrate with the therapy that is provided. In addition to these groups, a major agency aiming to deliver mental health and other services to the Chattanooga area is Partnership for Families, Children, and Adults. Partnership offers counseling and interventions to individuals coming from various demographics. Partnership focuses on domestic violence victims, individuals in foster care, clients in crisis situations, and more (Partnership for Families, Children, and Adults). Partnership differs from this organization because they do not offer many adventure therapy options as interventions for mental health issues.

There are several neighboring agencies who provide opportunities for individuals to get traditional one-on-one and talk therapies in order to treat mental health issues such as anxiety and depression. Centerstone is a primarily school-based agency in Chattanooga which provides one-on-one or group counseling to families, youth, and adults who are experiencing a variety of mental health-related issues (Centerstone). Centerstone is different from Nurtured Through Nature because its demographics are broader, and its intervention approaches do not include adventure therapy. In addition, Henegar Counseling Center offers individual and group counseling to clients of all ages. Henegar focuses on talk therapies, including Eye Movement Desensitization and Reprocessing, Parent-Child Interaction Therapy, and Trauma-Focused Cognitive Behavioral Therapy (Henegar). Henegar is different from Nurtured Through Nature because it does not focus primarily on youth and adolescents, and it does not provide outdoor therapy services. Another agency which is specifically focused on serving younger populations in Chattanooga is Youth Villages. This group provides mental health help through residential and in-home care services (Youth Villages, 2020). Youth Villages is similar to Nurtured Through Nature because they

focus on youth, however, they are different in that they do not focus their treatment and interventions on incorporating adventure therapy.

Chattanooga is home to some organizations which provide mental health services that primarily focus on the integration of outdoor and adventure therapies with traditional talk therapies. Focus Treatment Centers is an organization which includes activities such as hiking trips, outdoor team building activities, bi-weekly trips to ropes courses, and group processing sessions in nature (Focus Treatment Centers). This group is different from Nurtured Through Nature because there is a specific focus on substance abuse and eating disorders, as opposed to a focus on depression and anxiety. Turning Winds is another agency which provides therapeutic options while incorporating outdoor education along with health and fitness activities (Turning Winds, 2012). Turning Winds is different from Nurtured Through Nature, though, because it is a boarding school. Another organization which utilizes outdoor therapy as a primary means of mental health treatment is Wingate Wilderness Therapy (Wingate Wilderness Therapy). This agency is similar because it focuses on teenagers, and it is a residential center which incorporates adventure therapy and outdoor activities. This group is different, though, because the interventions are primarily targeted towards substance abuse disorders, instead of anxiety and depression. Finally, an agency which aims to treat mental health issues by using outdoor therapy is Trails Momentum. This organization uses wilderness and experiential therapies (branches of adventure therapy) to help youth who are dealing with mental health and related struggles (Trails Momentum). Trails Momentum is different from Nurtured Through Nature though because it is not located in Chattanooga, Tennessee.

Nurtured Through Nature is a neighbor to several agencies and organizations in Chattanooga who aim to reach similar clients. There are many hospitals, institutions, and organizations that offer a range of mental health services to young people. Also, there are some groups which incorporate outdoor and adventure activities as a means of treatment for mental health issues. While there are existing agencies which have these similarities to this one, there are not many options which aim to specifically treat anxiety and depression by utilizing outdoor therapy. Also, those options which do exist are sometimes limited to strictly residential facilities that are located outside of Chattanooga, or treatment places that are

costly. Because of this, Nurtured Through Nature is sure to bring unique opportunities to the area. Furthermore, this organization will provide these special services to demographics who are less represented in the client bases for treatment facilities of similar treatment options. Nurtured Through Nature is expected to be successful in having a wide range of client interest and positive long-term projections as it offers opportunities which will address legitimate needs in a unique way.

Uniqueness of the Program

This organization has an emphasis on utilizing outdoor and adventure activities as a means of treating depression and anxiety, as opposed to using common methods such as medication or strictly traditional talk therapy as the primary intervention. Also, this group focuses on providing opportunities to lower-income teenagers and youth. Furthermore, the activities and experiences in therapy will provide other beneficial opportunities to those participating, including developing useful life skills and connecting with others.

Target Client Population

The target population will consist of adolescents, ages 10-19, in the Chattanooga area who are experiencing mental health issues; specifically, lower income individuals who might have less access to resources and treatment options for anxiety and depression.

Service Offerings and Delivery

Nurtured Through Nature aims to offer adventure therapy, along with group and individual counseling, in order to therapeutically treat anxiety and depression. Adventure therapy incorporates the traditional therapeutic practices with outdoor activities, such as rock climbing, hiking, and rafting. The specific services that this organization will provide include obstacle courses, group games, rock climbing, group hikes, and rafting. The activities will include discussion and debriefing before, during, and after the adventure experiences. The outdoor therapy adventures will be delivered in the facility or in the Chattanooga area. The adventure therapy will be led by an outdoor specialist who is qualified and competent in facilitating adventure therapy. In addition, there will be one-on-one counseling options offered as needed, which will be administered by a qualified LCSW on site.

Budget Rationale and Narrative

Budget Rationale

At Nurtured Through Nature, there are four employees who work full time. The budget of \$185,600 is required to fund each position and to keep the mission and vision of the organization running. There is the CEO, who is the face of the organization. The CEO manages the strategic plans and the policies for the organization. The CEO also provides the financial standpoint on giving free therapy to youth with low income. One of the agency's goals is to provide adolescents with free services and by finding other sources to sponsor their therapy.

The Community Coordinator is in charge of reaching out to local schools, mental health providers, and the community about the services that are provided. The Community Coordinator also is in charge of researching grants with the help of local student interns and ensuring that these are organized by the deadlines so that the mission of the organization can continue.

The Outdoor Specialist plans the activities for the students. One of the goals is to provide adolescents with therapy, which also equips participants with practical life skills. The Outdoor Specialist will work alongside the LCSW to provide effective and collaborative therapy for clients. The Outdoor Specialist will plan and guide the adventure therapy to serve clients in groups. The Outdoor Specialist also is in charge of the activities for nonclients who are willing to participate in certain outdoor activities. In order for the outdoor activities to be effective with the therapy, the Outdoor Specialist is required to be specialized in adventure-based therapy.

The LCSW is the therapist for the organization. The LCSW assesses and evaluates the needs for each client. Once the LCSW interviews each client and understands their mental health "level," he or she can determine what services are best for each client and implement a plan in collaboration with the Outdoor Specialist.

Some activities for adventure therapy will take place in government property, which means that there is traveling required. There is a budget of \$1,500 for travel expenses to pay for traveling on

adventure therapy days. There is no fee for hiking or access to certain parks, which helps with budgeting for travel expenses.

Supplies and Materials are needed to run the organization. There is a set budget of \$2,070 for supplies and materials for use in the office. There are flyers and brochures that are going to be used to spread awareness about the organization in schools, organizations, mental health providers, and the community. This money is also needed for the materials that will be used to fundraise for the event in June.

There is a budget of \$5,030 for equipment. Since adventure therapy takes place mostly outside, there is a need to have appropriate equipment to support the mission of the organization. The mission is to provide clients with therapeutic practices and outdoor experiences; therefore, funding for climbing gear, rafting, and other recreational equipment is required.

The last part of the budget is other expenses which is at \$37,188. These expenses are to keep the building running, including, space, utilities, rent, and training for staff. The overall vision and goals include having professional and competent employees. Annual trainings are useful in promoting new ideas for activities and the professional development of the Outdoor Specialist and LCSW.

Budget Narrative

Category One: Salary and Wages

There are four salaries with a total of \$185,600.

The CEO makes a total of \$80,000 a year. The Community Coordinator makes \$28,600 a year. The Outdoor Specialist is at \$33,000 a year. The Licensed Clinical Therapist makes \$44,000 a year.

Category Two: Fringe Benefits

A composite rate of 27.57 for fringe benefits is based on the following:

The required fringe benefits of health insurance at 10%, FICA at 7.65%, and workers compensation at 3% is a total of 20.65%. There is also a 2 week paid vacation at 3.85%, and 8 paid holidays at 3.07% to a total of 6.92% The total rate for fringe benefits is 27.57%, equaling \$53,761.50.

Category Three: Travel

Use of the agency vehicle and allowance for fuel of \$1500 (Estimated 15,000 miles at approximately \$1.50 per gallon). This is mainly for adventure therapy day trips in the Chattanooga area.

Category Four: Supplies and Materials

Office supplies estimated for one year at \$800 which is \$200 per employee per year (Bean-Mellinger, 2019). Marketing materials from Office Depot will cost \$740 for 1000 flyers, \$475 for 500 brochures, and \$54 for 750 business cards for three individuals.

Category Six: Equipment

Three computers from Amazon will cost about \$2700 with each costing about \$900 (Pratt, 2017). One printer from Amazon will cost \$200. Climbing gear will cost \$700, which includes 4 harnesses for \$30 each, 4 helmets for \$45 each, 2 ropes for \$150 each, and belay devices and slings for \$100 from REI. Rafting gear will cost \$1300, which includes a BRIS 1.2mm 12ft Inflatable White Water River Raft Inflatable Boat at \$1100, 6 paddles for \$100, and 6 life vests for \$100 from Amazon. Recreational Equipment from Amazon for about \$100. First aid kit at \$30 from Amazon.

Category Seven: Other Expenses

Utilities. Estimated rates for small commercial business at industrial base rates for water are \$360 (\$30 monthly), waste at \$696 (\$58 monthly) (Water & Wastewater Rates), gas at \$372 (\$31 monthly) according to Chattanooga Gas, and electricity and internet access at \$4,440 (\$370 monthly) according to EPB.com.

Space. Outdoor estimates for one year of landscaping and gardening at \$875 and lawn upkeep at \$270 annually. Indoor estimates of cleaning fees at \$1,800 (\$150 a month for 12 months) and pest control fees at \$450 annually (Cost Helper Home & Garden, 2019) (Home Advisor, 2020).

Rent. Facility rent estimated at \$2,250 monthly for a small commercial facility in Chattanooga, Tennessee, according to Loopnet.com. Access to hiking trails estimated to be free.

Training. (2 per year for 2 staff members, online) Current Psychotherapy Practices Training \$180 at \$45 a person (Continuing Education, 2020). (2 per year for 3 staff members, onsite) Adventure Therapy Training \$390 at \$65 a person (AEE, 2020). (1 per year for 1 staff member, travel included)

Outdoor Outing Training \$115 at \$115 a person (AEE, 2020). (2 per year for all staff members, onsite)

Team Building and Collaborative Training \$240 at \$30 a person (Continuing Education, 2020).

SMART Fundraising Goals and Strategies with Rationale

The first fundraising goal of this organization is to obtain \$55,000 through applying for government grants by the end of the 2021 fiscal year. In order to accomplish this, Nurtured Through Nature will seek to identify government grants, apply for relevant grants, and recognize awarded grants. A Social Work Intern will begin this process by creating a list of government grants that are relevant to the aims of this organization. The grants should share a similar purpose in order to be worth investing the time in the application process. Once relevant grants are identified, the intern will compile them on a list with a corresponding web address that will lead to more information for each grant. As a result of these efforts, a master list will be started of grants that are relevant to Nurtured Through Nature that could be applied for each year. Having a list of relevant grants will aid in the efficiency of the process of applying for grants, which can take a significant amount of time when done well. Once a list of at least ten grants has been compiled, the Community Coordinator will apply for at least seven of the most relevant grants. Writing the grant applications will require information to be gathered and presented to best fit the requirements of the respective grants.

After completing this, the Community Coordinator will create a more specific list of the grants that are most likely to be awarded each year, along with the previous application. In this way, applying for grants will become an even more streamlined process. The last strategy will be to recognize the grants that are awarded. A plaque will be created to add to the mural of support within the organization for every grant that is awarded. The Social Work Intern will be responsible for ordering the plaque and for preparing a written recognition for the Nurtured Through Nature newsletter. By taking time to recognize awarded grants, a sense of gratitude for support will be fostered, and further support will be promoted. Awarded grants also add to the credibility of the organization, which increases the likelihood of being awarded other grants in the future.

The second goal is to gather \$140,025 in individual donations by the end of the fiscal year 2021. The first strategy Nurtured Through Nature will implement will be to identify and list potential donors who would want to contribute towards the agency's mission. This step will be taken by the Community Coordinator in collaboration with the Licensed Therapists and the CEO. These potential donors will be found when analyzing which individuals have shown generosity or interest in helping youth or mental health causes in the past. In composing a list of at least 100 potential donors, the agency will have several options of individuals to contact, thus increasing the likelihood of receiving active donors.

The next strategy, implemented by the Social Work Intern and the Community Coordinator, will be to brainstorm the primary ways of reaching these individuals and to gather materials to execute that communication. In compiling a list of contact information, including emails, phone numbers, and addresses, the agency will have current and effective ways to have direct communication with the potential donors.

The third strategy is to send relevant information to the identified individuals along with the agency's plan to collect the funds. The Social Work Intern and the Community Coordinator will decide what is the best way to contact each individual based on the data collected, and they will send out information to those contacts. Also, accounts will be established in order to fine-tune the plan for collecting donations. This strategy will provide a clear and structured line of communication between the agency and the potential donors.

The last strategy for this goal is to recognize those who contribute donations in a way that is meaningful and significant. The Social Work Intern and the Community Coordinator will order materials for a "mural of support" where donors' names will be displayed as a sign of recognition and thanks. This strategy will improve the donor-agency relationships, and it will allow for individuals to feel connected, appreciated, and happy to be helping the agency.

Goal three is to secure \$80,000 from foundations by the end of fiscal year 2021. The first strategy begins by researching different mental health foundations and sports foundations, whose target is adolescents with mental disorders and who also contribute to organizations in Tennessee. After

identifying a list of potential donors, a list will be created of each foundation to contact. There will be a two month period, where a Social Work Intern will initiate contact through phone and email, setting up future meeting dates. A letter of inquiry will also be created, where the agency will highlight the greatest need and express how these foundations can help. The Community Coordinator will then represent Nurtured Through Nature in meetings, explaining the mission and how Nurtured Through Nature can meet community needs. Once a foundation has contributed, they will be recognized by naming one outdoor program after them. That donor will also receive a yearly thank you letter that includes a success story of a client. A short synopsis of the number of clients served will also be attached.

Rationale for Fundraising Goals

Fundraising is an essential part of starting any organization in order to have the resources to bring the vision and mission of the organization to fruition. Fundraising plans should involve a variety of different sources to prevent any one source providing a significant amount of the funding (Koenig, 2013). Although diversifying fundraising strategies is promoted in seeking adequate funding, one study showed there is an inverse relationship between diversification and efficiency in fundraising efforts. This means an increase in diversified fundraising strategies led to a decrease in the efficiency within the organization (Sacristán López de los Mozos et al., 2016). While utilizing a variety of fundraising techniques may bring in more funds, this must be done in a way where the strategies are not taking more time than they are worth. Since Nurtured Through Nature is a small, community-based organization, the plan for fundraising includes seeking support from government, foundation, and individual donations in order to utilize diversified fundraising methods, while also preserving efficiency.

For the first goal, Nurtured Through Nature will seek to gain financial support through applying for government grants. Significant amounts of money are waiting to be allocated through grants each year. Since funds are set aside to support programs and other organizational needs, it is logical to apply for this financial support (Koenig, 2013). The United States government has increased the value placed on supporting evidence-based programs, projects, and policies (Youth.gov, n.d.). Most government institutions allocate funds towards social services. With smaller organizations, it is best to start on a more

local level since federal grants are more likely to be awarded to large organizations with extensive evaluations. Smaller organizations find it helpful to utilize a Request for Proposal from the city. Building rapport with a member of the city council or state legislature can be helpful in seeking guidance through this process (Ashmore, 2017).

In writing government grants, there are several factors that will be considered and applied. Grants should be chosen that align well with the purposes of organizations (Society for Nonprofits, n.d.). The qualifications for grants should also be met before investing time in applying for the grants. Since the wording and presentation of information on grant applications can make a pivotal difference, it is essential to have one skilled in this area to complete the applications (Koenig, 2013). Thus the Community Coordinator has been assigned to this task. A focus on the need presented by the funders should be kept throughout the application (Society for Nonprofits, n.d.). The way in which the application is worded should be catered to the mission of the funders (Koenig, 2013). The importance of showing that programs are evidence-based has become increasingly important in applying for grants (Youth.gov, n.d.).

Since government grants are difficult to obtain, it is important to apply for multiple grants (Koenig, 2013). An international, longitudinal study also showed that the overall economy impacts the fundraising efforts of nonprofit organizations because it impacts what is made available through government grants and charitable donations (Kim & Kim, 2018). Although applying for grants is time consuming and technical, it is worthwhile. Being awarded grants increases the credibility and visibility of nonprofits. Being awarded one grant increases the likelihood of being awarded additional grants in the future (Society for Nonprofits, n.d.).

For the second goal, the agency will seek out financial assistance by collecting individual donations. In order to do this, the first strategy will be to brainstorm names of potential donors. Staff will look into which individuals might show interest in the specific mission of Nurtured Through Nature, along with donors who have been generous to similar agencies in the past. Researchers have analyzed that successful fundraisers oftentimes gather donors who are close in proximity to the agency's location

(Reissová et al., 2019, p. 7). Also, data has found that 21% of donors choose to give finances to help out after having given donations to other similar agencies previously (Reissová, A. et al., 2019, p. 7). The organization will aim to list at least 100 possible donors within the first strategy of this goal. In past fundraisers for nonprofits, there appears to be a significantly higher amount of stability when funds are coming from a variety of different places (Sacristán López de los Mozos et al., 2016).

The next strategy for goal two will be to brainstorm ways of communicating with these designated individuals and gather the materials necessary to make such connections. Research has found that by having close communication with donors, there can be an increased chance that the agency will develop a long-term relationship with the individuals (Reissová, A. et al., 2019, p. 7). Also, the more communication which is made between the agency and the potential donors can increase the willingness of people to be generous towards organizations (Reissová, A. et al., 2019, p. 14). In this strategy, Nurtured Through Nature will aim to electronically keep track of the contact information and various ways of reaching these potential donors. In doing this, there is an increased diversification means of obtaining support, which will reduce resource dependency by increasing the agency's sustainability (Froelich, 1999).

The third strategy includes sending the identified individuals' relevant information about the agency, along with instructions for how funds will be received. Research has found that the effectiveness in information delivery—specifically information about the organization and its purpose—can significantly impact the person's decision to provide support towards the group (Reissová, A. et al., 2019, p. 12). Individuals desire to be a part of helping causes which they find to be noble and effective, thus the efforts made towards educating the potential donors about Nurtured Through Nature can change the responsiveness of individuals to take part in donating. In this strategy, the staff will also form a plan towards fund collection and communicate this information to the potential donors. Network for Good (2017) emphasizes that the means of collecting funds from supporters can have an effect on how many people donate. Research found that simplified, internet-based donations are more likely to get a larger amount of people on board. As the agency reaches for this goal, it will be necessary to clearly and

effectively structure communication towards these individuals, allowing them to understand the agency's purpose, plan, and mission.

The final strategy for this goal is to recognize the individuals who are choosing to support the organization in a significant and meaningful way. Research has found that those who support organizations with finances are more likely to do so—or continue doing so—if they are receiving recognition or benefits in return (Boukal, 2016). It is important that if individuals are generous towards Nurtured Through Nature, that the agency forms a way to recognize these people in order to give them a sense of participation, collaboration, and meaning within the organization. During this strategy, the formation of a “mural of support” will improve the donor-agency relationship and allow individuals to feel appreciated and like they are a part of something meaningful.

For goal three, the first step in this strategy is to find a designated person to handle this process (Double the Donation, 2009). The designated person in the organization will be the Social Work Intern. For this goal, the first step is to locate different foundations and analyze their mission statements to see if it is similar to Nurtured Through Nature's mission statements (Lung, R.F. & Orosz, J.J., 2006). Fundraising Authority Team (2016), suggested first creating a master list, with goals the Social Work Intern will accomplish. Once this list of potential foundations has been created, it will be ranked in order by deadlines, to know who to contact first (Eisenstein). Doing this creates order and will help the Social Work Intern keep up to date with important deadlines. In the process of creating this list, Eisenstein also suggested making connections with the foundations. This includes making the first call to each foundation, asking about deadlines, requesting a copy of applications, and inquiring about when their review meetings are for the grants. This is also used as a guideline in prioritizing the foundations. Lung and Orosz (2006) also suggested requesting their annual reports, informational brochures, and grant applications to know what information to add in the future letter of inquiries. Each letter of inquiry will be customized to meet the requirements of each foundation.

After making the first important call, the second step will be to write and send out a letter of inquiry to each foundation. This will be about two to three pages that will include the organization's

mission statement, the need, and how the foundation will be a part of addressing and resolving this need. The letter of inquiry will serve as another connection, so the foundation has the organization on their radar. The more connections that are made with each foundation, the more the organization will be recognized as determined and passionate. Eisenstein highlighted how building connections and relationships with foundations increases the organization's reputation in this process. After a letter of inquiry is made, the application process will begin. Once applications are sent out, it is important to make a second call, to confirm that they have received all required materials. This call will also provide the opportunity to ask when meeting dates are held and gives this organization the opportunity to ask if the foundation would like to tour the organization.

Lastly, the National Council of Nonprofits suggested sending a thank you letter. Nurtured Through Nature's Community Coordinator will be in charge of sending a thank you letter to each donor. These letters will include a client's success story, along with the number of clients who have been served. The National Council of Nonprofits recommended first asking if they would like to remain anonymous or if they would like to be acknowledged by name. If they prefer their name to be public, a program in the organization will be named after them.

Marketing Campaign Strategy

The marketing strategy will consist of first identifying desired stakeholders and then determining what would be most effective to present to each of them. Based on the identified stakeholders, flyers will be created with the campaign name and slogan to distribute in the local community. This will raise awareness of the organization and the campaign. A website and Facebook page will also be designed, where the audience can obtain more information on the organization and submit inquiries. There will also be a Facebook event for the campaign, with more details about the organization than what is presented on the flyer. After the printed materials are ready, there will be contact with local schools to have a speaker from the agency talk about anxiety, depression, adventure therapy, and what Nurtured Through Nature has to offer. At the schools, there will be stickers and pins for students to take home. Contact will also be made with churches and non-profit agencies. This contact will take place three months in advance to

spread the word about the agency around the community. Once the community, schools, churches, and other non-profits have an idea as to who Nurtured Through Nature is, the agency will host the Open House Challenge Course. At this promotional event, there will be refreshments, a challenge course for adolescents to complete and compete for cash prizes, and a guest speaker. The speaker will present on mental health and the benefits that adventure therapy has on individuals diagnosed with depression and anxiety.

The target audience is adolescents, ages 11-19, who have been diagnosed with anxiety or depression. At the event, flyers, brochures, the Nurtured Through Nature website, and Facebook page will be distributed to families, schools, churches, and local non-profit organizations. Nurtured Through Nature hopes to gain potential clients from the marketing campaign and become a referral source for other mental health organizations, counseling services, and schools. Selling points will include the benefits the adventure therapy has on depression and the numerous skills and strategies that can be learned and applied in other areas of clients' lives. Herbert (1996) and Newes and Bandoroff (2004) discussed how adventure therapy promotes healthier coping skills, communication, and self-awareness. One of the selling points that the organization will share is how adventure therapy increases self-confidence in clients, which can help them overcome challenges that they face with depression (Nadler and Luckner, 1992).

Nurtured Through Nature offers adventure therapy alongside individual therapy sessions. Adventure therapy has had positive results with decreasing depression (White, 2012). There are also other programs within the organization to support low-income families. Nurtured Through Nature strives to provide families with the opportunity to give adolescents help with mental health disorders. In order to take steps towards accomplishing the major things which the agency aims to address, there will be a timeframe for the strategy steps which the agency staff will try to accurately follow. Between the dates of February 23 through February 29, flyers, brochures, a website, and a Facebook page will be designed and created. Next, over the entire month of March employees will contact schools, churches, non-profit agencies, and other mental health organizations via the phone, e-mail, and face-to-face visits in order to

set up guest speaker days, talk to churches about mental health, and educate on adventure therapy. Also, in the month of March, campaign members will post flyers in the community and spread the campaign slogan through the social media platforms. In April, staff will visit schools, churches, and non-profit agencies and post flyers. Finally, on May 31 of 2020 the agency will have its first open house, where guests can enjoy a community event where there will be opportunities to meet friends, connect with agency staff, and network with other professionals in the area.

Marketing Campaign Steps, Goals and Impact on Audiences

Step 1 Identify Desired Stakeholders

Nurtured Through Nature will seek to market the program to parents, adolescents, and other community entities that provide services to adolescents and the Chattanooga community at large.

Goal A. The goal for this step is to determine the most effective content to appeal to each stakeholder group.

Evaluated impact. The marketing strategies will be more effective if catered to the respective audiences.

Step 2 Create and Distribute Flyers and Brochures

Goal A. The goal is to spread awareness of the organization in the Chattanooga area.

Evaluated Impact: By distributing flyers in the community, more will know about the programs available.

Goal B. Another goal is to recruit potential clients.

Evaluated Impact. The agency will begin to get a pool of clients interested in the organization.

Step 3: Design and Publish Facebook Page

Goal A. Provide audience with information of services, potential programs, and time/hour/address of agency.

Evaluated Impact. This will provide easy access to information and is a method of sharing the agency online.

Step 4: Conduct Networking and Outreach Events to Schools, Churches, and Local Nonprofit

Outreach Events

Goal A. Foster interagency collaboration.

Evaluated Impact. Increasing interactions between Nurtured Through Nature and other local entities will enable referrals in order to better serve this population.

Goal B. Recruit potential clients.

Evaluated Impact. By visiting different locations where adolescents and parents are involved, those in need of the services provided by Nurtured Through Nature will have increased awareness and opportunities to make a point of contact.

Goal C. Increase involvement in the community.

Evaluated Impact. By increasing activity with community connections, the agency will have a more recognizable name, and will be more likely to receive clients and referrals.

Step 5 Open House with a Challenge Course, Mental Health Speaker, and Food Provided.

Goal A. Educate the community about the integration of mental health therapy and adventure outings while sharing the agency's mission and specific program details.

Evaluated Impact. Individuals will have a deeper understanding of what the agency looks like, including program logistics, facility atmosphere, and mental health service delivery.

Goal B. Foster interactions and connections with community members, including agencies, families, and potential future clients.

Evaluated Impact. Members of the community will feel comfortable, educated, and connected to the agency after experiencing quality and enjoyable interactions at the facility.

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

The campaign name and slogan were strategically chosen in order to promote the ideals outlined in Nurtured Through Nature's mission statement. The mission statement indicates that this organization is dedicated to providing an alternative approach to adolescents who are facing mental health obstacles through integrating therapeutic practices and outdoor experiences. By utilizing evidence-based measures, Nurtured Through Nature will seek to facilitate growth and healing.

The campaign name for Nurtured Through Nature is #AdventureUp. Since this organization seeks to reach adolescents, the hashtag symbol was chosen in order to capture the attention of this age group and to appear more relatable. Furthermore, the hashtag symbol is used to tag and compile posts with similar qualities on social media platforms. In a similar sense, Nurtured Through Nature seeks to bring together adolescents who can relate to each other's struggles and strengths on a journey towards healing. The words "AdventureUp" were selected to indicate in a straightforward and simple way the method and goal of Nurtured Through Nature. The method that sets this organization apart is the emphasis on adventure therapy. Through these evidence-based experiences, this organization's goal is to catalyze long-lasting improvements for adolescents' mental health in order to increase the likelihood of an upward life trajectory. In line with the mission statement, #AdventureUp encourages the participation of adolescents in adventure therapy in order to increase their personal healing and growth.

The campaign slogan that was selected is Better the Adventure—Better the Life. This was chosen in one sense to show the relationship between adventure therapy and quality of life. Adventure therapy can benefit mental health and therefore overall wellbeing. The further implication is that by increased involvement in adventure therapy, lives are made better. Not only is this to encourage the participation of those who may be in need of this, but it is also to increase the buy-in of volunteers and donors to this cause. The slogan synthesizes the mission statement in a memorable and easy-to-say phrase.

Human Resources Plan Overview

The employees and volunteers of Nurtured Through Nature are an integral part of the organization's success in striving towards reaching the goals which have been established. Those people who make effective contributions to Nurtured Through Nature are fundamentally how and why the organization exists. Seeking to find and take care of excellent employees and volunteers is a major priority for this organization. Nurtured Through Nature will seek to accomplish this through a strategic plan to motivate, equip, and evaluate volunteers and staff while also addressing diversity throughout the process.

Staff and Volunteer Needs

Nurtured Through Nature will consist of four permanent staff members, while also including three to five volunteers who will be utilized and integrated into several activities and projects. The permanent staff board consists of a CEO, an Outdoor Specialist, a Licensed Therapist, and a Community Coordinator. Nurtured Through Nature needs a CEO to be the face of the organization, along with providing the group a central point of leadership and vision. The Outdoor Specialist will be a crucial aspect in integrating adventure therapy into the organization. The therapist will be the main mental health provider and will be essential in contributing to the interventions and healing processes for clients. The Community Coordinator holds the important role of organizing and overseeing the volunteers, along with bridging communication to outside agencies and personnel. The volunteers will help to provide extra assistance at specific outings including fundraising, outreach, and networking events. The volunteers will undergo a training process so that they will be equipped and comfortable to represent Nurtured Through Nature.

Key Positions Job Description Summaries

At Nurtured Through Nature, Licensed Therapist and Outdoor Specialist will carry out the majority of organizational functions, along with a Community Coordinator to strategically address other important roles. The Outdoor Specialist will be responsible for utilizing their specialized credentials for various outdoor activities and for collaborating with the therapists to execute adventures which are intentional, relevant, and integrative of the therapeutic needs of clients. This will include strategically analyzing how to incorporate clinical therapeutic practices with a variety of exciting and challenging adventure outings, all the while forming a plan to effectively implement those concepts into evidence-based and outdoor-focused sessions. The Therapist will be licensed and a qualified mental health clinician (LCSW, LMHC, or licensed psychologist). The Therapist will be responsible to coordinate, facilitate, and oversee group and individual therapy sessions with clients. The Licensed Therapist will hold specific certifications in adventure therapy, and he or she will communicate with the Outdoor Specialist to structure and plan the specific outdoor curriculum for the programs within the agency. The Community Coordinator will have the role of overseeing the volunteers, communicating with relevant outside parties

(including agencies, contributors, and other professionals), and effectively advertising Nurtured Through Nature to others. The Community Coordinator will be in close collaboration with the CEO and other three main employees to ensure that there is healthy and accurate communication of information which will be shared both within and outside of the agency.

Staff and Volunteer Motivation and Retention Plans

Without volunteers and staff, Nurtured Through Nature could not achieve the mission and vision that has been set out. Therefore, a strategic plan has been designed in order to better care for and motivate those involved in making Nurtured Through Nature successful.

In order to encourage and maintain the involvement of volunteers, Nurtured Through Nature is dedicated to following guidelines that will enable volunteers to realize that their efforts are meaningful and appreciated. The Community Coordinator will be the point of contact for volunteers and will be the one primarily responsible for their experiences. Clear and open communication with volunteers will be a priority (Hitchcock & Stavros, 2017). The Community Coordinator will aim to email volunteers before and after their service as well as ensure that volunteers receive handwritten thank you cards after significant events or at the completion of their service. When volunteers come, the Community Coordinator will introduce them to those in the same area where they will be serving and connect them to the person responsible for giving them detailed instructions (Shinn, 2017). In realizing the importance of recognition to motivate further efforts, there will be an annual banquet to honor the contributions of the volunteers (Kosfeld et al., 2017). As an organization, all staff will be encouraged to show gratitude and build positive relationships with volunteers when given the chance.

Nurtured Through Nature also places high value on staff and seeks to keep them motivated in several different ways. When first hired, respective managers will take at least two full work days to orient new staff (Meredith, 2018). During this time, the new staff will be thoroughly educated on their role, expectations, and the organizational values (Hitchcock & Stavros, 2017). In this way, the staff will also begin building a connection with the manager and become familiar with the support provided by the manager (Baer & Akhtar, 2019). During the training, it will also be made evident that there is an open

door policy and that the staff do have a voice. By providing a thorough training and establishing a rapport between managers and staff, it is the aim that employees will be empowered in decision-making within their role and they will develop a sense of ownership (Hitchcock & Stavros, 2017).

In addition to a thorough onboarding process, this organization seeks to motivate staff through encouraging them to view their work as meaningful. Researchers have found that staff who see their work as meaningful is a significant motivating factor, which ultimately leads to staff exerting extra effort (Kosfeld, 2017). One study showed that staff who perceived their work as meaningful generated an extra \$5,437 per year and were 69 percent less likely to quit their job (O'Connell, 2019). Although this work is intrinsically meaningful, efforts will be taken in order to highlight this factor. Throughout the initial orientation, occasional training, and staff meetings, a sense of meaning will intentionally be embedded. An additional way that Nurtured Through Nature will foster a sense of meaning is by keeping an updated board of testimonials posted in the office. Also, success stories will be regularly shared in a monthly newsletter for the staff to see and reflect on the ways that their efforts are helpful.

In order to better understand what motivates staff, the organization will administer a survey to individuals upon being hired. In addition, this topic will be assessed through periodic discussions. Based on interests and values expressed by the staff, there will be social gatherings hosted by Nurtured Through Nature once a month (Hitchcock & Stavros, 2017). Not only will this be implemented for the enjoyment of the staff, but this will also be done in order to increase social connections, which one study showed to be more motivating to employees than monetary rewards (Meredith, 2018). In addition, the staff will be allowed to maintain a flexible schedule with opportunities to earn more time off (Baer & Akhtar, 2019). In realizing that this work can be both impactful and emotionally taxing, it is the desire of Nurtured Through Nature to invest in caring for the needs and desires of staff.

Staff Evaluation Plans

Staff evaluation plans are important to nonprofit organizations because they allow the organization to grow and implement new changes to prosper. Heathfield (2019) mentioned a few helpful purposes for implementing staff evaluation in an organization. Not only do these results help the

organization as a whole, but they also give important feedback to employees on how to improve their job performance. They also help to identify any gaps the organization might have and suggest how to effectively enhance their internal structure. When identifying any gaps in the organization, staff evaluation plans allow employers to reset their goals or improve their current standards. Although identifying changes is good, staff evaluations also are to recognize the good employees bring to an organization. Positive criticism motivates employees to stay and to become better employees. When conducting these evaluations, there needs to be fairness.

The staff evaluation will take place when an employee completes a year at the organization (Heathfield, 2019). These staff evaluations will be based on goals and will be performance-based on employees' job description, behaviors, and an overall evaluation of the employee (University of Kansas, n.d.). The first step begins before the employee begins to work. The employee will be evaluated on how well they completed their goals and their responsibilities that were initially given. These goals will be discussed and set at the beginning of their employment.

To begin with, the employee will conduct a self-evaluation to rate their performance and personally express any concerns they may have with completing their role at the agency. The self-evaluation will include questions over their achieved accomplishments, skills they believe they need to perform better, and any new goals for the upcoming year.

The next step is to have a meeting between the supervisor and the employee. There are two parts to this evaluation. The first step is evaluating the employee over the past year. They will be based on role responsibilities, individual goals, behavior, and overall evaluation (Duke University, n.d.). The second part is discussing and agreeing on plans for the upcoming year. There will be goals implemented and a development of new plans for the following year. Upcoming plans will include new goals and skills that supervisors hope their employees will develop or improve upon. The employer will express any concerns or growth that they see in the employee and give suggestions for next year. Discussing growth with an employee can include discussion about employee pay raises, promotions, or layoff (University of Kansas,

n.d.). If the employee exceeded the goals met, this is the time to set new goals or redirect them elsewhere. The employee will also have the opportunity to express their concerns or accomplishments.

At the end of the staff evaluation, the employer will give a copy of the evaluation to the employee. If the supervisor believes that it is best for the employee to be terminated, there will be an appeal process where the employee can appeal their evaluation (Heathfield, 2019).

Volunteer Evaluation Plans

Volunteer evaluations are an important tool for non-profit agencies. Volunteers bring time and effort to the organization, and their contribution oftentimes allows for organizations to stay open. There are a few purposes for conducting volunteer evaluations. One reason to conduct an evaluation is to remind the volunteers specifically of how they impact the organization. The second purpose for volunteer evaluations is to get an understanding of what work is most effective in the agency. Lastly, volunteer evaluations help the employer to visualize who is putting in the most work (Sadiq, 2016).

Volunteer evaluations will take place every 90 days. According to *Conduct a 90-Day Volunteer Evaluation* (2017), it is imperative to speak with the volunteer and ask them a few questions about their experience and how they are feeling. Conducting these evaluations not only motivates the volunteer, but also allows the employer to appreciate and understand the impact that the volunteer's work has on the agency (Sadiq, 2016).

Corporation for National and Community Service (n.d.) mentioned three different factors to base the volunteer evaluation on. Some of the questions on the evaluation will go over the volunteer's process of training and learning the material. It will also be based on the goals that the volunteer accomplished. Lastly, it will go over the outcomes of the goals and number of hours the volunteers served during their time. Not only will this information be effective for the volunteer, but for the agency as well.

The first step to the volunteer evaluation process begins by meeting with the volunteer one-on-one and going over the form. During the 90-days, the agency can also receive any feedback from clients who have interacted with the volunteer in order to understand their perspective. If the client has good feedback, this can be given to the volunteer to motivate them to stay and continue to improve their

performance (Corporation for National and Community Service, n.d.). Finally, the end result expected from volunteer evaluations is to continue to motivate and improve the growth of volunteers and their impact on the agency.

Strategies to Address Diversity

Addressing diversity in the organization will benefit the employees at Nurtured Through Nature, while also providing an atmosphere that seeks inclusion and ethical practices. Mayhew (2019) mentions five different reasons as to why addressing diversity is important in the workplace. It increases mutual respect, empowers marginal workers, improves conflict reduction and resolution, helps the business reputation, and exposes employees to different perspectives on different people. In order to address diversity at Nurtured Through Nature, the organization will plan and perform three strategies.

Lindsey (2017) speaks in an article about perspective-taking in order to address diversity in a group of people. This research-based technique gave students the opportunity to write a few sentences about what challenges marginalized groups may face. This is one of the exercises that the organization will apply in the workplace. Once a month, employees will gather in a circle for about an hour and talk about the diverse employees in the organization. This will include age differences, race, class, sexuality, ethnicities, gender, and levels of experience the employees hold. Staff members will verbally discuss the distinct challenges that they may face and how they would address those issues if they were in the other person's shoes. Wong (2019) stated how one result of addressing diversity is becoming conscious of the diverse social identities and seeing how they all interact with each other. Addressing diversity in a place is more than just seeing that people are all the same, but accepting that everyone is different.

Another strategy that can be implemented is creating a diversity and inclusion training program. Fernandes (2019) lists 6 steps in helping to create and implement this into the workplace. Nurtured Through Nature will first develop an understanding of what this training will consist of and the positive benefits that are expected to come from this. After customizing this program to fit the organization, all employees will be included, no matter their job title. This training will not be an annual event. This will happen every three months, and it will consist of all-day workshops, celebratory events of staff, and/or

having a guest speaker talk about the benefits of diversity inclusion across various types of work settings.

The third strategy which Nurtured Through Nature will implement in order to expand diversity and inclusion in the work climate will be to intentionally seek to hire and include employees and volunteers who will reflect the various backgrounds which ultimately represent the greatest number of clients, professionals, and personnel. Wong (2019) elaborated on the benefits which have been seen in countless scenarios where organizations found ways to increase the widest amount of diversity in workplaces. The research goes on to explain how implementing intentional motives for diversity inclusion at the hiring level will increase the opportunity for greater diversity in employees, and ultimately a greater work climate that is focused on diversity inclusion.

Applicable Policy

One policy that has an impact on Nurtured Through Nature is the Outdoor Behavioral Council (OBH) that is also working alongside Association of Experiential Education (AEE) to form the OBH AEE Accreditation for outdoor therapy programs, which is a local policy.

Policy Description

The Outdoor Behavioral Council (OBH) is a group of licensed mental health professionals who use wilderness experiences to meet the therapeutic needs of clients. In 2013, they asked the Association of Experiential Education (AEE) to join OBH Council to expand on the existing standards to develop their current practices.

The intent of AEE OBH Council partnership was to create a detailed set of ethical, risk management, and treatment standards created by long standing leaders in OBH. These standards are for health care providers to work under and to bring effective and safe measures for therapists to use.

OBH's application consists of group living and regular formal group therapy sessions to encourage teamwork and social interactions. The council practices through wilderness therapy where experiences for clients are used for clinical assessment, establishment of treatment goals, and individual

or family sessions. OBH pushes for a strong ethical care and support for all service providers who are registered under this council.

The intended population for this policy is service providers who are registered with the OBH AEE council and outdoor behavioral healthcare providers who work with young adolescents with mental health disorders such as depression and anxiety.

Leaders in the OBH council are the ones who provide oversight to these service providers. They are the ones who create and enforce the regulations that they are to follow. The OBH consists of professionals and practitioners who are trained in therapeutic techniques and interventions to implement into adventure and wilderness therapy.

There are three goals that this policy has for its service providers. The first goal is to gain valuable insight and perspective from leaders in the outdoor behavioral healthcare realm in order to improve their standards. The second goal is to improve all aspects of the program through rigorous internal and impartial external review to provide active and direct use of client's participation and responsibility in their therapeutic process. The last goal is to distinguish the program in a growing field of wilderness therapy by continuing empirical research to support the evidence on the effective and successful impact that wilderness has in helping struggling adolescents. Since OBH is a relatively new field in treatment for adolescents who struggle with behavioral, substance abuse, and mental health issues, facilitating research to study the efficacy of this treatment modality is an important goal for OBH.

One problem that OBH intended to address is the lack of an association to assist healthcare providers with safe regulations to follow when using wilderness therapy for therapeutic processes in adolescents. Therefore, AEE OBH Accreditation provides impartial validation that registered programs meet or exceed standards that have been developed for outdoor behavioral healthcare programs. To address this issue, they also ensure that these programs operate above industry standards of ethical care, treatment evaluation, and risk-management practices. As a result of AEE OBH, outdoor behavioral providers strive to adhere to these professional standards.

Applicability to Organization

Nurtured Through Nature aims to be an effective, safe, and ethically integrative organization which offers unique outdoor experiences as a major piece in therapy. In order for the agency to express and build upon this expectation, it is crucial to Nurtured Through Nature that the AEE OBH accredits the program to further emphasize the commitment the nonprofit has towards being safe. The AEE OBH Council has formed its policies with the goal to have the most influential, effective, and appropriate services in outdoor therapy. There are specific aspects of this policy which address the need for programs to have plans and practices in place to be equipped and prepared for the health risks which are involved in outdoor adventures (Accreditation, n.d.). The AEE OBH expects programs to have aspects which set them above industry standards when it comes to ethical care and risk-management practices (Accreditation, 2020). In order for Nurtured Through Nature to uphold these guidelines and expectations, the organization must adjust its operations in a way that equips, educates, trains, plans, and informs all employees and clients about specific health risks and health information which relates directly to the outdoor therapy practices.

In order to attain and uphold accreditation with AEE OBH Council, there will be teams who carry out rigorous internal and external evaluations which are executed by third-party OBH specialists (Renewal of Outdoor Behavioral Healthcare Accreditation, 2019). One of the initial steps in this process includes the agency filling out an expansive and detailed Self-Assessment Study (SAS), receiving a site visit, and undergoing a final evaluation by the AEE OBH teams (Outline for the AEE Accreditation Process). It is important that Nurtured Through Nature is thoroughly prepared for this process, and that the agency has adjusted its operations in order to address the policy's expectation to have health-safety and risk-management plans and practices in place. The agency will need to initially make plans to evaluate and update the outdoor adventure therapy endeavors and integrate current and effective health and safety guidelines into all aspects of the adventure operations. Employees will need to be trained and educated about risk factors which are a part of each outdoor experience. The agency will need to publish official risk-management policies as well as educate the appropriate staff personnel on actual health and safety processes in the case of any and every type of emergency (Outline for the AEE Accreditation

Process). The OBH AEE policy will drastically impact the operations for staff because it will require the agency to prepare and equip staff for health-related risks by completing trainings, gaining specific health certifications, and implementing structured plans to address risk.

The OBH AEE policy will also influence Nurtured Through Nature's operations by calling for a structured plan to address safety and risk practices when initially interacting with potential clients. While it is crucial that employees are made aware and appropriately trained on safety issues, it is vital that clients are informed, educated, and asked individual questions about the specific risks of outdoor therapy and how these risks relate to them. Clients should be made aware of what risks are associated with each of the activities they are involving themselves in. Nurtured Through Nature should plan and publish all information about health and safety risks and pass this information along to any person interested in the program. Also, it is important that all clients are informed and taken into account on an individual basis when it comes to risk analysis. Because of the variety of individual differences in clients, it is likely that different people will have varying health-related concerns. The agency will need to have a form which requests important health information from clients, and there should be a plan to address and alter treatment for different health concerns in clients. Ultimately, the agency should address the health and safety concerns and aspects on each level of adventure therapy, discuss the implementation of plans and trainings, and formally publish all information and policy updates for all staff to view and adhere to.

Applied Organizational Policy

1.0 Risk Management Policy

Objective

It is the responsibility of Nurtured Through Nature, its employees, and staff to ensure the safety and well-being of the volunteers and clients of Nurtured Through Nature. Employees are expected to be responsible at all times, safety adhered, and protective of clients by following the safety protocols and adhering to the risk management and health emergency policies.

1.1 Illness and Injury Prevention Plan

The program will have an Illness and Injury Prevention Plan that will be covered in the Employee Orientation and provided to employees in on-going training sessions, which addresses the following: emergency procedures in fire, natural disasters, medical emergency, evacuation, and drills. Personal protective equipment will be provided. Safety related roles will be defined. Safety policies will also be documented. There will be safety training in the following: wilderness safety, run-away prevention, self-harm prevention, de-escalation, emotional safety, and First Aid and CPR

Nurtured Through Nature implements adventure-based therapy, an intervention for adolescents and young adults. Nurtured Through Nature creates a safe environment for our clients to receive treatment and life skills by trained Licensed Clinical Social Workers. The agency will maintain high standards of safety and health emergency by training the staff with industry-standard best practices, using safe equipment during outdoor activities, and requiring therapist and staff ongoing professional risk management training

1.2 Incident and Accident Reports

To submit a report, use the attached document and fill out with accurate information. Upon completion, reports are to be turned in to the appropriate supervisor. Incident or accident reports must include a brief description of the incident, including names, dates, and times of the event. These reports will remain confidential, for reviewers use only.

It is the responsibility of the employees to submit an accident or incident report to management. If failed to submit a report, this may be flagged as non-cooperation with the Health Emergency Policy, which may serve as work suspension or termination.

1.3 Local Registration

Activities must take place in registered land only, carrying permit of land with them. Activities must be appropriate, following state and federal regulations.

1.4 Outdoor Program Personnel

Volunteers and employees must be 21 and older. The client ratio needs to be 1:4. Attendance must be taken place upon arrival on land and departure. Only staff who completed and exceeded safety training allowed outside with clients

1.5 Runaway Incidents

All runaway incidents will require an incident report found under 1.2 section. Law enforcement must be contacted immediately and notify appropriate adults.

Grievance Policy

Nurtured Through Nature encourages employees and volunteers to actively seek resolutions to problems and grievances that they face within the workplace. When problems or grievances against another volunteer or employee occur, one should address the issue with the individual in an open, honest, and respectful manner.

If a resolution cannot be found, then employees and volunteers should write down a clear and detailed summary of the issue and submit it to their direct supervisor. The receiver of the complaint will seek to further assess the situation by speaking with all those involved as soon as possible. Action should be taken within the same week that the grievance is submitted. If the grievance involves another individual working or volunteering in this organization, he or she will be promptly notified and given a chance to provide an explanation. If the grievance is against one's direct supervisor, it may be submitted to the Chief Executive Officer.

If grievances are not able to be resolved in this way, they should be brought to the Board of Trustees to be appropriately handled.

Conflict of Interest policy

Purpose

The employees, officers, and members of the board need to be able to recognize and avoid conflicts of interest, legitimate or perceived. Even situations where there is no conflict but there is a perceived conflict of interest can create problems for this organization. Conflicts of interest exist because those involved in making Nurtured Through Nature a success likely are involved in other entities as well

and may feel an equal obligation to show loyalty to this organization as well as other areas of involvement. The aim of this policy is to safeguard this nonprofit's tax-exempt status when considering deals or financial decisions that may be to the private advantage of Nurtured Through Nature's board members or staff. In other words, this policy is to protect against others benefitting from this organization's tax-exempt status unlawfully. The purpose of the policy is to help ensure that Nurtured Through Nature is in compliance with the federal and Tennessee state laws that apply to conflicts of interest in nonprofit organizations.

Nurtured Through Nature seeks to avoid conflicts of interest at all cost in order to guard the integrity of the organization and to show respect for the intended use of the donated funds. Seeking to be transparent and trustworthy are priorities of this organization. Because conflicts of interest can pose a threat to the reputable, they should be avoided.

Employees and members of the board must be loyal to this organization. In their work, they must seek to keep the interests of this organization the priority over personal interests. Self-dealing is not allowed in any context as it may put this organization at risk for losing its tax-exempt status or receive penalties from the government.

Procedures

Employees, officers, and members of the board involved in apparent or legitimate conflicts of interest have a duty to disclose. Clear and complete information regarding financial interest must be presented to the Board of Trustees. In determining whether or not the conflict of interest exists, the board members will discuss with the individual until the chairperson of the board feels sufficient information has been obtained. Then the individual will exit the room, and the board will further discuss the situation and vote on whether or not a conflict of interest exists.

If the board determines that a conflict of interest exists, the chairperson will designate a member of the board to explore other options for the transaction or arrangement that is at hand. Once more information is gathered, the board will decide if a transaction or arrangement can be had that will be more beneficial to the organization and will not pose a conflict of interest. If another transaction or arrangement

that would benefit the organization more does not exist, the board will vote on what is the most appropriate and in the best interest of the organization.

If reasonable cause to believe that an employee, officer, or member of the board did not disclose a conflict of interest, the individual will be notified and given an opportunity to provide an explanation to the board regarding why the conflict was not disclosed. If a failure to disclose a conflict of interest occurs, the board shall determine appropriate disciplinary actions.

A voting member of the board who receives any form of compensation should not vote on issues that impact the aforementioned compensation. Voting members who receive any form of compensation are permitted to provide information regarding compensation.

Annual Statement

Each officer, member of the Board of Trustees, and employee will sign a statement every year to indicate that a copy of the conflicts of interest policy has been received, read, understood, and agreed to. This also affirms that it is understood that this organization is charitable and that it must accomplish one or more of its tax-exempt purposes in order to remain exempt from federal taxes.

Periodic Reviews

Periodic reviews will take place in order to diligently ensure that the organization is in line with its charitable purposes. In doing this, it is sought to further protect the tax-exempt status. During these reviews, the appropriateness of compensation and benefits will be assessed. It will also be reviewed “Whether partnerships joint ventures, and arrangements with management corporations conform to Nurtured Through Nature’s written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction” (A Complete Guide, n.d.). The use of outside experts in this process does not take the onus from the Board of Trustees in making sure the periodic reviews are completed.

“I do hereby certify that the above stated Conflict of Interest Policy and Agreement for Nurtured Through Nature were approved and adopted by the Board of Trustees on Tuesday, March 31, 2020 and

constitute a complete copy of the Conflict of Interest Policy of the” organization (A Complete Guide, n.d.).

Whistleblower protection policy

This whistleblower protection policy was adapted from a template from the National Council of Nonprofits.

Nurtured Through Nature requires employees, board members, and volunteers to practice high standards of engagement and personal ethics in the conduct of their duties and responsibilities. As employees and volunteers of the Nurtured Through Nature, honesty and integrity must be upheld in order to meet responsibilities and comply with all relevant laws and regulations.

Reporting Responsibility

This Whistleblower Policy aims to empower employees and volunteers to voice serious concerns internally in order to enable Nurtured Through Nature to address and resolve inappropriate conduct and decisions. All board members, employees, and volunteers are responsible to report concerns regarding violations of Nurtured Through Nature’s code of ethics or suspected violations of law or regulations that impact Nurtured Through Nature.

No Retaliation

It is contrary to the values of Nurtured Through Nature for retaliation to take place against any board member, employee, or volunteer who reports an ethics violation, or a suspected violation of law. This could include a complaint regarding discrimination, fraud, or violation of any policies governing Nurtured Through Nature. Any employee, officer, or member of the board who retaliates against an individual who has reported a violation is subject to discipline.

Reporting Procedure

Nurtured Through Nature seeks to establish an open-door policy and encourages employees and volunteers to share their questions, concerns, suggestions, or complaints with their supervisors. If one is not comfortable sharing with his or her supervisor or is not satisfied with the supervisor’s response, he or she may speak with the compliance officer. Supervisors are required to provide a written report of

concerns regarding alleged ethical and legal violations to Nurtured Through Nature's Compliance Officer who then has the responsibility to further investigate. Employees with concerns may also submit written concerns directly to the Compliance Officer.

Compliance Officer

Nurtured Through Nature's Compliance Officer is responsible for overseeing the investigation and resolution of all reported unethical or illegal behaviors. The Compliance Officer will advise the Chief Executive Officer and/or the Board of Directors of all reported concerns and their resolution. A report to the Chair of the Finance Committee on concerns relating to accounting or financial improprieties will also be made each year.

Accounting and Auditing Matters

Nurtured Through Nature's Compliance Officer will inform the Finance Committee of any concerns or complaints about "organizational accounting practices, internal controls or auditing and work with the committee until the matter is resolved" (National Council of Nonprofits, n.d.).

Acting in Good Faith

"Anyone filing a written complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense" (National Council of Nonprofits, n.d.).

Confidentiality

"Violations or suspected violations may be submitted on a confidential basis by the complainant. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation" (National Council of Nonprofits, n.d.).

Handling of Reported Violations

Nurtured Through Nature's Compliance Officer will inform the individual who filed a concern and acknowledge that the report has been received. All concerns will be investigated within one week of

receiving them, and “appropriate corrective action will be taken if warranted by the investigation” (National Council of Nonprofits, n.d.).

“Compliance Officer: * {Note: The Compliance Officer may be a board member, the Chief Executive Officer, or a third party designated by the organization to receive, investigate and respond to complaints.}” National Council of Nonprofits n.d.).

Ranee Angelwood

Chief Executive Officer

Nurtured Through Nature

423.542.2037

rangelwood@ntn.org

Policy approved by the Board of Directors on March 31, 2020.

Organizational Strategic Plan Summary

Nurtured Through Nature plans to have three steps to survive and thrive in the long run. The first step is to have a strong base that emphasizes on the mission statement, vision, and goals of the organization. This will include having the CEO remind employees, staff, and volunteers of the organization’s mission statement to have a stable and well-constructed team to maintain a good work environment and serve clients effectively. The second step to strive long term is to have annual employee evaluations and apply any changes or feedback from employees and volunteers. There will also be monthly meetings to evaluate the organization and attend to any needs that employees or Nurtured Through Nature may have. Monthly meetings will also help achieve the organization's goals and can also focus on the weaknesses that may be present at the moment. The last step involves the community. In order to function and work successfully, the organization needs to have a strong relationship with the community and their donors. This includes contacting them about the organization’s successes, changes to the organization, and to communicate that their support is appreciated. There also needs to be constant communication with the community and other service providers to prove that the organization is a need to

the community and their clients. When donors see the positive results of the organization they support, it helps with their reputation as well.

Community Engagement Strategy

Nurtured Through Nature will plan to engage within the community to expand the name of the organization and to involve the community too. Since the organization is based on adventure therapy, it will be part of different mental health coalitions or associations that deal with therapy, mental health, or adventure-based therapy. For example, Nurtured Through Nature could be part of Tennessee Association of Mental Health Organization (TAMHO) to also be of use to other mental health service providers. Nurtured Through Nature also plans to have open events for the community to be involved in and to educate the community on mental health. This organization also plans to present in churches, schools, and school board meetings to explain how Nurtured Through Nature can be a positive help for their youth. Hosting an annual fundraising event will also involve the community, giving them the opportunity to give back to the community by contributing to this organization.

Conclusion

In summary, this proposal includes the many aspects that are important to consider in order to start the new organization, Nurtured Through Nature. The mission set forth is to provide adolescents struggling with anxiety and depression in Chattanooga, Tennessee, with adventure therapy, as an alternative to medications. The organization aims to make services available regardless of ability to pay. The strategic plans for starting and operating this organization were crafted to align with the organizational mission. By seeking to benefit the lives of youth through the use of evidence-based interventions, Nurtured Through Nature seeks to better society by adding to it those equipped with sustainable skills to improve mental health.

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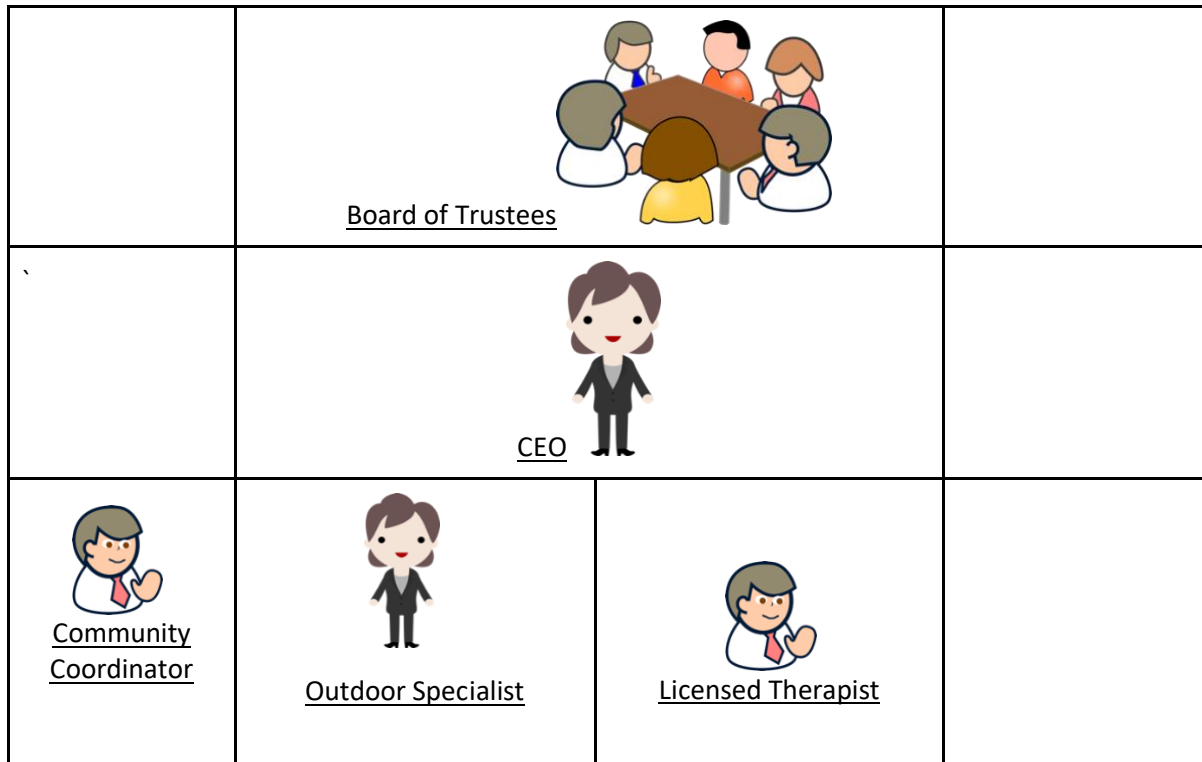
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Appendix A
Organizational Chart



Board of Trustees

CEO

Community Coordinator (bilingual): The person who receives referrals from the community. They are also the one with resources, in case a client needs more assistance from the community

Outdoor Specialist: Familiar with adventure therapy and activities for students/clients to use during their time there. Also specialize with the positive effects that has on clients with depression.

Male/Female Licensed Therapist: Licensed mental health professionals with experience to work with clients with depression and anxiety.

Appendix B

Budget (Revenues and Expenses)

Program Budget Summary				
Nurtured Through Nature			Budget Period:	Date-Date
Nurtured Through Nature 987 Leafy Street Chattanooga, TN 37379				
				Total Budget (US Dollars)
Salary and Wages				
CEO				\$ 80,000
Community Coordinator				\$ 28,600
Outdoor Specialist				\$ 33,000
Therapist				\$44,000
Total				\$ 185,600
Fringe Benefits				
Vacation			3.85%	
Paid Holidays			3.07%	
FICA			7.65%	
Health Insurance (vision, dental, medical)			10%	
Workers Compensation			3%	

Total			27.57%	\$ 53,762
Travel				\$ 1,500
Supplies and Materials				\$ 2,070
Equipment				\$ 5,030
Other Expenses				
<i>Utilities</i>				\$ 5,868
<i>Space</i>				\$ 3,395
<i>Rent</i>				\$ 27,000
<i>Trainings</i>				\$ 925
<i>Total other expenses</i>				37,188
Total Expenditures				\$ 285,150
Source of Funds				
Donations				\$ 140,025
Foundations				\$ 80,000
Government				\$ 55,000
Contributions				\$ 10,125
Other:				\$
Total Funding				\$ 285,150

Appendix C

SMART Fundraising Goals

Goal 1: Secure \$55,000 in government donations by the end of the fiscal year 2021.

<p>Specific Strategies/Tactics This is something you will do to accomplish the goal. Answers the question—What will you do?</p>	<p>Process Measure How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p>Attainability- Outcome Measure 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>Relevance What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p>Time frame and Responsibility Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Identify government grants in line with the goals of this organization.</p>	<p>Create a list of relevant government grants.</p>	<p>Include on this list at least ten grants with their respective purposes and links for more information.</p>	<p>Start a master list of grants relevant to Nurtured Through Nature that can be applied for each year.</p>	<p>Social Work Intern</p>
<p>Apply for relevant grants.</p>	<p>Gather information and edit the presentation of the information to fit the requests of respective grants.</p>	<p>Submit at least seven different grant applications.</p>	<p>Compile a list of specific grants that are likely to be awarded every year.</p>	<p>Community Coordinator</p>
<p>Recognize awarded grants.</p>	<p>Create a plaque for each grant awarded to add to the mural of support.</p>	<p>Place order for plaques online.</p>	<p>Foster a sense of gratitude for support and promote further support.</p>	<p>Social Work Intern</p>

Goal 2: Secure \$140,025.00 in individual donations by the end of the fiscal year 2021.

<p>Specific Strategies/Tactics This is something you will do to accomplish the goal. Answers the question—What will you do?</p>	<p>Process Measure How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?</p>	<p>Attainability-Outcome Measure 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>Relevance What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?</p>	<p>Time frame and Responsibility Who is responsible for seeing that the strategy gets done and by when?</p>
<p>Identify and list potential individual donors who would provide generosity towards the agency’s mission.</p>	<p>Brainstorm individuals in the community who have shown generosity for mental health or teen causes in the past. Brainstorm individuals who have shown interest in the agency or who have gone to agency events.</p>	<p>Form a list of 100 (or more) potential individual donors. Have this list on a spreadsheet which can be edited and added to.</p>	<p>This will give options for potential donors. If anyone does not wish to provide donations or if contacts are hard to reach, there are other opportunities available.</p>	<p>Community Coordinator & Input from Licensed Therapists & CEO</p>
<p>Brainstorm the primary ways to reach out to these individuals and gather materials to execute that communication.</p>	<p>Research contact information via past agency documents/sign-in sheets, public address/contact providers, and phonebooks.</p>	<p>Create a list of all contacts, with at least a current email, phone number, or address for each contact.</p>	<p>This will provide a current, effective, and helpful way to have direct communication with potential donors. This will also increase the agency-donor connection and bond.</p>	<p>Social Work Intern & Community Coordinator</p>
<p>Send relevant information to identified individuals, providing for them and the agency a</p>	<p>Designate the best contact method for each listed individual. Establish a specific day to send out information to</p>	<p>Letters, emails, and calls will be sent out. Accounts for funds will be made and the Community</p>	<p>This will allow for a clear and structured line of communication as well as logistical plan to have funds</p>	<p>Social Work Intern & Community Coordinator</p>

plan to collect funds.	contacts. Create a bank account plan for funds	Coordinator will have an established process to get funds into that account.	held in a safe location.	
Recognize those giving donations in a significant and meaningful way.	Come up with an idea as to how the names of individuals can be tangibly recognized. Order the materials and designate a specific space for this project.	Create the product using the materials and formulate the finished piece in the designated location. Update the project as new donors are added.	This will improve donor-agency relationship. It will allow donors to feel connected, appreciated, and happy to be a part of the agency’s mission. This will encourage current donors to continue and will interest potential donors to take part.	Social Work Intern & Community Coordinator

Goal 3: Secure \$80,000 in foundations by the end of the fiscal year 2021

Specific Strategies/Tactics This is something you will do to accomplish the goal. Answers the question—What will you do?	Process Measure How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	Attainability-Outcome Measure 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?	Relevance What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	Time frame and Responsibility Who is responsible for seeing that the strategy gets done and by when?
Research and identify mental health or sports/nature foundations that contribute to mental health organizations	Create a list of foundations that offer grants related to our services, target population, and that have a similar mission statement as ours	Create a calendar with important dates, noting the dates to contact foundations, based on priority level. After contacting them, create a list of foundations that were contacted.	After calling, there will be a set list with 10 foundations that we will apply for. These will be our potential source of income.	Social Work Intern

<p>Approach foundations with a letter of inquiry to make donations and educate them on our organization</p>	<p>Draft a letter, including our target population, our services, mission statement, impact we hope to achieve, and how their donations will help us succeed</p>	<p>Send out letters of inquiry, after first contacting foundations asking for important meeting dates and applications.</p>	<p>Once each foundation has read our letters, they will see the importance of supporting an adventure-based therapy organization in the Chattanooga community. Foundations will be moved to donate.</p>	<p>Community Coordinator</p>
<p>Create a recognition program</p>	<p>Name an outdoor program after a foundation and send yearly thank you letters with successful client's stories.</p>	<p>Pick an outdoor program or office space related to the foundation and name it after them. Thank you letters will be pre-drafted and sent around December with client stories who have been helped.</p>	<p>Recognizing each foundation will show appreciation of their donations. The thank you letters with client's stories are evidence of the work that is being done and how our organization is benefiting clients.</p>	<p>Community Coordinator & Social Work Intern</p>

Appendix D

Case for Support Letter

Nurtured Through Nature
987 Leafy Street
Chattanooga, TN 37379

American Legion Child Welfare Foundation, Inc.
PO Box 1055, Indianapolis, IN 46206



March 22, 2020

Dear:

We are honored to introduce to you Nurtured Through Nature, a mental health organization, whose mission is to promote growth and healing among adolescents through providing adventure therapy. Adventure therapy is an evidence-based approach to overcoming mental health obstacles through integrating therapeutic practices and outdoor experiences. As an organization, we strive to make services available to adolescents in Chattanooga, regardless of their ability to pay in order to give the greatest number of youth possible the opportunity to reach their full potential.

The purpose of this letter is to highlight the greatest need of this organization in order to optimize mental health services provided to Chattanooga adolescents. Currently financial support is needed in order to add another Licensed Clinical Social Worker (LCSW) to our team. By doing this, it has been projected that 50% more adolescents will be able to be reached. The aim is for 80-100 adolescents to be served in the next year, and a second LCSW will give 30 more clients the opportunity of receiving therapy, without having a financial burden. The objective is to raise \$50,000 to make this a reality.

Adolescents who participate in adventure therapy are greatly benefitted. Many who have completed programs at Nurtured through Nature express how the experiences have changed their lives through empowering them with healthy coping skills as well as an understanding of core issues. One parent reported that she observed that her teenager was better able to recognize, process, and respond to emotions, which has led to a great increase in confidence and overall quality of life. You can be a part of empowering adolescents to live better lives, free from the burdens that come with mental health challenges, and thereby promoting the health and happiness of future generations.

Research shows that the benefits of adventure therapy are numerous and that this is a great need among adolescents in Chattanooga. Adventure therapy promotes healthier coping skills, communication, and self-awareness. Self-confidence has also been shown to be increased, which can help adolescents overcome challenges that they face with depression¹ (Nadler and Luckner, 1992). Mental health affects nearly every

¹ Nadler R. S., Luckner J. L. (1992). Processing the adventure experience: Theory and practice. Dubuque, Kendall Hunt Publishing.

area of one's life. The University of Michigan conducted research that found that about half of all teenagers in the United States had a mental health disorder that has gone untreated² (Michigan Medicine, 2019). In Hamilton County 19% of the population was diagnosed with a depressive disorder, which is lower than the state rate of 20% and higher than the national rate at 18%³ (Better Tennessee, 2018). The repercussions of mental health disorders that go untreated are sobering. Suicide is the second leading cause of death for 10 to 19 year olds in Tennessee⁴ (Centers for Disease Control and Prevention, 2019). Males have a higher suicide rate than females⁵ (World Population Review, 2019). Clearly the need for mental health services is great, and the potential for adventure therapy to benefit the youth is even greater.

Thank you for your time in considering making Nurtured through Nature a part of your tax-deductible donations. Through your generosity, the youth of Chattanooga and thereby the community at large will be positively impacted.

Sincerely,

Denise Angel

Community Coordinator promote

² Michigan Medicine. (2019). Half of U.S. children with mental health disorders are not treated. University of Michigan. <https://labblog.uofmhealth.org/rounds/half-of-us-children-mental-health-disorders-are-not-treated>

³ Better Tennessee. (2018). Chattanooga and Hamilton County health brief. Blue Cross Blue Shield of Tennessee. <https://bettertennessee.com/chattanooga-hamilton-county-health-brief/>

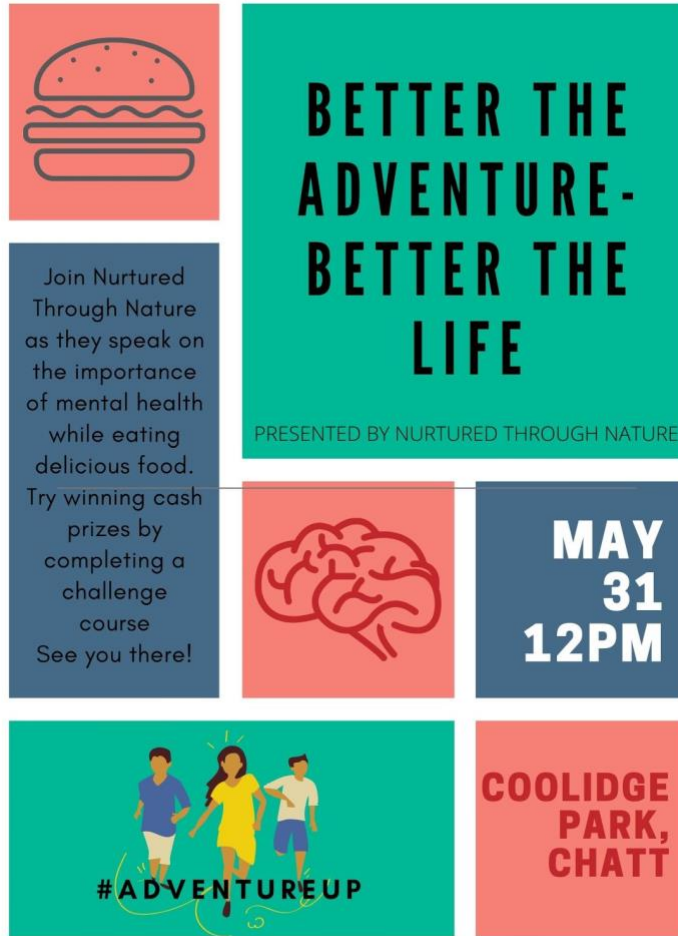
⁴ Centers for Disease Control and Prevention. (2019). Diabetes data and statistics. www.cdc.gov/diabetes/data/.

⁵ World Population Review. (2019). Chattanooga, Tennessee population 2020. <http://worldpopulationreview.com/us-cities/chattanooga/>

Appendix E

Marketing Materials

Informational Flyer:




Contact Denise Angel from more info: 423-123-4567


Brochure (Educational)

Why Adventure Therapy?

Research has shown that adventure-based therapy can help clients:

- increase self-awareness
- develop healthy coping mechanisms
- improve problem solving, communication and cooperation skills
- improve self-confidence






Contact Us

987 Leafy Street
Chattanooga, TN 37379
423-123-4567
dangel@southern.edu
<https://darceechristensen1.wixsite.com/website>


Nurtured Through Nature

Mental Health Organization



Our Mission

Nurtured Through Nature is dedicated to providing an alternative approach to adolescents who are facing mental health obstacles through integrating therapeutic practices and outdoor experiences. By utilizing evidence-based measures, Nurtured Through Nature will seek to facilitate growth and healing.



We offer a free program for adolescents with financial struggles. Give us a call to see if you approve!

Our Services

Adventure-Based Therapy

Adventure-Based Therapy takes place in nature, in groups and/or individual bases. From rock climbing, running, hiking, biking and even using sports, this therapy helps to increase self-confidence in adolescents, helping them learn to overcome challenges.

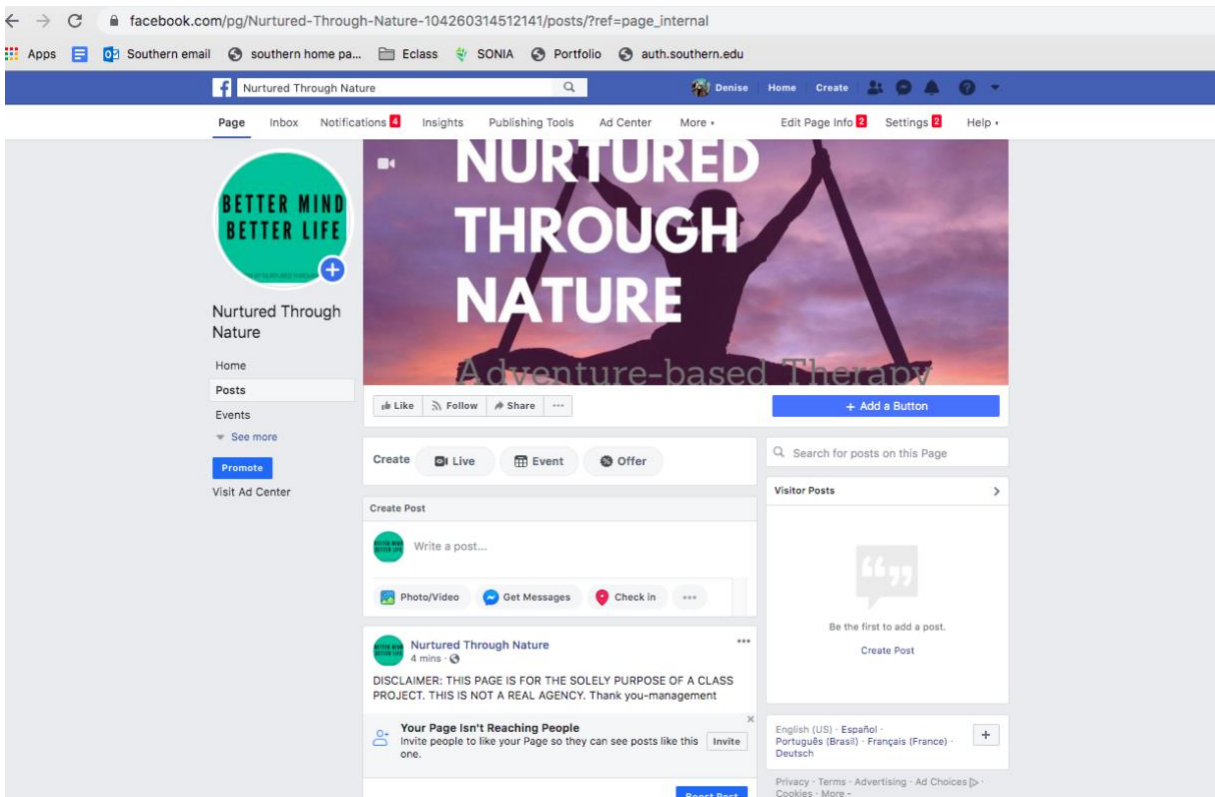
Face to Face Therapy

Besides using the outdoors for therapy, we also offer therapy with a Licensed Clinical Social Worker, where clients can talk after completing exercises outside. Our LCSW also observe clients as they are in Adventure Therapy to assess their growing process.

Therapeutic Summer Camp

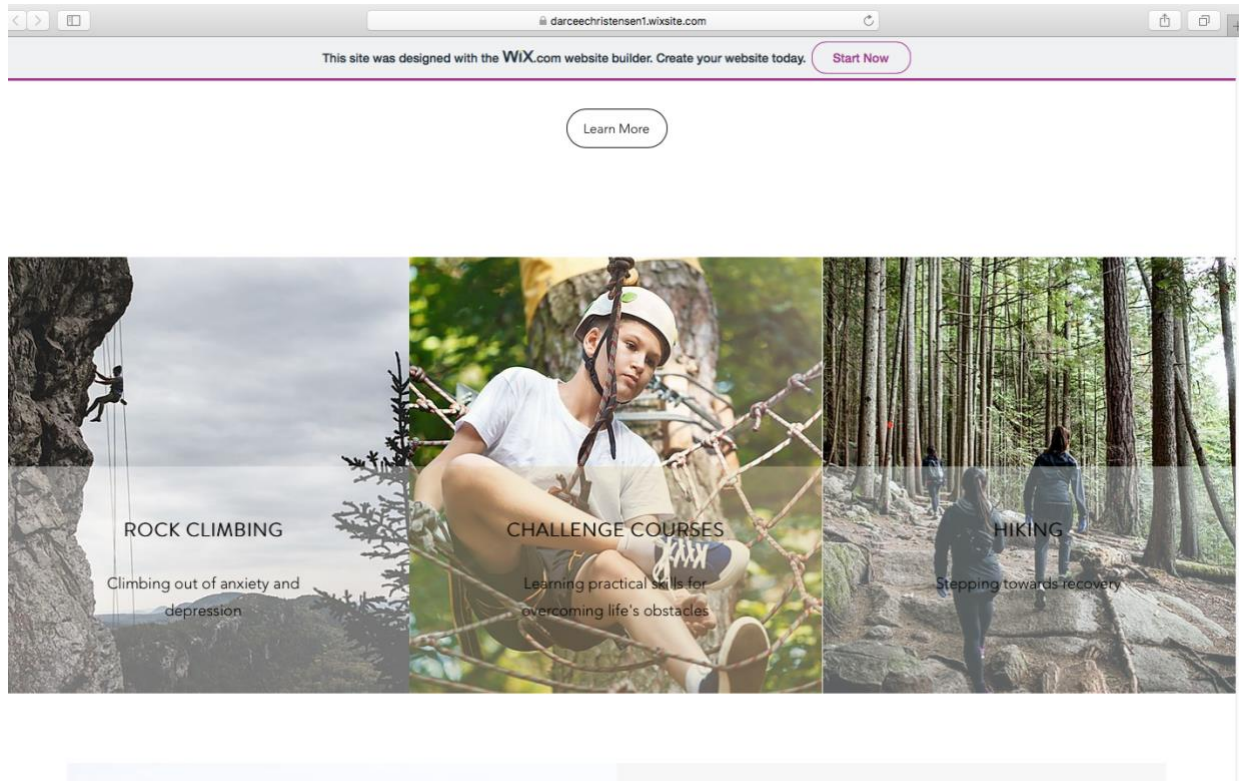
A therapeutic summer camp will be open for the public to increase awareness for adventure therapy in the community. For more information, visit our FB page "Nurtured Through Nature Chattanooga."

Facebook Page



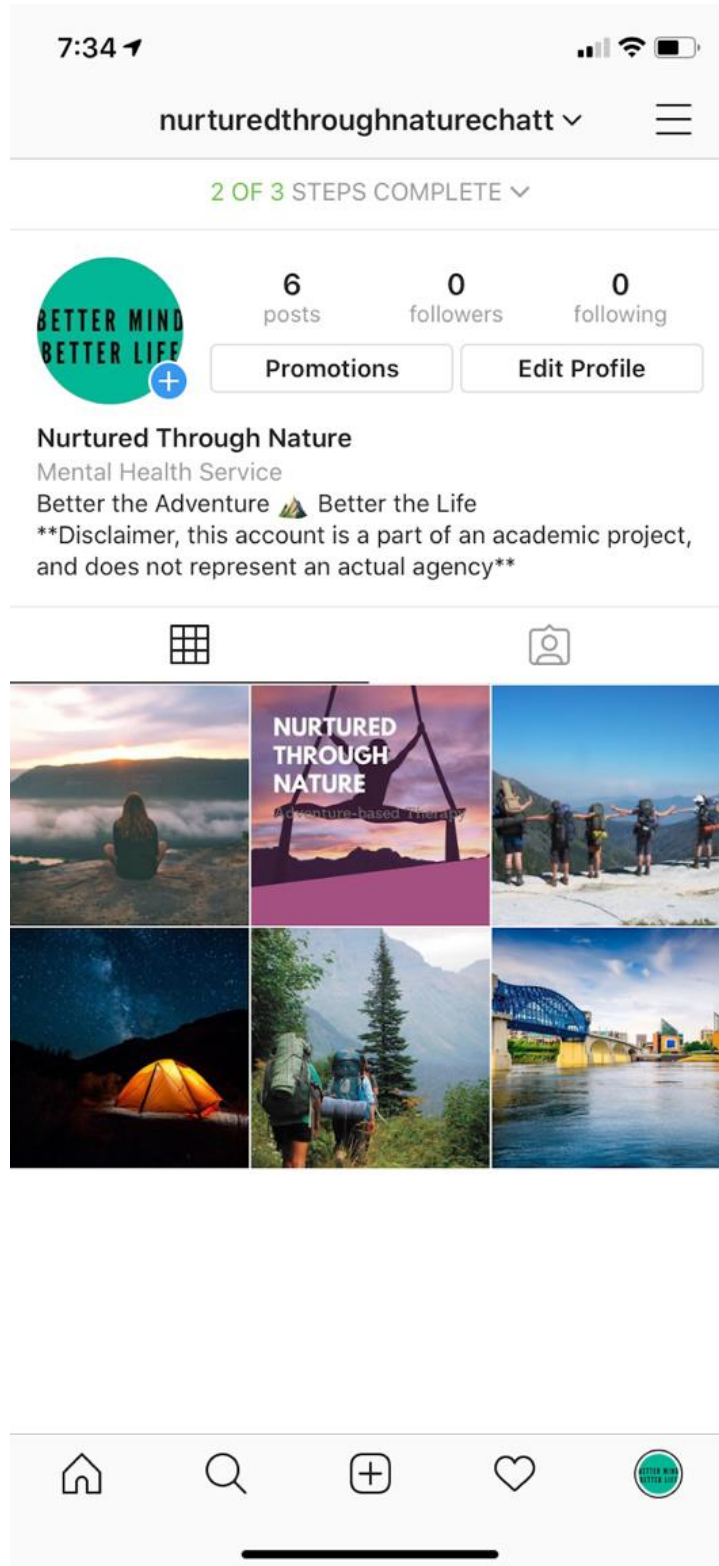
Facebook page link: https://www.facebook.com/pg/Nurtured-Through-Nature-104260314512141/posts/?ref=page_internal

Website

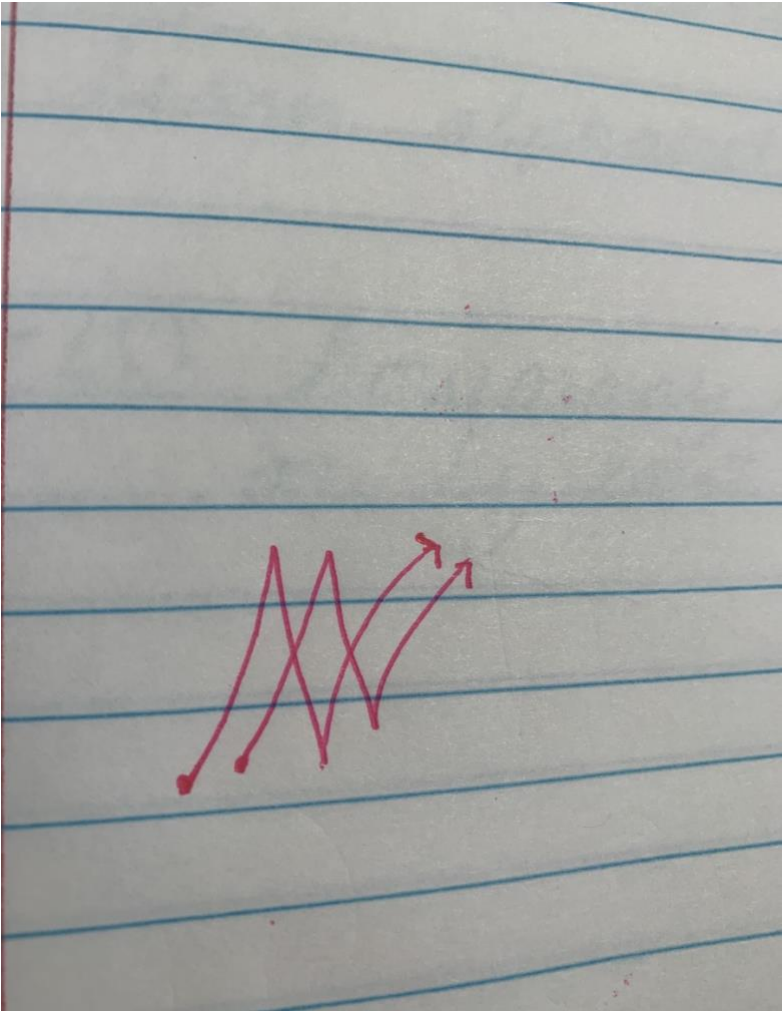


Website link: <https://darceechristensen1.wixsite.com/website>

Instagram Page



Logo Design



Appendix F

Job Descriptions

Job Title

Outdoor Specialist

Job Purpose

The Outdoor Specialist is responsible for planning and implementing the various outdoor activities that are a part of the adventure therapy program. This will include mainly leading out in rock climbing, river rafting, and hiking, while keeping safety a priority. Outdoor adventures will be age appropriate and catered to all skill levels. Note the Outdoor Specialist will be expected to adapt activities to indoor facilities when the weather is not conducive to outdoor activities.

Job Duties and Responsibilities

- Guide and instruct participants in successfully completing outdoor/indoor activities. 30%
- Drive 12-passenger van to safely transport participants to locations for outdoor adventures. 20%
- Perform necessary research in order to effectively select locations and create specific adventure itineraries. 15%
- Develop, communicate, and implement rules that will guarantee a safe environment for those who participate in outdoor/indoor adventures. 10%
- Inspect and ensure high quality of gear used with every use, especially that which impacts safety. 10%
- Manage written inventory of supplies and inspected gear and report to supervisor biyearly. 5%
- Evaluate the environment, including the weather, for activities in order to provide optimal safety. 5%
- Perform any additional duties related to planning and implementing outdoor adventures in tandem with therapy. 5%

Required Qualifications

- High school diploma
- At least 21 years old
- Valid drivers' license
- Certified in rock climbing with at least one year of experience
- Certified rafting guide with at least six months of experience
- Certified in CPR and First-Aid
- Thorough knowledge of planning outdoor activities

Preferred Qualifications

- Bachelors or Masters degree in outdoor education
- Two years of experience in planning and leading activities
- Attention to detail
- Decisions making
- Communication

Working Conditions

The Outdoor Specialist will work in an office setting, inside vehicles, and outdoors at different adventure locations. The employee may be exposed to uncomfortably high or low temperatures, wind, sun, rain,

and/or snow. The employee must be able to climb, swim, stand, stoop, hike, and walk at least three miles in an hour. While fulfilling job duties, the employee may often have to lift over 50 pounds. The employee will work during the day on Monday through Friday. Traveling to locations for adventure therapy may require the employee to travel up to three hours away from the office setting.

Job Title: Licensed Therapist

Purpose:

The Licensed Therapist will provide therapeutic services in an individual and group settings to uphold the mission of the organization. The Licensed Therapist will work closely with clients to measure their progress with adventure therapy and work with their mental health needs with depression. This position is to work closely with all team members to ensure full success for clients. Licensed Therapists will also be working with clients by helping them process the activities and to monitor their progress with depression.

Duties and Responsibilities

- Work individually with clients who are suffering depression in a therapeutic setting 30%
- Conduct intake evaluations and assessments to create individual treatment plans for clients 20%
- Maintain accurate and timely records, including clinical progress notes, according to facility policy 20%
- Collaborate with Outdoor Specialist and other team members to understand clients performance with adventure therapy 10%
- Communicate with parents, legal guardians or caretakers of clients on their progress or any new interventions taking place 10%
- Perform other job duties as appropriate 10%

Required Qualifications

- Masters of Social Work, Psychology, or Mental Health Counseling degree from an accredited university
- One year experience in a mental health setting
- Able to communicate well with children and teenagers of different backgrounds
- General knowledge of the effects depression has on children and teenagers mental health

Preferred Qualifications

- Prefer if worked as Licensed Therapist for at least 2 years,
- Have some experience with adventure therapy
- Bilingual in Spanish and English

Working Conditions

The Licensed Therapist will have their own office, where the majority of their job will be talking with clients and documenting cases. Must be willing to sit for long periods of time, as well as work on computer for long periods of time. Weekdays only.