

Proposal Plan: Beyond Bars

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Abstract

Incarceration affects individuals not only behind bars while serving their sentences, but it also affects them beyond the bars as they reenter society. Individuals are at a higher risk for recidivism if they do not have a stable environment to return to upon release. Beyond Bars is a nonprofit organization that works with individuals and families affected by incarceration and strives to establish a positive, safe and productive environment that is needed in order to increase the chance of a successful life outside of prison. Located on two campuses surrounding Chattanooga, Tennessee, Beyond Bars houses and rehabilitates individuals and reunites families to help them reintegrate into society. Beyond Bars is a community organization that relies heavily on the support and help of private and corporate donors, state and federal grants, community partners, employees, and volunteers to keep services available. Beyond Bars provides a multitude of services to the targeted population and their families including housing, job training and employment, counseling, transportation, life skills, and mentoring. The employees and volunteers at Beyond Bars strive to provide a holistic approach of care to all individuals and families in the program. This paper provides detailed information about funding, expenses, marketing, and staffing to demonstrate a concrete business plan for the opening of this necessary organization in Tennessee. These findings cover the many aspects and needs required to allow Beyond Bars to provide adequate rehabilitation and services for the targeted population.

Keywords: prison reform, prison reentry, housing, inmates, release

Agency Description

Beyond Bars provides services and support for individuals and families affected by the arrest and incarceration of a family member. The purpose of the organization is to help inmates who are six months from release to receive the needed services to reintegrate into society, with the hope of a successful life lived outside prison walls, including successful family reunification. Family members of those who have been in prison may also receive these services to ensure that the family can get back on their feet. Some services that would be provided if eligible are campus housing, life skills such as job training, interviewing, and what is and is not appropriate in the workplace. Counseling is also provided to prisoners who are still in prison before they are released. A few goals that the organization would like to uphold are providing adequate care to the family members as possible throughout this grueling process, providing members with the life skills they need in order to be a contributing member of society, and advocating for a population whose voices have been taken away due to the decisions they have made.

Market Analysis

There are several online resources available to felons upon their release from prison, but few organizations that provide hands-on assistance to felons and their families. One of the organizations similar to Beyond Bars is called FOCUS Ministries and is located in Knoxville, Tennessee. They are a religious based organization and focus on men, women, and families. Their services are available to individuals who are still incarcerated as well as those who have recently been released. Upon release, FOCUS Ministries provides these individuals with residential housing and assists them in getting back into the workforce and the overall process of integrating back into society. Additionally, this organization puts a great deal of focus on the unification and restoration of the family unit (FOCUS Ministries, 2019). Another similar agency is Dismas, which is located in Nashville, Tennessee. Like FOCUS Ministries, Dismas offers housing, counseling, and other resources necessary for reentry (Dismas House, 2019). Similar to Dismas

and FOCUS Ministries, HUGGS serves previously incarcerated individuals and was created by an ex-offender who saw the need for additional resources for other ex-offenders on their journey towards successful reentry. While HUGGS offers valuable programs, such as Life Balancing, Addiction Recovery, and other outpatient programs, they do not offer transitional housing and they focus more on individual treatment and less on the family unit as a whole (HUGGS, 2019).

Unfortunately, none of these organizations are located in the Chattanooga area, which is why the implementation of Beyond Bars is so important. Because there are more than five prisons/detention facilities within 50 miles of Chattanooga, having an organization, such as Beyond Bars, easily accessible would contribute greatly to their re-entry process. Each organization that was mentioned could be complementary to Beyond Bars. While the services provided may be similar, it is likely that some ex-felons may not have the desire to stay in the Chattanooga area. If that is the case, Beyond Bars could easily refer said individuals to organizations in either Knoxville or Nashville. One of the biggest differences between Beyond Bars and these other organizations is that Beyond Bars plans to have two separate campuses in the Chattanooga area. This is for the purpose of keeping family and individual housing facilities separate with consideration to potential safety concerns. Because of the services offered, the likelihood of partnering with other organizations in the state of Tennessee, and the prime location of Chattanooga, it is projected that the chances for Beyond Bars to be in operation long-term are extremely high.

Uniqueness

Instead of addressing only one area, Beyond Bars will use a holistic approach to serve individuals in preparation of release from prison. Services are offered to meet their physiological needs by providing housing, their security needs with job training and placement, as well as providing access to medical resources. The emotional needs of these individuals will be addressed with counseling, both individual and group. Another unique feature of Beyond Bars is that the program provides services for the families of these individuals while awaiting release from

prison and continue after release. By providing help for spouses and children while an individual is in prison, family units have more resources to meet their needs during this time.

Target Population

The target population of clients who are likely to utilize the services of Beyond Bars includes individuals and families involved in several aspects of Tennessee's criminal justice system. Some clients will be individuals arrested in Tennessee and serving time in the local jail or state prison. Beyond Bars will also serve the families of these individuals, upon arrest of their family member, throughout the sentence, and after release from prison.

Individual clients must be over the age of 17, can be of any gender or race, but must meet eligibility requirements. Clients who are family members do not have any age restrictions and can be admitted into the program if they meet eligibility requirements. To be accepted into the Family Program, no member in the family can have a conviction from a violent crime, including but not limited to sexual offenses, murder, attempted murder, manslaughter, domestic violence, or assault. Acceptance into the Individual Program uses a different set of eligibility requirements and convictions are considered on a case-by-case basis, combined with the conduct record from prison.

Services Offered

Housing

Beyond Bars will offer temporary housing to individuals released from prison, helping them with reentry into the Chattanooga, TN area. Housing will also be available for qualified family members during the duration of the prison sentence and beyond to assist with reunification of the family and reentry into society. Beyond Bars will have two locations in Chattanooga, including Magnolia, which will be designed for individual males released from prison after serving sentences for violent crimes. Willow is the second campus and it will be designed for families of male or female prisoners who are serving time for non-violent offenses and are awaiting their release.

Housing contracts will be required, and program plans for each individual will be formulated in collaboration with the clients. Program plans will be made up of the determined goals, services provided, client responsibilities and expectations.

Employment

Job training and job placement for all clients will be a provided service at Beyond Bars, through onsite resources as well as partner organizations. Clients at the Willow campus will receive these services in an effort to help them maintain stability while their family member is in prison. Individuals incarcerated will utilize services from Beyond Bars and organizational partners in the areas of vocational training and education to assist with a high school diploma or equivalent, certificates and post-secondary degrees to aid in job placement. These services will also be available upon the client's release while living in the Beyond Bars housing facility.

Counseling

Counseling will be an ongoing service provided to individuals and families admitted into both programs. Individual counseling, small group counseling and support groups will be incorporated onsite by qualified employees of Beyond Bars as well as offsite with partner organizations.

Mentoring

Mentoring will be an integral part of the program plan at Beyond Bars, providing support to recently released men and women that are accepted into the program. Members of the community will be invited to join Beyond Bars in a mentorship program, guiding clients toward reentry into life outside prison and reunification with their family when applicable.

Life Skills

Life skills will be taught to clients with the goal of moving on to fully independent living after graduation from the Beyond Bars program. These skills will include managing relationships, parenting, household management, budgeting, cooking and nutrition, and other related skills. These life skills will be built into the program by bringing in experts from the community as well

as utilizing qualified staff at Beyond Bars. Spiritual enrichment will be available to clients by bringing speakers to the facility and providing transportation to local church services and Bible study.

Transportation

Transportation services will be a necessary component of Beyond Bars since some clients may not have a valid driver's license or means to a vehicle. Children enrolled in public school will utilize the school bus system, which is at no cost. Other clients will receive transportation to work, counseling, and weekly errands as necessary. Transportation of family members to prisons for visits will be a crucial aspect of Beyond Bars as clients work toward maintaining and strengthening family bonds. Opportunities to obtain driver's education and licensing will also be available.

Human Resources Plan

Beyond Bars is committed to hiring and retaining quality employees and volunteers to serve its clients and contribute to making the organization a positive resource in Chattanooga, TN. The founders will seek out leaders in the community to form a strong board of directors that oversees activities and finances (McRay, 2015). It is imperative that the selected members of the board believe strongly in the mission of Beyond Bars and have a passion for helping individuals and families live productive lives after involvement in the prison system.

The next step will be hiring the employees and filling volunteer posts with intelligent, skilled, diverse, and qualified individuals. By creating clear and thorough job descriptions and offering competitive salary and benefits, a wide range of candidates is expected to emerge. After creating a culture of dedication, hard work, goal orientation, appreciation, and team building, Beyond Bars believes that employee turnover will be low and quality employees will remain with the organization for years to come. Regular performance evaluations will ensure quality service and will contribute to the retention of employees and volunteers. These evaluations will also reveal where changes in the organization need to be made.

Beyond Bars will hire a total of ten employees, eight full-time and two part-time, to fill the

job positions necessary to run the organization effectively and efficiently (See Appendix A). The four positions that will be filled first are the *Executive Director*, *Director of Housing*, *Director of Inmate Services*, and *Director of Family Services*. These leadership positions will create the backbone of this non-profit and will require exceptional professionals to fill them. Reporting to the *Director of Housing* is the *Volunteer Coordinator*, who will oversee the volunteers that will assist in coordinating services, grant writing, fundraising events, and fill other roles as needed. There will be two case managers, one for each campus, who will handle the program plans and evaluations for the clients. Once settled into the position, each case manager will have the opportunity to be a supervisor for a Social Work intern, who will learn from the two case managers on site and contribute as best determined by the staff. To handle the fundraising needs and marketing opportunities, a Business Development / Marketing Coordinator will be hired. A part-time Human Resources Coordinator will be hired to complete paperwork related to hiring, process benefits, set up payroll, organize team building activities, and complete other necessary tasks. It is intended that this position will change to a full-time in the second year.

Job Descriptions

Job descriptions will be created and published on several job search engines, such

Director of Housing

- Oversees and works with the housing team to process and place approved housing applicants.
- Manage and schedule housing details such as: furniture, appliances, repairs, etc.
- Monitor and work with housing coordinator to ensure residents are on track for meeting agreed upon goals.
- Coordinate activities and events related to residents in housing units.

Family Case Manager

- Works as a liaison between Beyond Bars and the prison system to connect inmates with appropriate and desired services and resources.
- Facilitate multiple care aspects (case coordination, information sharing, etc.) and advocate for the post-release needs of the individual.
- Monitor and work with individuals in the program to see that goals are met.
- Develop effective working relations and cooperate with the prison team throughout the entire case management process.

Volunteer Coordinator

- Supervises volunteers and provides direction, coordination, and consultation for all volunteer functions within the organization.
- Develops, promotes, and maintains a wide range of volunteer opportunities within the organization.
- Provide ongoing support and guidance for volunteers.
- Source and recruit volunteers using different recruiting techniques.
- Communicates effectively with volunteers as well as tracks and evaluates the progress of tasks assigned.

Volunteer Satisfaction

Research shows that successful teamwork produces desired outcomes (Lacerenza, et al., 2018) so Beyond Bars plans to focus on teamwork for employees and volunteers. For the purpose of maintaining an effective team of staff in the organization, it is vitally important to implement team development interventions. Beyond Bars will encourage teamwork through weekly team meetings in which events from the previous week will be discussed, as well as ideas for future improvement. Additionally, team-building events will be held once a month to ensure that trust is

being built and conflict resolution skills are being learned, two components that are necessary to maintain and strengthen a team (Lacerenza, et al., 2018).

In addition to teamwork, Beyond Bars will prioritize compensation, including pay and benefits. According to research, compensation and rewards are critical aspects of keeping employees involved and motivated (Selden, et al., 2015). In addition to competitive salaries, compensation will be provided with paid vacation, and schedule flexibility. High performance will be rewarded with additional benefits, such as additional time off and bonuses.

According to a 2017 report from Verified Volunteers, volunteer management is the biggest issue nonprofits face (Fritz, 2019). Because nonprofits rely heavily on volunteers, it is crucial that Beyond Bars maintains an environment where volunteers stay engaged and active. Recruitment of volunteers is the first thing Beyond Bars will focus on, since it is a critical element in volunteer management (Reamon, 2016). Through specific job descriptions, volunteer positions will be filled by people with the necessary skills and talents. Interviews will be held with potential volunteers to ensure that the individual will be a good fit for the position and the organization. Volunteers will be treated similarly to paid employees to help them feel valuable and avoid possible feelings of inferiority. A Volunteer Coordinator will oversee and maintain volunteer involvement and motivation.

Once volunteers have been accepted for the various positions available, Beyond Bars will implement five best practices found in research (Einolf, 2018). First, each volunteer will be assigned a mentor/advisor from the Beyond Bars staff. Research shows that volunteers who receive adequate supervision and feel comfortable with effective communication show more satisfaction in their volunteer experience (Einolf, 2019). Next, volunteers will be covered under liability insurance to eliminate potential uncertainty or worry over legal liability. Additionally, beyond having a specific job description, volunteers will have clearly defined roles. Research has shown that volunteers who understand their roles and agency goals are more likely to enjoy their experience and continue volunteering (Einolf, 2018). Another best practice that will be

implemented is that new volunteers will have an orientation when they first begin. The purpose of the orientation is to help the volunteers clearly understand their roles and what is expected of them. Lastly, it is imperative that volunteers be recognized for their positive contribution to the agency and this will be done through written, verbal, and public affirmation.

Staff Evaluation

Having an effective staff evaluation plan is a priority for Beyond Bars, an organization that strives to not only take care of their clients, but their staff as well. It is important that employees understand the performance goals that will be set so they are prepared for the periodic evaluations (Heathfield, 2019). Stating these goals at the hiring stage will prevent employees from being surprised by what is discussed in their evaluation meeting. Performance evaluation meetings will be held on a quarterly basis to make sure the employee's needs are being met, as well as confirming that the expectations of the organization are being fulfilled. This quarterly evaluation will cover several components to effectively evaluate staff performance, including the employee's thoughts and concerns, what is being done well and what needs improvement, and the progress of existing goals and planning for new goals as necessary (Toft, 2017). A self-performance evaluation form will be used by the employee and the supervisor will complete the same form. These forms will be the basis of discussion during the evaluation meeting (Capko, 2003).

Volunteer Evaluation

Beyond Bars is committed to having a volunteer team that provides responsible and ethical services to clients and this will be ensured through effective performance evaluations. Referring to the initial job description during the evaluation will allow for conversations about job performance to be gauged accurately (Toft, 2017). Another requirement before a productive evaluation can occur is to set performance goals within the program at the time of hire (Burger, 2018). Goal setting will allow volunteers to understand what is expected so they can complete their tasks effectively (Sadiq, 2016).

Beyond Bars will employ a Volunteer Coordinator who will work directly with and oversee the volunteers to allow communication to be streamlined. The evaluations will be quantitative and will track the hours that have been served, how many clients were served, and how much money the volunteers have saved. The evaluation form will not track how the volunteers have best assisted the clients with their services (Sadiq, 2016). Another important characteristic to discuss during the performance evaluation is work ethic (Burger, 2018). Creating an action plan with a volunteer who does not satisfactorily fulfill the tasks outlined in the job description, will help him regroup in an effort to remain at Beyond Bars. The Volunteer Coordinator will be conducting the evaluations and will be the employee who will structure the action plan if needed. The leadership team will finalize all decisions that involve hiring and terminating volunteers.

Diversity

Diversity in organizations brings an increased amount of knowledge, experience and viewpoints which prove to be valuable assets contributing to greater innovation, creativity, wisdom, and problem solving (Shaw, 2016). With these positive outcomes, there shouldn't be further need to justify hiring a diverse team of employees and volunteers, but the law does exactly that. Title VII of the Civil Rights Act of 1964 made it illegal for businesses to discriminate against hiring individuals based on race, color, religion sex or national origin (Laws Enforced, n.d.). The Age Discrimination in Employment Act of 1967 protects workers aged 40 and older from those same practices (Laws Enforced, n.d). In 1990, the Americans with Disabilities Act (ADA) was passed to ensure that individuals with disabilities were protected from discrimination in many areas of society, with Title I specifically offering protections in the employment sector (Laws Enforced, n.d.). The Lily Ledbetter Fair Pay Act of 2009 expanded protections in the workplace to women and minorities by prohibiting wage discrimination (Equal Pay, n.d.).

After becoming familiar with the laws passed to protect potential employees from discrimination, and considering the positive attributes that a diverse workplace offers, Beyond Bars intends to hire a workforce and volunteer base who will be exceptional in skills, knowledge

and experience without regard to an individual's age, race, religion, sex, disability or any other attribute. The goal of fostering a diverse and inclusive culture at the organization will be reached through several intentional initiatives. The founders of Beyond Bars acknowledge that diversity is determined by more than race or sex, and that an organization needs to instill diversity in all levels of staffing (Miller, 2016). While a culture of diversity and inclusion may be present at the initial stage of creating an organization, it is important that it maintains it by minimizing staff turnover and responding effectively to growth, which is more likely to be achieved through a positive culture (Miller, 2016). Lastly, Beyond Bars will offer a variety of benefits, including telecommuting, which attracts valuable candidates who might live in a different geographic area or benefit from a flexible schedule (Miller, 2016).

From the volunteer base to the board of directors, Beyond Bars is committed to staffing positions with the most qualified candidates who will bring an array of insight and creativity to the table. Creating a diverse workforce is a priority from the initial hire, not an afterthought that applies diversity policies to existing employees (Shemla, 2018). According to Miller (2016), employee retention is increased when individuals see opportunities to achieve personal goals, including moving up within the organization. Since a broad range of backgrounds and experiences increases diversity, qualified individuals will be sought from different backgrounds, experiences, and skills to serve on the board of directors, work in director and manager roles, and serve as volunteers.

Once a diverse staff is assembled, Beyond Bars will engage in practices that create a culture in which employees feel valued, appreciated, and want to remain with the organization. Krentz (2019) found that intentional approaches to day-to-day activities can contribute to a positive and diverse culture free from bias by thinking about who is invited to attend meetings and be included on teams. At Beyond Bars, monthly staff meetings will include input from all employees, either in person, by video chat or via emailed contributions, whichever method is best for the employee and organization. Additionally, periodic surveys will be given to the staff and

volunteers to encourage open and honest communication about the work environment, and personal experiences.

Another way to create a positive culture around a diverse population is to provide opportunities for staff and volunteers to get to know each other through social interactions (Agarwal, 2018). Beyond Bars will incorporate monthly experiences such as potluck lunches, team building challenges or team outings to foster personal bonds which can lead to increased awareness, understanding and appreciation for the differences among staff. By incorporating these methods and activities, Beyond Bars expects to benefit from improved teamwork, and increased morale, productivity, and efficiency - all things that contribute to higher rate of retention of employees (Agarwal, 2018).

Marketing Campaign

A marketing campaign has been designed to spread awareness and gather support for the opening of Beyond Bars, an organization serving individuals who are released from prison and their families. 'Second Chances' will introduce this organization to the community in several ways, including a website, social media presence, billboard campaign, media relations, and production and distribution of branded merchandise.

A website has been created to provide information about the organization, and links are available for individuals, businesses, and agencies to donate and partner. To enhance its presence on social media, a Facebook page and Instagram account have been created, both referencing the website.

At designated times, billboards will be displayed across the state with ten statements that begin with the phrase, "I wish I had a second chance to..." and end with the hashtag 'secondchancesTN', connecting users to the organization's Instagram page (See Appendix B) for the specific billboards). While the organization will be based in the Chattanooga, TN area, the

marketing campaign will target the entire state since potential clients may be from all cities, and funding, partners and support will likely be increased when the geographic lines are expanded.

Local and state news outlets have been contacted with information about Beyond Bars, as well as personal stories related to the potential clients that will be served. These personal stories are being developed into testimonies that are expected to bring awareness and compassion to the community for potential clients of Beyond Bars.

Lastly, to spread awareness that Beyond Bars will be breaking ground this coming year, merchandise branded with "Second Chances" - A second chance to make a positive impact", and the website address, Facebook page and Instagram hashtag will be created and distributed in a variety of ways. Beyond Bars will set up booths at colleges across TN to reach the students for awareness and support by giving away water bottles, pens, t-shirts, and information.

Additionally, representatives from Beyond Bars will attend Chamber of Commerce meetings, career and non-profit fairs, and government events to engage people and groups in support and distribute merchandise. Another way that Beyond Bars plan to garner support, private donations and partnerships is to target individuals and corporations who have some prior experience or dedication to helping convicted individuals reform their lives, such as the owners of Niedlov's Breadworks.

Marketing Steps

Step 1: Create website and social media presence

- Goal A: Bring information and awareness of what Beyond Bars is, and who it serves.
- Goal B: Provide an avenue for volunteers, donors, community partners, and potential clients to get involved.
 - Impact: Generate awareness and involvement with Beyond Bars through easily accessible information, securing funds, resources, relationships, and volunteers.

Step 2: Billboards Across the State

- Goal: To create interest and discussion

- Impact: Secure supporters and donors from cities across the state.

Step 3: Media Relations

- Goal: To raise awareness about Beyond Bars and secure local partners.
 - Impact: Develop good working relationships with local reporters and news outlets for exposure and future needs.

Step 4: Create & Distribute Merchandise

- Goal: Create t-shirts, pens, key chains, water bottles, etc. to advertise Beyond Bars (Notes: 4imprint)
 - Impact: Introduce Beyond Bars to the community, gain logo recognition and raise awareness of organization.

Marketing Name and Slogan

'Second Chances' is the name of the marketing campaign that will announce that Beyond Bars is coming to the Chattanooga area and garner support. The slogan, 'A Second Chance to Make a Positive Impact' is two-fold. First, it applies to the future clients that will be served by Beyond Bars in that their release from prison gives them a second chance to live in society and make a positive impact. This slogan also applies to potential partners and donors, acknowledging their current opportunity to use their resources, skills and talents to make a positive impact in the lives of individuals and families formerly involved in criminal behavior, regardless of how they have used them in the past. Due to the negative stigma often associated with released inmates, the 'Second Chances' campaign tugs at the heartstrings of the community with the personal testimonies shown via the media relations portion. The billboard component will help the community identify their own desire for second chances and is expected to translate into empathy and support for the clients of Beyond Bars. 'Second Chances', and the entirety of the media campaign, is intentional in its target and method. Everything created and implemented feeds into the mission of Beyond Bars, which is to provide support and services to individuals and families

impacted by the challenges of incarceration, increasing the opportunities for successful reentry to society and healthy reunification of families.

Fundraising

Goal Setting

Beyond Bars is a non-profit organization that will rely on private and corporate donations, and grants to fund its budget. There will be an initial solicitation of funding from donors to pay for the land and buildings resulting in a first-year budget that is significantly larger than future years will be. Three goals were set to secure funding and detailed steps to accomplish these goals follow.

Goal 1: Private Donors

To ensure that the campuses and services provided to the targeted population are funded, Beyond Bars aims to obtain \$2,000,000 in donations from private donors. The first step in securing funding is to identify at least six celebrities, athletes, or other wealthy individuals with a passion for people reentering society after release from prison as potential donors. Search engines will be used to identify these people who have shown regard for this population, who have a philanthropic history, have a personal experience with prison, or have worked in prison reform.

Once this list of at least six people has been made, Beyond Bars will begin seeking donations via phone calls, emails, letters and in-person meetings. These potential donors will be offered the opportunity to have naming rights to one of the two campuses for a donation of at least one million dollars. It is expected that the opportunity to have a campus bear their name will serve as motivation to donate early and donate generously. The final step will be to recognize the individuals who donated to Beyond Bars with a publicized ribbon-cutting ceremony, revealing the campus names. A press release will be published in major newspapers in Tennessee and news stations on radio and TV across the state will be contacted to advertise the ceremony. All donors will be recognized and given plaques to show appreciation for their generous financial gifts. Plaques will also be placed in the buildings to acknowledge their generosity for years to come.

Goal 2: Corporate Donors

Beyond bars seeks to secure \$500,000 from corporate donors by the end of calendar year 2020 (See Appendix D). The first step in achieving this goal is to identify six large corporations that have shown support for various prison initiatives or have the potential to do so. The purpose of identifying six corporations is to ensure that the fundraising goal is met since all the requested corporations will likely not participate. Search engines on the internet will be used to identify prior commitment or involvement with prison reform. By identifying individuals and corporations with an existing connection with the population that Beyond Bars will serve, the chances of securing funds are expected to be greater. Additionally, members of the board of directors and leadership team will be asked for recommendations of potential donors from their personal contacts. According to Rees (2019), corporate donors are often difficult to secure without knowing someone personally at the decision-making level so these contacts can prove to be very valuable. The information gathered about each individual and corporation's experience and passion will be used to tailor the initial letter and conversations, invoking a personal touch.

The second strategy is to reach out to the identified corporations by letter and present them with the opportunity to make a financial donation to Beyond Bars. The letter will be written and addressed to the person at the company who is in a position to approve a donation, not simply to a title such as 'Marketing Director' (See Appendix E). After securing the donations, the third strategy is to show appreciation for the donors through recognition. This would include an announcement to the public and the presentation of plaques at the ribbon-cutting and naming ceremony for each campus. It is important to show gratitude to our donors to acknowledge their important role at Beyond Bars and to give public attention to their generosity. By showing appreciation, it is more likely that these corporations will continue supporting the organization.

Goal 3: Federal and State Grants

To function efficiently and effectively, Beyond Bars is seeking to secure \$200,000 through federal and state grants (See Appendix F). For this to happen, Beyond Bars will first identify at

least eight grants that the organization is eligible and able to apply for the. These eight grants will be identified by a volunteer using the internet to research requirements and eligibility. Since this research can be conducted on a computer and no expertise is required to do it, a volunteer is a good choice for this job, allowing the leadership team to focus on other necessary tasks.

Once identified, the Business Development/Marketing Coordinator will complete the applications, with the assistance of the volunteer. The employee serving in this role will have a successful track record of securing grants, which is extremely helpful in navigating the challenging process of grant writing (Rees, 2019). Additionally, by teaching the volunteer this valuable skill, Beyond Bars will be better equipped to apply for grants in the future by having another person with experience and knowledge. The expectation is that by identifying these eight grants, at least two to three grants will be accepted, and funds will be granted for the organization to use. The third and final strategy to secure this grant money is to provide recognition for the grant donors within the agency. Beyond Bars will be ordering, engraving, and hanging plaques on the walls of the building to show who has funded these services and give funders the recognition and thanks they deserve.

Rationale of Strategies

Private and Corporate Donors

Beyond Bars is seeking to secure \$2.5 million in private donations to finance the land and buildings on two campuses in the Chattanooga surrounding area and fund employee salaries and benefit packages. To demonstrate the rationale of this tactic, several examples of potential financial partners are explained in the paragraphs below. John Legend, R&B singer, songwriter, and music producer was identified as a potential donor because of his demonstrated passion and work on behalf of individuals who are incarcerated seeking to stay out of the prison system. In 2015, Legend started a program called 'Unlock Futures' in which he provides funds for individuals to start their own businesses (CBS, 2017). Legend believes that investing in people is a better

use of funds than punishing them (CBS, 2017). With his proven dedication to this population, John Legend was an obvious choice when Beyond Bars began looking for financial partners. By seeking one million dollars to Beyond Bars, the men's campus could potentially bear his name.

Tim Allen, actor, and comedian was also put on the list of potential donors. In 1978, at age 25, Allen was arrested for cocaine possession and served over two years in prison after pleading guilty to drug trafficking charges (Chasmar, 2017). During an interview with The Washington Times, Allen refers to that time as a "watershed moment that put him in a position of great humility" (Chasmar, 2017). He continues to recall how he made amends with friends and family and refocused his life by setting and achieving goals (Chasmar, 2017). Allen has turned his life around and found success on television and in movies, which makes him a likely supporter of the mission of Beyond Bars and a potential financial partner. Allen will be asked to perform a comedy benefit in Tennessee to raise funds for Beyond Bars.

Seeking to partner financially with the Tennessee Titans was a logical choice based on this NFL team's established support of the state's residents, including the team's most recent donation to help with the tornado relief efforts. In 2019, the Titans' owners donated one million dollars in grants to several charities that are close to some of the players' hearts (Schmitt, 2019). Tina Tuggle is the senior director of community relations and she stated that two of the grant recipients were chosen in part to "support what our players' roster looks like", a reference to the fact that a majority of the Titans' players are African American (Schmitt, 2019). Similarly, the adult population of TN prisons are disproportionate when you consider that 12% of the US population is black but 33% of the inmates sentenced to at least one year in prison are black (Gramlich, 2019). When contacting Amy Adams Strunk, the Titans' owner, about the opportunity for her team to have naming rights to the family campus, this very issue will be discussed (See Appendix E).

Another corporate sponsor that was contacted in an effort to secure \$500,000 for housing and programming was the Sacramento Kings NBA team. The Kings have shown compassion and dedication to individuals seeking to better their lives after serving time in prison, so seeking a

financial partnership was a logical step (Willis, 2017). Furthermore, being from California, the Kings have demonstrated support for other states when they participated in “Play for Justice”, a fundraiser in Wisconsin devoted to raising funds for the rehabilitation of individuals in prison (Willis, 2017).

Grants

Federal and state grants are being sought to fund at least \$200,000 for services and goods at Beyond Bars. Three grants that Beyond Bars has identified as potential funding sources are ‘The Second Chance Act Addressing the Needs of Incarcerated Parents and Their Minor Children’, ‘Fatherhood - Family-focused, Interconnected, Resilient, and Essential (FIRE)’, and ‘Structured Decision Making Framework Implementation Project’, all connected to individuals and families affected by prison confinement (Grants, 2020). The three grants have different sponsors, The Office of Juvenile Justice Delinquency Prevention, Department of Health and Human Services Administration for Children and Families - OFA, and The National Institute of Corrections, increasing the chances that Beyond Bars can receive funding from more than one opportunity. The ‘Second Chance Act...’ grant opportunity focuses on expanding services to inmates and their children under age 18 (OJJDP, 2020). This grant committee will give priority consideration to organizations who facilitate a positive relationship between the child and incarcerated parent, and that matches up with one of the goals of Beyond Bars (OJJDP, 2020).

The ‘Fatherhood...’ grant focuses on promoting responsible fatherhood by either sustaining marriage, engaging in responsible parenting, or working towards economic stability (HHS, 2020). Beyond Bars will provide services to fathers released from prison including family and individual counseling, life skills such as budgeting and parenting classes, as well as job training. All these services are in line with the requirements of this grant. Additionally, the eligible services can be for fathers currently incarcerated and those returning or returned to families and society, the very population Beyond Bars will serve (HHS, 2020).

As a criminal justice stakeholder, Beyond Bars is eligible to apply for the 'Structured Decision...' grant since it is designed to help with educated and purposeful selection of inmates for release and parole (NIC, 2020). The result of this process is to reduce the rate of recidivism among released individuals, another goal of Beyond Bars (NIC, 2020).

Recognition

It is important to acknowledge and show appreciation for the donations given to Beyond Bars to demonstrate that the organization cares about them, as well as to encourage continued giving by the donor (Ibrisevic, 2018). Several methods of appreciation will be utilized to thank donors including phone calls, letters, plaques, naming privileges, a press release and acknowledgement at a ribbon-cutting ceremony. As previously mentioned, plaques will be designed and given to major donors, with duplicate plaques being displayed on-site at Beyond Bars. In addition to showing appreciation, plaques build a legacy because they have staying power, often as long as the life of the building (Double the Donation, n.d.). This long-term effect can encourage other donors, especially those wanting to make a planned gift (Double the Donation, n.d.). Upon completion of the buildings, a ribbon-cutting ceremony will be held to announce the official opening of the housing campus as well as recognize the donors whose contributions made it possible. This event will be announced in a press release and posted in local newspapers and on the internet, using the website and social media accounts of Beyond Bars, in addition to other social media platforms. Hashtags and social media addresses of the donors will be linked, bringing awareness of the donors' generosity and support of Beyond Bars to the public at a very low cost (Double the Donation, n.d.).

The authors at Double the Donation (n.d.) believe that a nonprofit cannot survive without positive relationships between the organization and its donors, and the leadership at Beyond Bars believes that as well. Therefore, the overall purpose for donor recognition is to show gratitude, a trait that will be embedded in the culture of Beyond Bars and demonstrated through word and deed.

Legal Considerations

One campus of Beyond Bars is designed to house and employ men who are released from prison and will likely include those who committed sexual offenses. These clients will be required to abide by the restrictions outlined in Tennessee's Sexual Offender law and all amendments, including 40-39-211 *Establishment of Residence or Acceptance of Employment*.

This law states in part:

While mandated to comply with the requirements of this chapter, no sexual offender, as defined in § 40-39-202, or violent sexual offender, as defined in § 40-39-202, shall knowingly establish a primary or secondary residence or any other living accommodation, or knowingly accept employment within one thousand feet (1,000') of the property line of any public school, private or parochial school, licensed day care center, other child care facility, public park, playground, recreation center or public athletic field available for use by the general public.

Policy Intent

The intent of TN.H.2323 is to prevent sexual offenders, whose victim was a minor, from setting up residence or working near locations where minors are present in the state of Tennessee. The application of this law was implemented by mandating certain sexual offenders to stay within 1,000 feet of a school, childcare facility, public park, playground, recreation center, or public athletic field. The target population of this law are minors and sexual offenders in Tennessee. Oversight of the sexual offender registration and monitoring is provided by The Tennessee Bureau of Investigation (TBI) (Tennessee Supreme Court, 2016). The TBI has the authority to utilize law enforcement agencies, the Tennessee Department of Correction, the Tennessee Department of Safety, parole officers, probation officers, and other officers and employees in the registration process and monitoring of convicted sexual offenders (Tennessee Supreme Court, 2016). The goals of policy are to maintain boundaries for sexual offenders and to ensure the safety of minors in Tennessee. The problem addressed by this bill is the sexual

victimization of minors in Tennessee and their need for protection from people who have been convicted of committing sexual offenses.

Policy Implications

Beyond Bars will take steps to ensure that its clients are compliant. The location of this campus will be outside Chattanooga and will be several miles away from any schools, childcare facility, public park, playground, recreation center or public athletic field, limiting the scope of search (Sex Offender, n.d.). Compliance with this law will eliminate some land and building space that may have been suitable, but because it is near one of the aforementioned places, will not be an option for the men's campus. Potentially, this could result in a higher cost for land since the options will be more limited.

Another area of operations that will be affected by this law is staffing. No employees, volunteers or interns of minor age will be allowed to stay overnight on the campus for any reason, and that policy will also extend to family members of this staff. As a result, compliance with this law will decrease the pool of potential hires. During the initial training, these restrictions will be explained and included in the employee handbook which will be signed as received by each staff member, volunteer, and intern.

Organizational Policies

No-Contact Policy

Beyond Bars seeks to provide valuable resources and opportunities for previously incarcerated individuals to have assistance with their transition back into society. Because Beyond Bars serves as a bridge between prison and society, the safety and security of the members in the community is vitally important. In light of TN.H.2323, which states that sexual offenders in the state of Tennessee, whose victim was a minor, are forbidden from setting up residence or working near locations where minors are present, Beyond Bars created a No-Contact Policy that includes the following elements:

1. All volunteers/employees for the non-familial campus must be 18 or older.

2. No minors, under the age of 18, will be permitted on campus.
3. All visitors/volunteers/ must show a valid driver's license before entering campus to ensure they are of the appropriate age.
4. Under no circumstances will families with small children and/or minors be permitted to live on campus with registered sexual offenders.
5. All *families* will reside on Beyond Bars' second campus.
6. The men's campus will be located more than one thousand (1,000) feet from schools, child-care facilities, public parks, playgrounds, recreation centers, or public athletic fields.
7. Referrals will be made to agencies that are prepared to accommodate sexual offenders and their restrictions.

Grievance Policy

Beyond Bars wishes to assure you an enjoyable, equitable, productive, legal, and ethical work environment. If you feel that management, an employee, volunteer, intern, or other person related to Beyond Bars has conducted themselves inappropriately, we request that you speak to the person and try to resolve the issue. If that is not possible or you choose not to speak to the person yourself, we request that you contact your supervisor immediately and seek assistance in resolving the issue. If you do not feel satisfied with the result or have chosen not to contact your supervisor and you wish to file a grievance about the workplace, use the guidelines below:

If you have discussed this matter with your supervisor verbally and you are unsatisfied with the response, it is requested that you send an email to this supervisor, as well as the Executive Director, summarizing the situation and explaining that you are filing a grievance. Be sure to indicate what the problem is, the person or people involved, and a suggested solution you may have to the problem. Note: If your grievance is with the Executive Director, it is suggested that you contact a member of the Board of Directors. After you file a grievance, an employee, a board member, or an outside person designated by Beyond Bars may have a conference with you, your supervisor and/or the person who is involved in the incident.

This grievance policy is designed to maintain a safe, friendly, productive, and positive work environment in which respect for others is at the forefront. It is also expected that this grievance policy will reduce the legal exposure for Beyond Bars. While it is hoped that you will be satisfied with the outcome of the processing of your grievance, it cannot be guaranteed.

Whistleblower Policy

Beyond bars encourages all board members, staff (paid and volunteer), interns, as well to report any suspicious or suspected criminal, illegal, or inappropriate activity without fear of retaliation. When this type of activity is suspected, the whistleblower should follow and abide by the following steps:

1. File an official report with their supervisor. If the individual filing the report is uncomfortable with reporting to their supervisor, then the whistleblower should report to the next person on their chain of command.
2. This may be done anonymously and at the individual's discretion without fear of being "turned in" to the reported party.
 - a. Only the individuals directly involved with the investigation of the case will know the Whistleblower's identity.
3. A whistleblower who does this with good intent will not face retribution (fear of termination, pay deduction, unequal or altered workload, etc.).
4. A whistleblower who does file a report without good intent is subject to discipline and is to face the Board of Directors as well as the possibility of termination.
5. Any staff or members of the organization who retaliate or cause any harm (physical, emotional, mental, etc.) to the whistleblower will be subject to discipline, even termination.
6. Supervisors, managers, as well as Board members must act promptly upon receiving the report and are to follow the appropriate steps of action.
7. The Whistleblower should receive a report of investigation within five business days of filing their initial report.

8. If the Whistleblower is unsatisfied with the investigation, they have the ability to report this to the appropriate legal authorities.

Conflict of Interest Policy

Beyond Bar's *Conflict of Interest Policy* can be identified when financial or other outside influences impair decision-making to benefit the interested person instead of the company and place it at a disadvantage. This is an unwanted circumstance as it may have big complications on the employee's interactions to Beyond Bars and the overall goals. This policy applies to all employees who work with and under Beyond Bars. If not followed appropriately, there will be consequences implemented immediately to the individual. The possibility that a conflict of interest may occur can be addressed before damage is done. When an employee understands or suspects that a conflict of interest exists, they should then bring this to the attention of management. Beyond Bars supervisors must also keep an eye on potential conflict of interests of their staff. Supervisors are to first attempt to resolve the potential conflict of interest before it is moved up to higher management.

Below are *Conflict of Interest* examples that include, but are not limited to:

1. Staff and Volunteers using their position with the company to their personal advantage
2. Staff and Volunteers engaging in activities that will bring direct or indirect profit to a competitor
3. Staff and Volunteers owning shares of a competitor's stock
4. Staff and Volunteers using connections obtained through the company for their own private purposes
5. Staff and Volunteers using company equipment or means to support an external business

6. Staff and Volunteers acting in ways that may compromise the company's legality

Budget

Budget Rationale

The costs of the program are detailed in an income budget sheet (See Appendix G), an expense budget sheet (See Appendix H), and the following budget narrative explaining the expenses in detail. The two largest expenses in the budget for Beyond Bars are salary plus benefits and building costs. It is important to the board of directors that quality people are hired to fill the positions, and competition is not only with other nonprofit organizations, but with businesses and corporations. By offering competitive salaries and generous benefit packages, including matching retirement funds, this organization expects to provide greater employee satisfaction which will result in less employee turnover. Relationships will be a crucial part of the effectiveness of Beyond Bars, so it is imperative that employees have a desire to stay with the organization. The focus of Beyond Bars is to aid recently released inmates and their families by providing and connecting them to necessary resources to thrive upon their return to society. This population is often marginalized and finds it difficult to secure employment and housing. The housing facilities at both campuses of Beyond Bars will be built with quality construction and offer many services that are needed by the clients to contribute to a positive and productive life outside of the prison walls.

A large percentage of funding comes from private donors. Two major private donors will have a campus named after them in recognition of their generous one-million-dollar donations. This funding will be raised by straight-forward donations, performances at concerts and other fundraising events. Private donations will be utilized for buildings, securing land for the organization and salaries plus benefits. Beyond Bars second largest donations will come from grants such as: "Second Chance Act Addressing the Needs of Incarcerated Parents and Their Minor Children", "Fatherhood - Family-focused, Interconnected, Resilient, and Essential (FIRE)" ,

and “Structured Decision Making Framework Implementation Project”. Funding from grants will pay the other expenses incurred by the organization, including supplies, marketing, training, travel, and utilities. After the first fiscal year, Beyond Bars expects to use the funds differently to increase aid for the client services.

Budget Narrative

Category one: Salary and Payroll Tax

Salaries estimated from PayScale (2020) for various occupations in nonprofits organizations, ranging from \$32,000 - \$70,000.

- Executive Director wage is for 1 FTE for a period of 12 months at \$62,000.
- Director wages are for 3 FTE for a period of 12 months at \$50,000.
- Business Development / Marketing Coordinator wage is for 1 FTE for a period of 12 months at \$40,000
- Liaison / Case Manager wage is for 3 FTE for a period of 12 months at \$38,000
- Human Resource Coordinator wage is for 1 PTE for a period of 12 months at \$28,000
- Volunteer Coordinator wage is for 1 PTE for a period of 12 months at \$16,000

Payroll Taxes: \$26,164 is the social security (6.2%) and \$6,119 is the Medicare tax (1.45%) that will be paid for all employees, totaling \$32,283 (Social Security Administration, 2020).

Category two: Fringe benefits

The total amount of \$122,557 for fringe benefits is based on: (Social Security Administration, 2020).

- An agency standard of 25.85% will be offered to full-time employees. This includes vacation, medical benefits, holiday bonus and retirement. The total annual amount is \$97,713.
- An additional matching retirement benefit is provided up to 3% of salary for FTEs, totaling \$11,340 (Morah, 2019). This is an attractive benefit that will be offered to increase job satisfaction and retain quality employees.
- Supplemental pay includes a holiday bonus distributed to the eight full-time employees **and** the two twenty-hour employees for a total of \$13,504. (US Labor, 2020).

Category three: Travel

Travel will consist of transporting clients to and from services that are offered off-campus.

- Beyond Bars purchased a 2017 GMC Yukon for \$35,000 (Carmax, 2020). A down payment of \$7000 was given. For a 36-month loan, the monthly payment is \$820.00 (Carmax, 2020). This equals \$9840 for the year.
- A 2016 Toyota Tacoma was also purchased for \$23,000. A down payment of \$5000 was given. For a 36-month loan, the monthly payment is \$527 (Carmax, 2020). This equals \$6324 for the year. (Carmax, 2020).
- A monthly fuel allowance has been estimated at \$200 a month per vehicle totaling \$4,800 for the year.
- Insurance was quoted as \$4389 per year which includes both vehicles (Progressive, 2020).
- Travel reimbursement will be paid at .575 per mile to employees who use their own vehicle to drive clients to and from services off-campus when the agency vehicle is not available (IRS, 2019). It is estimated that each campus may drive a total of 60

miles each week for a total of 6120 miles. When multiplied by the reimbursement rate of .575 per mile, the total is \$3519 per campus, equaling \$7038

Category four: Equipment, Supplies and materials

- Office supplies are estimated at \$39,210 for the first year and includes computers and general desk supplies (pens, paper, staples, file folders, etc.).
 - Fifteen Dell Vostro computers are included, one for each employee and two for client use at each campus at a cost of \$1200, totaling \$18,000 for this first year (Dell, 2020).
 - Microsoft Office Suite is \$20 a month for each computer, totaling \$3,600 for the year (Microsoft, 2020).
 - Xerox VersaLine C505 Copier costs \$1,600 and two will be purchased for the offices in both campuses. Additionally, two smaller Xerox B205?NI MFP printers will be purchased for \$140 each for use by the executive director and for backup. The total for all printers is \$3,480. (Newegg Business, 2020).
 - Cell phone reimbursement of \$30 per month for eight employees is on the lower end of the average employer reimbursement and totals \$2,880 for the year (Kesavan, 2019).
 - \$4,000 has been allocated for general desk supplies for both campuses.
- Housing supplies are estimated at a total of \$7,250 for both campuses and include limited kitchen ware, cleaning supplies, furniture and home décor as needed.

Category five: Marketing and Public Relations

- Materials and Handouts: Estimated at \$5,000 which includes business cards, posters, and brochures. Vistaprint sells premium business cards for \$30 for a box of 500 and business cards will be purchased for 11 employees. Z-folded color

brochures will cost \$663 for 1000. Retractable signs are \$125 each and four will be purchased. Framed posters and canvas prints, tablecloths and other marketing materials are included in this budget.

- Highway Billboards: \$21,600 includes 72 billboards across the state of TN for 3 months to promote the marketing campaign “Second Chances” which introduces Beyond Bars to the public. According to Outdoorbillboard.com, billboards across the state of Tennessee range from \$200-\$500. Therefore, this budget includes an average of \$300 for 8 designs intermittently spaced throughout TN, with a concentration in Chattanooga over the three-month period before Beyond Bars officially opens.

Category six: Building Costs:

- Mortgage: After speaking with Leanna Young of First Bank (April 23, 2020), a loan for \$2,500,000 would be sought to purchase the land and build each building on both campuses.
 - A down payment of 20% will be made and equals \$500,000.
 - An origination fee on the loan will have a 50- base point (BP) cost of \$42,500.
 - The monthly payment on a 15-year fixed mortgage is \$15,731, totaling \$188,772 annually.
 - Additional costs and fees include closing costs, appraisal, title work, recording of the deed and these costs are estimated at \$10,000 x2 equaling \$20,000.
- Building Maintenance: At an annual cost of \$39,210 a maintenance contract will be purchased from Jones Lang and Lasalle, Inc. (JLL Technologies, 2020) This contract will cover HVAC, electrical, plumbing, landscaping and general maintenance of the buildings on both campuses.

Category seven: Other expenses

- **Utilities:**
 - Estimated at \$17,232 for internet, cable, electricity, heating, water, telephone (including phone hardware) for both campuses per current rates. (EPB, 2020).
 - Garbage Removal – Republic services will supply and service (twice a week) a 2-yard container at each campus for \$110 a month, totaling \$2,640 for the year.
- **Event Planning:** \$77,000 has been budgeted for fundraising projects throughout the year, based on an average amount (Edgington, 2012). The fundraising events will generate a large portion of the donated funds for the operational budget.
- **Food:** \$1000 each month has been budgeted to bring in food to the office for employees and clients at each campus, totaling \$24,000. This food will be provided in fun ways to build rapport, strengthen relationships, and create a positive environment, such as a potluck lunches.
- **Insurance:** The median premium cost of general liability insurance is \$500 per year. (Insureon, n.d.).
- **Staff Development:**
 - An estimated amount of \$40 per online course/webinar registration is included as the fee for training seminars and/or workshops for eight professional members of the staff for the accumulation of CEUs throughout the year. These training seminars and workshops will be online, so no additional travel expenses will be necessary. Each of the eight employees are budgeted to take six classes for a total of \$1,920.

- Online courses and webinars may include: The Importance of Cultural Competence and Evidence-Based Practice Approaches for Social Workers; Diversity and Multiculturalism: Learning to Appreciate Difference; Laws and Ethics; Co-Constructing Community: Visualizing and Realizing a 2020 Vision of Care and Justice in Social Work.
- **Endowment:** An endowment will be set up with \$1,000,000 of donated funds that are restricted to pay salary and benefits for employees. (Stevenson, 2019).
- **Miscellaneous:** \$69,953 will be left for miscellaneous expenses and unexpected costs that Beyond Bars might encounter. It is anticipated that additional funds may be needed during the building of the structures on both campuses, as well as items or services that were unintentionally left off.

Conclusion

The vision of Beyond Bars is to empower incarcerated individuals to transition their lives from behind bars to a future filled with purpose and promise, contributing to a successful life beyond the bars. By providing housing, job training and placement, counseling, life skills, access to medical care, mentoring, family reunification and other necessary services, individuals released from prison have an increased chance of living successful lives and becoming productive members of society. Adherence to the laws for former inmates is a component of the program, including abiding by the restrictions that are in place for sexual offenders and working with the requirements that come with probation. In keeping in compliance with these laws, Beyond Bars will utilize two campuses, one for individual males and one for families, both located in the area surrounding Chattanooga, Tennessee. The stigmatism that is often associated with released prisoners, especially sexual offenders, is expected to bring outcries such as 'not in my backyard' from the general public. In anticipation of this possible reaction, Beyond Bars will launch a marketing campaign highlighting the positive opportunities available to potential clients and

relating it to instances that most people can identify with, hoping to soften this reaction. This consideration is also a factor when choosing the location of the campuses.

Beyond Bars will rely heavily on funds donated from private and corporate partners, as well as funds secured from federal and state grants. An endowment created from the initial fundraising will contribute to the income in future years as well as the balanced budget. Both campuses will be staffed with professional employees, compensated with competitive salaries and benefits, increasing job satisfaction and reducing employee turnover. Volunteers and interns will be utilized throughout both campuses to contribute to the overall operation. The organization will have specific policies in place for both campuses to adhere to, such as no-contact, grievance, whistle-blower, and conflict of interest. The activities, operation and finances of Beyond Bars will be overseen by a diverse Board of Directors, made up of individuals with experience, knowledge and/or influence in the legal, political, law enforcement, and social services arenas who are passionate about serving the formerly imprisoned population. It is expected that with these steps, Beyond Bars will be a welcome addition to Chattanooga, building a lasting footprint of non-discriminatory compassion, stability and empowerment for a marginalized population, strong community partnerships and increased hope for all involved.

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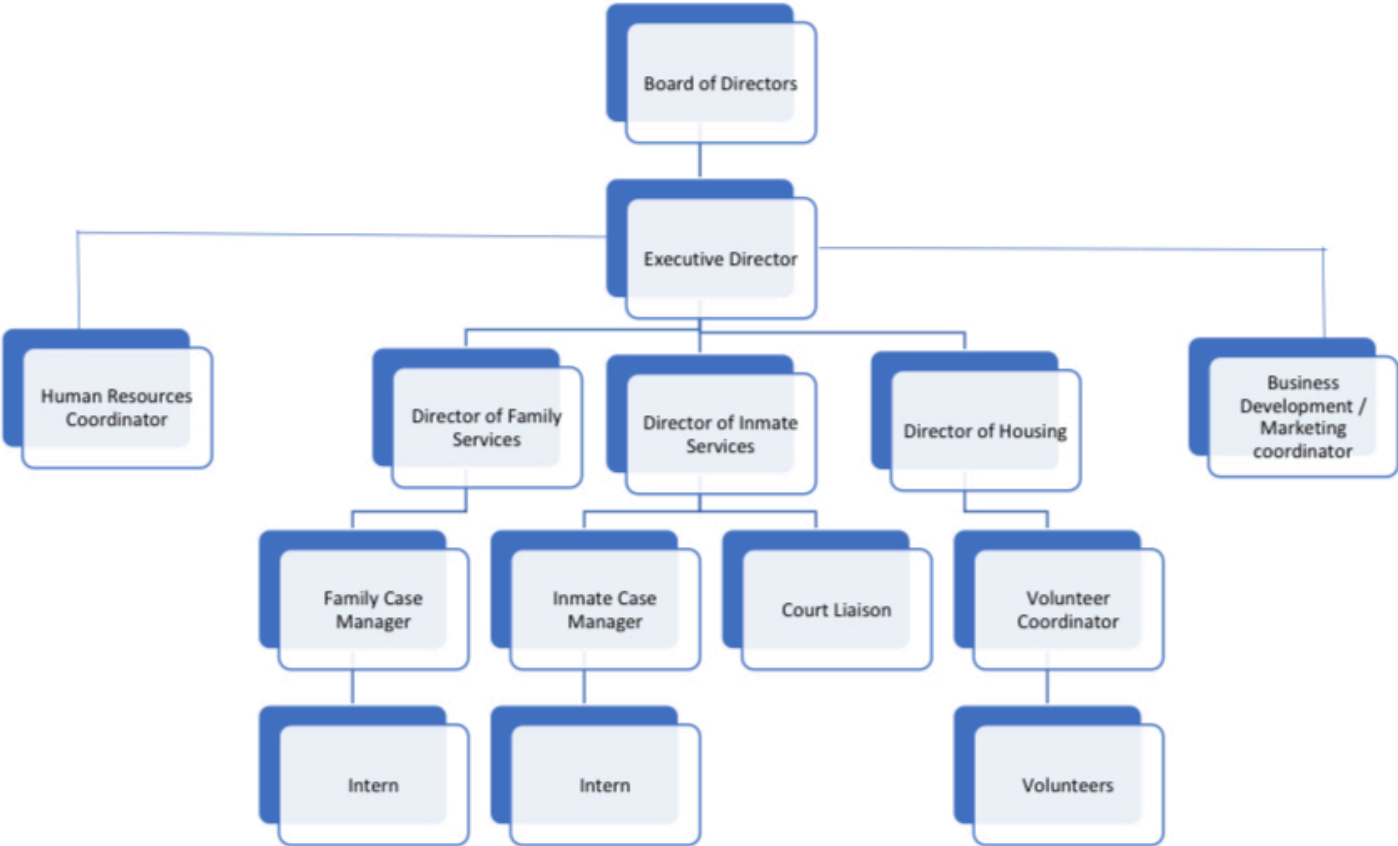
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Appendix A: Organizational Chart



Appendix B: Billboards for Marketing Campaign

"I wish I had a second chance to make a first impression."

#secondchancesTN

"I wish I had a second chance to spend more time with my parents."

#secondchancesTN

"I wish I had a second chance to follow my dreams."

#secondchancesTN

"I wish I had a second chance to start a family."

#secondchancesTN

"I wish I had a second chance to call an Uber and not drive drunk."

#secondchancesTN

"I wish I had a second chance to attend college."

#secondchancesTN

"I wish I had a second chance to stop smoking."

#secondchancesTN

"I wish I had a second chance to make a positive impact."

#secondchancesTN

Appendix C: Fundraising Goal 1

Secure \$2,000,000 from private donors by end of calendar year 2020

<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>The first strategy is to identify at least six celebrities, athletes, or other wealthy individuals with a passion for people reentering society after release from prison as potential donors.</p>	<p>The internet will be used to identify wealthy people who have donated time, money or resources to prison reform, prison ministries or have a personal connection to prison. There will be a deadline set for identifying these six individuals who could be potential donors. The result is that a list of six potential private donors will be created.</p>	<p>The internet is an effective tool in providing information and will make the effort to find potential donors who have a connection to prison and efforts to help, very attainable. A list will be created with six names of wealthy individuals who have a demonstrated connection or passion for people affected by prison. This list will be created by the deadline.</p>	<p>The expected results are that after these six potential donors are identified, research will be done to create plans to contact them. The research will provide details that will be used to make the initial letter and conversations personalized.</p>	<p>The Director of Inmate Services will be responsible for this with assistance from a volunteer and it will be completed March 30, 2020.</p>
<p>The second strategy will be to seek donations from the six identified individuals via phone calls, emails and in-person meetings. (Specifically, they will be asked to partner with Beyond Bars for a one million-dollar donation in exchange for naming rights to a campus. Entertainers from the list will be asked to play a concert to generate donations).</p>	<p>An initial donation request letter will be created. A deadline will be set to contact each potential donor. The result will be that the letters will be written and sent to the identified six potential donors.</p>	<p>This is an attainable strategy because one letter will be created, similar to a template. It will then be edited and personalized to fit each potential donor. Once all six letters are written and sent, this strategy will be accomplished.</p>	<p>The expected results for the second strategy are that at least some of the identified six people will donate money and partner with Beyond Bars. Additionally, depending on the responses, these names will be added to a list of donors for future fundraising.</p>	<p>The Director of Inmate Services will be responsible for drafting and mailing the letters by April 24th, 2020 with final approval of the Executive Director.</p>
<p>The third strategy is to recognize those individuals who have agreed to partner with Beyond Bars (with their permission) by announcing it to the public and/or presenting plaques to donors at the ribbon-cutting/naming ceremony for the campuses.</p>	<p>A press release will be prepared to announce the campus names to the public and the reason behind the names (million-dollar donors). This press release will also include concert information if an entertainer has agreed to perform with proceeds being donated to Beyond Bars. A ribbon cutting ceremony will be announced with a future date determined by the construction schedule.</p>	<p>The strategy is attainable because press releases can be done in a timely manner by contacting newspapers and posting online. This will be accomplished when the press release is written and published. When the plaques are designed and received, that task will be accomplished. The ribbon-cutting ceremony will be mentioned, but it will be completed when the date is selected, and the event is held.</p>	<p>The expected results are that people will be recognized and shown appreciation for their donation and efforts. Additionally, the two campuses will be named after the million-dollar donors. The purpose of hanging the plaques on campus will be to recognize the donors, encourage others to donate and maintain support. Recognition is expected to also encourage continued support.</p>	<p>The directors will plan the recognitions together. The Director of Inmate Services will draft the press release with the Executive Director giving final approval. The Director of Family Services will select the plaque design from samples created by the volunteer, with final approval by the Executive Director. These will both be completed by July 31st. (The ribbon cutting ceremony will utilize help from volunteers and will be chaired by the Director of Housing).</p>

Appendix D: Fundraising Goal 2

Secure \$500,000 from corporate donors by end of calendar year 2020

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?
The first strategy is to identify six large corporations that have shown support for various prison initiatives, have the potential to do so, or have a personal, positive connection to a board or staff member.	The internet will be used to identify large corporations that have demonstrated support for various prison initiatives or those that might be likely supporters based on their corporate mission, culture or hiring practices. Additionally, board members and the leadership team will be asked about personal contacts they have with companies that could potentially donate to Beyond Bars. There will be a deadline set for identifying these six corporations. The result is that a list of potential corporate donors will be created.	The internet is an excellent way to search for potential corporate donors, making this strategy attainable. The board and staff are easily accessible via email and monthly meetings, so getting their input is also reasonably attainable. Once completed, the generated list will contain at least six corporations along with accurate contact information including names, email and street addresses, and phone numbers. This list will also contain information about their donation history, contact at Beyond Bars if applicable, and other related data that will be helpful when requesting support.	It is expected that a list will be created for donors to be contacted now and in the future.	The Director of Family Services will be responsible for this with assistance from a volunteer and it will be completed by March 30, 2020.
The second strategy is to reach out to the identified corporations and present the opportunity to make a financial donation.	A deadline will be set to draft a letter tailored to each corporation for a financial donation.	This is an attainable strategy because one letter will be created, similar to a template. It will then be edited and personalized to fit each potential corporate donor. Once all six letters are written and sent, this strategy will be accomplished.	It is expected that the letters sent will reach the appropriate person, be read and considered. It is important that these letters are sent directly to the person addressed so that they can be considered. This is the first step of reaching out to potential donors, so it is vitally important in the overall fundraising effort.	The Director of Family Services will be responsible for drafting and mailing the letters by April 24th, 2020 with final approval of the Executive Director. Any board or staff member recommending a corporation as a potential donor will be given a chance to review the final draft of the letter.
The third strategy is to show appreciation for the donors through recognition including an announcement to the public and plaques presented at the ribbon-cutting/naming ceremony for the campuses.	A press release will be prepared to announce the corporate donors (with permission) and campus names to the public and the reason behind the names (donors). Create plaques to be presented to the donors and duplicates to be displayed at Beyond Bars facilities. A ribbon cutting ceremony will be announced with a future date determined by the construction schedule.	The strategy is attainable because press releases can be done in a timely manner by contacting newspapers and posting online. This will be accomplished when the press release is written and published. When the plaques are designed and received, that task will be accomplished. The ribbon-cutting ceremony will be mentioned, but it will be completed when the date is selected, and the event has been held.	The expected results are that people will be recognized and shown appreciation for their donation and efforts. Additionally, the two campuses will be named after the million-dollar donors. The purpose of hanging the plaques on campus will be to recognize the donors, encourage others to donate and maintain support. Recognition is expected to also encourage continued support.	The directors will plan the recognitions together. The Director of Inmate Services will draft the press release with the Executive Director giving final approval. The Director of Family Services will select the plaque design from samples created by the volunteer, with final approval by the Executive Director. These will both be completed by July 31st. (The ribbon cutting ceremony will utilize help from volunteers and will be chaired by the Director of Housing).

Appendix E: Case for Support Letter

Beyond Bars
123 Broad St.
Chattanooga, TN 37421
423.123.4567

Tennessee Titans
460 Great Circle Road
Nashville, TN 37228
Attn: Ms. Amy Adams Strunk

March 30, 2020

Dear Ms. Adams Strunk,

It is a pleasure to introduce you to Beyond Bars, a 501c3 organization coming to Tennessee that will provide support and services to individuals and families impacted by the challenges of incarceration, increasing the opportunities for successful reentry to society and healthy reunification of families. Beyond Bars includes two campuses in Tennessee, one for men who have completed their prison sentence and are ready to reenter society, and one for families who are impacted by the imprisonment of an immediate family member. Each campus provides services as needed including housing, job training, education, life skills, counseling, and transportation to support clients with their goals and long-term plan. The purpose of Beyond Bars is to provide needed services and assistance to individuals and families, as well as advocate for a population whose voices have been silenced in society as a result of their own choices, but are seeking to better their lives and situations after serving their prison sentences.

The objective of my letter is to present to you an incredible opportunity to help launch Beyond Bars in Tennessee and thereby, helping men increase their chances of making a positive impact on society and helping families remain together during imprisonment and after release. With two campuses necessary to provide adequate housing to clients, we seek to raise substantial funds to provide services not only to clients, but to the state of Tennessee by decreasing the rate of recidivism. The Titans have always been a proud supporter of the great state of Tennessee and we are presenting you with an option to have one of the campuses named after your team in exchange for a sponsorship donation of at least one million dollars. A press release will be sent to news outlets across Tennessee announcing the donations, and a ribbon-cutting ceremony is being planned upon the campus opening.

Partnering financially with the Tennessee Titans is a logical choice for us at Beyond Bars based on your established support of the state's residents, including your recent donation to the tornado relief. In a recent article, Tina Tuggle, your Senior Director of Community Relations, was quoted as saying that particular grants were chosen for support in part because it is important to 'support what our players' roster looks like'. As a team with a roster that is majority African American, we believe that the ownership and players would be eager to support Beyond Bars as we get ready to break ground in Tennessee to bring hope and services to men and families affected by incarceration. The adult population of TN prisons are disproportionate to the general population when you consider that 12% of the US population is black but 33% of the inmates sentenced to at least one year in prison are black. With the recidivism rate in TN at 47%, it is necessary for men released from prison to have support and services, especially housing and job placement, to set them up for success as they reintegrate into society. With your help, these needed services will become a reality for individuals and families in our great state of Tennessee.

We would appreciate an opportunity to discuss with you in person the possibilities of a financial partnership between the Tennessee Titans and Beyond Bars, and the positive impact this would have on not only on the clients we serve, but on residents of Tennessee and your organization.

Sincerely,

Jane Smith
Business Development / Marketing Coordinator
Beyond Bars
smithj@beyondbars.org
423.123.4567

Appendix F: Fundraising Goal 3

Secure \$200,000 from Federal and State Grants by end of calendar year 2020

<p>Specific Strategies/Tactics This is something you will do to accomplish the goal. Answer 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>The first strategy in order to reach this goal is to identify at least 8 grants that would be appropriate for Beyond Bars to apply for. Three grants that would be a possibility are as follows: -“Second Chance Act Addressing the Needs of Incarcerated Parents and Their Minor Children” -“Fatherhood - Family-focused, Interconnected, Resilient, and Essential (FIRE)” -“Structured Decision- Making Framework Implementation Project”</p>	<p>A deadline will be set for when these grants need to be identified. Research will be done using the internet. Upon completion, a list of possible grants will be created for current and future use.</p>	<p>This is a measurable strategy and can be tracked and measured by reviewing the created list. At least eight grants will be identified in the set time frame to be reviewed by the leadership team of Beyond Bars. Details included on the list will be grant name, website, providers information, requirements, funding amount, due date and any other relevant information.</p>	<p>The expected result after implementing this strategy would be that the grants with the greatest potential to receive, after considering all relevant information, would be chosen from the list.</p>	<p>A volunteer will identify at least eight potential grant opportunities that Beyond Bars is eligible for by March 17, 2020.</p>
<p>The second strategy would be to apply for at least three of the identified grants.</p>	<p>Deadlines will be set for when this step needs to be completed and members will track the progress of this step towards the group’s main goal.</p>	<p>This strategy is very attainable because the Director of Housing has extensive experience in grant writing. To show that this step has been met, the grant requests will be completed and sent in before the grant deadline. Upon submission of the grant application, a confirmation will be received and that will show that the task has been accomplished.</p>	<p>The intended result for this strategy is to have at least three grant applications submitted by the deadline allowing Beyond Bars to be eligible to receive the grant money. Grants are an essential source of funding for Beyond Bars, so this step is crucial to the fundraising efforts.</p>	<p>The Director of Housing will apply for the three grants by their individually set deadlines listed on each specific grant.</p>
<p>The final strategy would be providing recognition for receiving these grants and dedicating a plaque to the organizations that awarded us the grants.</p>	<p>A deadline will be set of when this step needs to be accomplished and by whom so that the founding members can track the progress of this strategy.</p>	<p>This is an attainable step. In order to show that this step has been met, there will be individual plaques in the halls of Beyond Bars whenever a grant is awarded to the organization.</p>	<p>After receiving the grant money, this strategy will hopefully help to build good relationships with the organizations which will allow them to donate more money in the future.</p>	<p>A volunteer will be responsible for presenting options of plaques, with the final decision being made by the Director of Family Services. The engraved plaques will be ordered within one month after receiving the grants.</p>

Appendix G: Income Budget Plan

<u>Source of Funds</u>	<u>Total per Category</u>	<u>Breakdown Amount</u>
Private Donors	2000000	
Campus Name Donation		1500000
Concert Fundraising		500000
Corporate Donors	500000	500000
Federal and State Grants	200000	
Second Chance Act		100000
Fatherhood		50000
Structured Decision Making		50000
<u>TOTAL FUNDING</u>	2700000	2700000

Appendix H: Expense Budget Plan

<u>Expenses</u>	<u>Total per Category</u>	<u>Breakdown Amount</u>
Salaries	422000	
Full-Time		
Executive Director		62000
Director of Family Services		54000
Director of Inmate Services		54000
Director of Housing		54000
Court Liaison		38000
Family Case Manager		38000
Inmate Case Manager		38000
Business Development & Marketing Coordinator		40000
Part-Time		
Human Resource Coordinator		28000
Volunteer Coordinator		16000
Payroll Taxes	32283	
Social Security Tax(for FTE only) 6.2%		26164
Medicare Tax (for FTE only) 1.45%		6119
Benefits	122557	
Fringe Benefits (25.85%)		97713
Retirement 401K Matching (3%)		11340
Supplemental Pay (Holiday Bonus) (3.2%)		13504
Insurance	500	500
Supplies	39210	
Office Supplies and Computer Equipment		31960
Housing Supplies		7250
Food	24000	24000
Building Fees	790482	
Mortgage fees for building / land		562500
Mortgage payments (paid monthly)		188772
Building Maintenance		39210
Event Planning / Fundraiser Preparation	77000	77000
Travel Fees	44391	
Agency Vehicles		28164
Vehicle Expenses		9189
Travel Reimbursement(.575 per mile)		7038
Staff Development	13920	
Team Building		12000
Conferences and Workshops		1920
Marketing and Public Relations	26600	
Materials and Handouts		5000
Highway Billboards		21600
Utilities (for both campuses combined)	37104	
Internet & Cable TV		3744
Electricity, Heating, Water		30720
Garbage Removal		2640
Endowment	1000000	1000000
Miscellaneous / Emergency Funds	69953	69953
<u>TOTAL EXPENSES</u>	2700000	2700000