

Proposito: A Shared Purpose

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Abstract

The city of Chattanooga, Tennessee is home to many diverse people coming from a range of different ethnic backgrounds, socioeconomic status, and country of origin. Within the community is the immigrant Hispanic/Latino population who face a greater challenge in their transition into the American standard of living. Problems faced by this population include: generational poverty, difficulty in cultural assimilation, language barriers, difficulty accessing food with nutritional value, and a lack of education. When factored together, these challenges contribute to the impoverished, unhealthy lifestyle many Hispanic/Latino families are burdened with. The nonprofit organization, *Proposito*, is committed to meeting the needs of this vulnerable population on a consistent basis. Staff onsite are trained to provide medical care, promote mental wellness, locate and distribute healthy food options for clients, and create a new standard of living for immigrants in the community. In order to achieve community buy-in and financial stability, *Proposito* has created a plan of funding which incorporates a detailed funding plan, a transparent budget analysis, and a lucrative marketing campaign.

Key Words: immigration, poverty, services, nonprofit organization, *Proposito*

Organizational Description and Goals

Located in the thriving downtown area of Chattanooga, *Proposito* is a community center whose intention is to diminish cultural maladies found in Hispanic/Latino families within the greater Chattanooga area. *Proposito* will provide interdisciplinary services to assist the individual/family from a holistic perspective. This organization has three main goals that are central to its purpose:

1. *Proposito* aims to educate and alleviate food insecurity by providing education to families on the prevalence and danger of normalizing periods of hunger, and connecting individuals/families with community food banks and faith-based food resources.
2. *Proposito* aims to create a healthier Hispanic/Latino community by educating and promoting the importance of physical health while also providing annual health check ups.
3. *Proposito* aims to normalize mental health among the Hispanic/Latino population by providing timely education on mental health and offering individual and family therapy.

As a pillar of community health, *Proposito* will provide comprehensive services to promote a holistic lifestyle for Hispanic/Latino families living in Chattanooga. Through case management, *Proposito* will provide a comprehensive list of services targeted at alleviating food insecurity, financial management, and parenting skills. Under the care of a nurse practitioner, *Proposito* will provide low cost annual exams and nutritional education. Lastly, *Proposito* will employ a social worker to provide education on mental wellness and healthy parenting practices. *Proposito* will also provide individual and family counseling facilitated by the social worker. As it stands now, the mission of this much needed organization is this: to enhance the physical and mental well being of Hispanic/Latino families in the greater Chattanooga area.

Market Analysis and Environmental Assessment

Though a relatively new organization, *Proposito* stands tall among other nonprofits such as United Way, La Paz, and Cherokee Health Systems. Chattanooga is a growing community with many young people, immigrants, and business owners flocking to the heart of the city.

Chattanooga boasts a robust public transportation system which runs through the heart of downtown; perfect for businesses and non-profit organizations located along much-used bus routes.

It is not uncommon for non-profits within a city to offer services which mirror those found in organizations who serve other marginalized populations. Of the many local nonprofits based in Chattanooga, Cherokee Health Systems comes closest to assisting the same population as *Proposito*. Cherokee Health offers education to Spanish-speaking clients who are looking for more information about nutrition and overall health. They differ from *Proposito* in that they have the ability to meet clients where they are: in their place of work, home, or at Cherokee Health's brick and mortar clinic. As of this time, *Proposito* is only in the Chattanooga area and does not have enough staff needed in order to do in-home visits. In no way does this diminish the impact *Proposito* has on city residents.

With the Hispanic/Latino population growing in Chattanooga, services such as mental and physical health care will always be needed. The uniqueness of *Proposito* is that it aims to serve the Hispanic/Latino population from a holistic perspective. Like Cherokee Health Systems, *Proposito* will also provide health services, but what makes this organization stand out is that the focus will not only be on health related issues, but it will also encompass budgeting, food insecurity education and alleviation, mental wellness, and physical health. As of May 2020, no other organization offer the same services.

Uniqueness of the Program

Clients seeking the services of *Proposito* will find that their needs can be serviced at one convenient location. The organization offers a place where clients can receive education as well as immediate intervention for presenting problems. Unlike nonprofit organizations who can only provide a narrow scope of service, *Proposito* is able to meet a host of needs at once.

Target client population

Proposito's client base are Hispanic/Latino families living in the greater Chattanooga area. Common problems this population faces are generational poverty, challenges with cultural assimilation, language barriers, and a lack of education. There are no restrictions on age or gender. Staff members are aware that these factors often

Service Offerings and Delivery

As per company standard, *Propositio* will provide comprehensive services to all persons who visit the organization. Through case management, families will have knowledge on services provided in the Chattanooga area in addition to access to the services found in the organization. The nurse practitioner will be the one to perform the physical examinations while also leading the discussion on the importance of adequate nutrition and physical wellness. Within their scope of expertise, the social worker will facilitate conversations with the community about the benefits of a healthy mind as well as a healthy, supportive community. *Proposito* will work on building trust with Chattanooga residents by inviting professionals from the community to lead out in topics in which they are both knowledgeable and competent.

Key Positions Job Description Summaries

Proposito Executive Director

Proposito is looking for a director to help run the organization and have a passion to help the Hispanic/Latino community. The executive director will oversee the organization, attend community meetings, attend board meetings, interact with our clients and their community, and in charge of finances, such as grant writing each upcoming year. Also, create business plans, overseeing day-to-day activities, improving performance, developing organizational culture, supervising heads of departments, reporting on revenue, and directing organizational strategy. As an organization, *Proposito* needs someone who is not afraid to lead and motivate staff.

Job Duties and Responsibilities

As an executive director, one must attend community meetings and board meetings. Managing and assigning responsibilities to staff and volunteers will be a daily task. It is imperative to coordinate fund-raising efforts and write grants in order to obtain funds. In addition to these tasks, the executive director will delegate administrative assignments for employees to execute; it will also be their duty to create and manage the budget plan. Lastly, the executive director will be in charge of hiring and interviewing new staff and volunteers.

Required Qualifications

The executive director must have a Masters in Business Administration (MBA) or equivalent, have at least 10 years of experience, and 5 Years of project management experience. Financial management experience is a must. The executive director must have a mastery of personal time

management, organizational skills, and the ability to effectively communicate with staff, volunteers, and community. The executive director must have the ability to start and complete tasks as well as work independently.

Education

The executive director must possess a Master's in Business Administration (MBA) diploma from an accredited college or university. Relevant certifications and trainings will be considered in addition to the MBA.

Salary

\$72,500

Social Worker (MSW, LCSW)

Proposito is seeking a bilingual Social Worker with an interest in servicing the Hispanic/Latino community in the greater Chattanooga area. Issues faced by this community include generational poverty, difficulties with cultural assimilation, language barriers, and a lack of education. Social Worker will work directly with clients in face-to-face counseling, doing intake with families, and assisting in the delivery of other services as needed. Social Worker will work alongside the nurse practitioner and case manager to deliver the best service to the client.

Responsibilities and Requirements:

As a social worker, one must have an MSW, have an LCSW and 2-year experience. A requirement is mastery of Spanish and English language, written, read, and spoken. The social

worker must have experience a minimum of 4 years working with individuals and families in a therapeutic setting.

Family Nurse Practitioner Board Certified (FNP-BC)

A Family Nurse Practitioner Board Certified looking for a position at *Proposito* will be someone who is dedicated to servicing the Hispanic/Latino population in the greater Chattanooga Area. FNP-BC candidates will be bilingual and able to service challenges faced by the community such as complications due to poor nutrition, limited access to healthcare, and little education on healthy lifestyles. FNP-BC will collaborate with the Social Worker to deliver a holistic treatment plan for individuals serviced by the center. Duties will include performing complete annual exams, leading informational sessions on nutrition and lifestyle, and treating acute or chronic diseases.

Responsibilities and Requirements

The family nurse practitioner must have two-years experience in a family practice setting. A requirement is mastery of Spanish and English language: written, read, and spoken. An important daily responsibility is prescribing medications and following with prescriptions. In addition, the practitioner must educate and guide patients on disease prevention and healthy lifestyle habits. Performing diagnostic tests and screening evaluations will be a daily routine.

Human Resources Plan Overview

Organizations with a human resource plan are proven to be more successful due to their ability to anticipate problems before they arise. Each organization should consider having one for

the following reasons: to motivate and retain staff, to attract and hire individuals with qualifications for the job, to promote organizational efficiency, to provide clear guidelines regarding employment and termination, and lastly to summarize goals of the organization. *Proposito*'s human resource plan will include all of the aforementioned articles with the addition of job descriptions, clear purpose and guidelines for the requirements of hiring individuals, job satisfaction surveys, employee and volunteer incentives, and diversity training to ensure job satisfaction and organizational success.

Staff and Volunteer Needs

Proposito will be composed of a board that will be tasked with overseeing the executive functions of the organization. Working under this board will be the Executive Director who will report directly to the board regarding the affairs of the Social Worker, Case Manager, and Family Nurse Practitioner. The Social Worker clinician will supervise the intern; the Case Manager will supervise the front office employee; the Nurse Practitioner will supervise the Registered Nurse. The nature of this organization is to provide interdisciplinary services which are the reason for hiring professionals from different disciplines. Due to the small size of this organization, this is all the staff needed to have an efficient organization.

Staff and Volunteer Motivation and Retention Plans

An effective way to motivate staff and volunteers is by recognizing their work on a quarterly basis. Research proves that job satisfaction increases when employees feel validated for their hard work and organizational contributions (Forbes Nonprofit Council, 2017). With this

principle in mind, *Proposito* plans to give their volunteers and staff awards, such as leadership awards, year of service awards, and employee of the year awards. Staff and volunteers want to feel that their work is recognized and that they are valued in their work environment. Using these awards can bring success to the organization. On top of the success the organization will get, employees will be the ones who decide the recipient of these awards by voting, which can promote unity and camaraderie.

Another plan on staff and volunteer retention involves providing flexibility in work hours and time off. Asking employees to give 110% of their time and effort can be exhausting, especially when they are asked to perform their best for 40 hours a week. Allowing for mental health days, in addition to flexible work hours, can be beneficial in establishing a healthy, efficient work environment. According to Business Insider, Prudential Financial insurance company conducted a survey with 2,000 full-time employees which resulted in 48% of respondents saying that a flexible work schedule is the biggest factor to stay with their current employer (Baer, 2019). This being said, *Proposito* will implement more holidays, and paid time off as well as annual leave for their employees. All full-time employees will receive 10 sick hours and 10 paid hours a month as well as flexibility with scheduling their own clients.

Proposito will provide opportunities for employees to obtain their continuing education credits and market-driven compensation. It is required by working professionals to seek opportunities for continued educational growth. *Proposito* will emphasize the importance of continued education and will provide opportunities for their employees to continue their professional growth through trainings, seminars, retreats, etc. Nonprofits have generally been thought to be low paying jobs. However, according to Forbes 2017, “As you mentor and educate

your employees to become the best leaders they can be, it is important to meet the value of their skills to manage retention rates.” Using this information, *Proposito* will invest in their employees and will provide a reasonable market-driven compensation. It is *Proposito*’s goal to have well educated, informed, and efficient employees, and to promote the satisfaction of employees.

In addition to continuing education, annual awards, and flexibility, *Proposito* will increase involvement with volunteers and staff by identifying their cause of motivation and supporting them with time and resources. According to Hopkins et al. (2012) research, “giving back” to an organization that has assisted an individual has motivated them to volunteer at the same location to help others in similar situations. There are six psychological or social functions leading to volunteering. These are values function, understanding function, career function, enhancement function, protective function, and social function (Hopkins et al., 2012). This method can be adopted by *Proposito* as many of the clients will be receiving education on health, finances, and parenting. Families might show their gratitude by volunteering at *Proposito*, giving monetary donations, and sharing news about the organization by word of mouth. In addition, when screening for volunteers, as part of the form documentation, there will be a selection to fill out on why the individual would like to volunteer at *Proposito*.

Last but not the least, *Proposito* will motivate staff and volunteers by providing a gym facility. According to Brownson et al. (2005) research it stated office jobs lack physical activity which is critical in enhancing work productivity. At *Proposito* the gym facility will have weights, exercise machines, and other performance equipment. During work hours, staff will be allowed thirty-five

minutes to work out. Volunteers will be able to utilize the gym before or after their selected hours of volunteering.

Staff Evaluation Plans

In order to obtain the most honest and accurate information from staff, *Proposito* will administer anonymous surveys to staff which are targeted at eliciting feedback about the organization. Research shows when identifying information such as the name, age, years of service, and ethnicity are excluded from surveys, participants feel more inclined to share criticisms and plans for improvement (Murdoch 2014). These evaluations will be done on the computer where forms can be submitted through Google Forms and/or Survey Monkey.

Proposito will include the guidelines suggested by Harvard Business Review to ensure the survey is as useful and informative as possible (Morel, 2002). Guidelines include: Asking questions about observable behavior rather than thoughts or motives, including items that can be independently verified, keeping sections of the survey unlabeled and uninterrupted by page breaks, designing sections to contain a similar number of items and questions a similar number of words, placing questions about respondent demographics last in employee surveys but first in performance appraisals, avoiding terms that have strong associations, changing wording in about one-third of questions so that the desired answer is negative, avoiding merging two disconnected topics into one question, creating a response scale with numbers at regularly spaced intervals and words only at each end. If possible, use a response scale that asks respondents to estimate a frequency, using only one response scale that offers an odd number of options, avoiding questions that require rankings, making workplace surveys individually anonymous, in large

organizations making the department the primary unit of analysis for company surveys, and ensuring employees can complete the survey in about 20 minutes.

Proposito will conduct individual evaluations during which the supervisor and the supervised will have the opportunity to share strengths and areas of improvement. This will serve as an opportunity to provide open feedback to employees. Having a direct, face to face conversation about work habits and good performance fosters a relationship between the governing body and the staff.

Volunteer Evaluation Plans

Research by Son and Wilson (2012) supports the notion that people who regularly volunteer are more likely to experience positive mental health benefits. However, internal reflections can interfere with the performance of a volunteer. Research completed by the National Survey of Midlife in the United States (MIDUS) on volunteer work and their personal well-being, compares volunteers' mental health outcomes based on an eight scale standard. These areas were: life satisfaction, self-acceptance, personal growth, environmental mastery, autonomy, and purpose in life (Son & Wilson, 2012). Once a quarter volunteers would be given a questionnaire with a scale from one to five to rate their eight areas of their lives. The rate of one will be the lowest measure of dissatisfaction and five being the highest satisfaction.

Sambakunsi and their team of researchers (2015) conducted an assessment on their evaluation practices for volunteer counselors. In order to evaluate their volunteers, the researchers first had a list of responsibilities and policies the volunteers must adhere to. Based on those standards, it provided a means to assess meeting the goals and competencies. Utilizing this

information, *Proposito* will have their own volunteer policy and guidelines. Volunteers will have a six month probation and evaluation with the Director after that time period. The evaluation will consist of a meeting reviewing accomplishments, areas of growth, suggestions on creativity and further advancement to incorporate at *Proposito*.

In the research findings of Chatio et al. (2019) lack of supervision was a factor in the low performance of community-based health volunteers. Supervision is important to implement in organizations in order to provide consultations for employees and volunteers. Supervision is a method to evaluate volunteers' performance. In order to evaluate volunteers, *Proposito* will have weekly group supervision with the volunteers. During this time volunteers will be encouraged to express their concerns, progress, or questions found during the workweek. The one hour of supervisory evaluation will provide guidance on the work for the volunteers and cohesion for the organization.

Strategies to Address Diversity

When it comes to addressing diversity in the workplace, one such strategy *Proposito* plans to use involves administering a survey to staff and volunteers addressing concerns over diversity and inclusion. In the article, Active Inclusion, the author shared their use of the SEEDS Model which groups biases into five categories: Similarity, Expedience, Experience, Distance, and Safety. The author explained further, "This model aims to combat bias through accepting that people and systems are biased (whether consciously or subconsciously), labeling the biases and the larger groups to which they belong, and mitigating those biases by attacking them with strategies that go directly to the core mechanisms underpinning that bias itself" (Strup, 2019).

The SEEDs Model helps a leader and its team members to better understand what areas the organization needed to improve in regards to issues of diversity. *Proposito* will implement bias training. With bias training, participants will be encouraged to ask questions and roleplay scenarios in a group setting. Tools will be implemented to assist in changing behavior that may have not be considered biased or inappropriate to others.

Another strategy will be bringing awareness to the organization by having those difficult conversations over diversity such as gender, disability, gender identity, sexual orientation, etc. When acknowledging these different traits, an inclusive environment is created within the workplace, this includes anyone from paid staff to volunteers and clients. By doing this, employees and volunteers will be more inclined to interact with one another in an appropriate, unbiased manner.

Applicable Policy

H.R. 2646 (114th): Helping Families in Mental Health Crisis Act of 2016

Policy Description

The intent behind Bill H.R. 2646: Helping Families in Mental Health Crisis is to promote early intervention, strengthen community crisis response systems, provide the mental health workforce with trained professionals capable of performing care for clients, combat suicide in schools and communities, support integration of health and mental health care, and administer evidence-based service and support.

Application of Bill H.R. 2646 is for communities to have trainings for professionals in law enforcement and first responders in how they should respond to mentally ill individuals, extend suicide prevention services to people of all ages, promote awareness of mental health and substance use disorders on college campuses, support mental health workforce by way of grants promoting tele-mental health and peer-professional workforce training. The intended population for this bill are individuals who are in need of mental health services. The sponsor of this bill, Tim Murphy, in addition to the appointed Assistant Secretary for Mental Health and Substance Use are overseeing the bill's implementation.

The goal of this bill is to improve mental health care, provide preventative services to clients, and address potential changes to medicaid and medicare financing. In addition to the aforementioned goals, the bill seeks to improve mental health care for children with serious emotional disturbances and adults with severe mental illnesses. In order to do so, the mental health workforce will be strengthened to where Assisted Outpatient Treatment services can sustain client treatment plans for a longer period. Bill 2646 also serves to clarify times where communication under HIPPA law is needed to occur between providers, families, and patients to improve mental health treatment for individuals with serious mental illnesses. Clients who are dealing with short-term mental health issues are allowed to use these services through this bill. For those dealing with incarceration possibilities, this bill helps to provide mental health services before incarcerating them.

The problem this bill intended to address were disparities found in senate Bill 2680 which are: suicide rates in schools and communities, increased need for trained mental health

professionals in the workforce, invest in early intervention for individuals with needs for mental health care, integrate mental health and health care, and improve community crisis response systems. The way H.R. 2646 remedies issues found in 2680 is by authorizing new mental health grant programs to educate the community about mental health, address restrictions on medicare and medicaid, and provide mental health professionals with a platform to promote awareness and information about mental health to the community.

Applicability to Organization

As stated in the previous section, problems this bill intended to address are: suicide rates in schools and communities, increased need for trained mental health professionals in the workforce, and the need to integrate mental health and health care. This aspect of the policy influences *Proposito*'s operation because the organization will serve Hispanic/Latino clients with holistic services such as mental and physical health care. *Proposito* will employ a trained mental health professional to fulfill counseling duties with clients. The Office of Minority Health (2019) stated, "In 2017, suicide was the second leading cause of death for Hispanics, ages 15 to 34." In light of this statistic, *Proposito* will discuss suicidal ideations during counseling sessions with clients. The mental health professional hired by *Proposito* will be equipped to screen for suicidal thoughts and to make referrals to outside services when needed.

The Office of Minority Health (2019) reported that mental health is highly affected by poverty. Researchers have found that there is a correlation between immigration and poverty (Nadeau, Lecompte, Johnson, Pontbriand, & Rousseau, 2018). Hispanic immigrants usually lived in areas dominated by poverty and violence (NeMoyer, Rodriguez, & Alvarez, 2019). Out

of 248 undocumented, Mexican immigrants, researchers discovered that the majority lived on a monthly household income of less than \$2,000 per month. Communities that housed a vast majority of undocumented Mexican immigrants were low-income, which posed a greater risk for experiencing traumatic events (Garcini et al., 2017). Along with financial stress, poverty also increased the potential of undergoing distress in other areas of life. A study found that having a lower income significantly correlated with an increased potential of encountering trauma (Rojas-Flores, Clements, Hwang Koo, & London, 2017). Not only do adults seeking to provide for their families feel the effects of poverty, but their children also suffer the consequences. Minors living in poverty have a difficult time coping with mental health issues (Nadeau et al., 2018). This policy seeks to improve mental health care for children with serious emotional disturbances and adults with severe mental illnesses.

The Cleveland Clinic (2017) quoted psychiatrist, Diana Lorenzo, MD, of Cleveland Clinic's Center for Behavioral Health, "Mental health issues have a stigma in the Latino community, many Latinos would prefer to ignore these conditions over talking about them openly." She specifically states that schizophrenia, bipolar disorder and similar severe mental illnesses are especially stigmatizing and can be labeled as "locura" (Spanish for "craziness") by many Latinos. More common disorders, such as depression and anxiety, are regarded as merely "nervios" ("nervousness") and perceived as short-term, easier to treat and not requiring medication (Cleveland Clinic, 2017). Due to this cultural stigmata, *Proposito* will work in collaboration with the mental health professional and the nurse practitioner to provide a safe place where this population can discreetly receive services they need. *Proposito* will work diligently to try to eradicate the stigma associated with mental health.

Along with poverty, other factors increase the likelihood of Hispanic immigrants experiencing trauma and therefore, benefiting from *Proposito's* mental health services. While studying the experiences of 248 undocumented Mexican immigrants, researchers found that one-third of participants had endured at least six or more types of traumatic events, with 82.7% reporting a history of trauma and 47.0% meeting the criteria for clinically significant psychological distress (Garcini et al., 2017). Another study was conducted in which clinicians interviewed 246 undocumented Mexican immigrants by using the 53-item Brief Symptom Inventory to measure for psychological distress. Overall, 69% of the participants reported interpersonal discrimination due to being undocumented. Among the participants with a history of interpersonal discrimination due to their undocumented status, 52% met criteria for clinically significant psychological distress (Garcini et al., 2018). Many immigrants who have come into the United States are minors who have high risk for enduring trauma (NeMoyer, 2019). While migrating to the United States, exposure to trauma was high among this population (Ranjbar, 2019). Immigrant Hispanic women were highly affected by trauma since many faced many traumatic events, such as violence and rape, while on their journey to the United States (Garcini et al., 2017).

Applied Organizational Policy

Proposito operates on a model of wellness that places high value on mental health services and taking measures to provide preventive care for individuals and the community. Staff and volunteers within the organization understand the importance of this type of care, therefore

their goal in servicing clients is to treat the presenting problem while preventing development of other illnesses, both physical and mental. *Proposito* understands the best method to stay current with evidence-based practices relating to medical and mental health is through continued education, annual training, and courses on professional development. This policy is in place to establish a universal standard of care throughout the client's interaction with the organization.

Procedures: To ensure staff and volunteers remain educated on the best preventative care measures, *Proposito* has put guidelines in place which outline organizational standards of education and preparedness.

1. Starting two months after employment, staff and volunteers will be required to take a course on cultural sensitivity among Hispanic and Lainto cultures. Courses will be offered by *La Paz* in Chattanooga and will count as one credit toward Continued Education (C.E.) required by each professional licensing board.
2. Over the course of a 12-month period, staff servicing the mental health needs of clients will be required to attend one training on suicide prevention and one information session on building community mental health buy-in.
3. Over the course of a 12-month period, staff servicing the physical health needs of clients will be required to attend one training on health challenges faced by minority groups and one information session addressing generational health challenges in low-income populations and possible solutions.

4. All staff and volunteers will be required to attend one emergency simulation hosted by the Red Cross. This simulation will address measures community health organizations can prevent panic, assist in patient triage, and manage community wellness in a time of crisis. Additional emergency management training will count toward one credit of Continued Education.

Grievance Policy

Proposito wishes to provide a comfortable, productive, and ethical work environment. To this end, the organization allows employees and volunteers to bring any grievances relating to the work environment to the assigned supervisor. If the presenting concern has not been mended, employees contact the next personnel in the chain of command. In light of these concerns, *Proposito* has instituted the following grievance procedure:

If an employee or volunteer experiences any type of inappropriate conduct from any other individual affiliated with *Proposito*, an immediate consultation with their supervisor should be completed. If the issue has been documented as a repeated concern and it has not been resolved, a written document is to be provided to the supervisor. The document should include the issue in as much detail, the individuals involved, and a possible solution.

If the employee does not receive a response or resolution within seven working days from providing the document to the supervisor, or the issue involves the supervisor, the next person in authority should be contacted. If the issue is classified as an immediate concern, the employee can notify the supervisor to schedule a meeting.

Purpose

It is the purpose of this grievance policy to facilitate a positive, safe environment with respect for one another. It is also intended to avoid unnecessary complaints. *Proposito* cannot promise to address the complaint or grievance in the manner in which the employee is requesting, however the organization is committed to addressing the concern in an efficient and effective manner.

Conflict of Interest policy

Policy

Proposito's Conflict of Interest Policy refers to an employee's personal interest that might come in conflict with the interests of *Proposito*. This policy outlines rules in regards to conflict of interest and the responsibilities of employees and *Proposito* in settling such discrepancies. *Proposito's* Conflict of Interest policy applies to all prospective or current employees, as well as independent contractors and persons acting on behalf of the company, and volunteers. Conflict of interest can be defined, but not limited to, the employees' ability to use their position with *Proposito* to their personal advantage, employees using connections obtained through *Proposito* for their own private purposes, employees using *Proposito's* equipment or means to support an external business, and employees acting in ways that may compromise the *Proposito's* legality (e.g. taking bribes or bribing representatives of legal authorities).

Procedures

Proposito is committed to preserving the interests of people under its employment, as well as the interests of the company and clients. Therefore, if an employee suspects a conflict of interest exists, they should:

1. Immediately present this matter to their direct supervisor in person or through email, so corrective actions may be taken and a proper documentation established.
2. If the direct supervisor is unable to resolve the conflict, it should be presented to the Executive Director by both the direct supervisor and the individual.
3. If this issue is still unresolvable, it should be presented to the Board by the Executive Director.

All conflicts of interest will be resolved as fairly as possible and closure achieved on both sides of the company and the individual. Immediate supervisors must be aware of potential conflicts of interests of staff and volunteers working directly under them. In general, employees are advised to refrain from letting personal and/or financial interests and external activities come in conflict with *Proposito*'s goals. In circumstances where a conflict of interest is intentionally concealed or when a solution can not be found, disciplinary action will be determined by the Board. This disciplinary action is based on the severity of the problem at hand and may include a warning for the first offense and a probationary period; however, it is up to the Board to determine if the offense warrants termination.

Whistleblower protection policy

A whistleblower is one who encourages staff and volunteers to come forward with credible information on illegal practices or violations of adopted policies. This policy is for any employee of *Proposito* who reports an activity that organization and state law considers to be illegal or dishonest to one or more of the parties specified in this policy. Activities that are in violation of policies and state laws include: falsely reporting case reports or health records, sharing information with people outside of *Proposito*, acting inappropriately in public or falsely representing *Proposito's* mission/values, and stealing agency resources. The whistleblower will not be investigating the misconduct of any employee, but will report it to the appropriate parties. Appropriate parties are Human Resources, the Executive Director of *Proposito*, and board members.

Organizational Strategic Plan Summary

The growth of Chattanooga can be measured in both its size and its diversity. It's an ever expanding city which provides a home and a place of work for many individuals. For those who are serviced by *Proposito*, they will find that the organization is committed to growing professionally and expanding physically with the city. In order to maintain its relevance within the lives of its patrons, *Proposito* will expand its donation funds to include a college fund that will assist eligible members of the low-income community with the opportunity for a subsidized education from Chattanooga State College or a surrounding community college. For students who qualify for the subsidy, they will agree to a minimum 6 month internship with the organization. This will be a paid internship, the wages of the intern included in the total cost of student's educational expenses.

By creating a college account, *Proposito* is showing that it places value in its community members and wants to assist in their journey to success. Every three years one candidate will be selected to have a full ride scholarship to either a nursing program or a social work program. The caveat of this scholarship is as follows: at the conclusion of the degree, the student must commit to giving back to *Proposito* for a year of paid service. This ensures that the student returns to the community to assist others and that the organization has a visible representative of the successful education fund.

As *Proposito* expands to the point where it can be considered stable without the aid of federal grants, it will slowly transition to relying on private and organizational donations. Without the use of federal grants, the organization will have flexibility to provide programs in demand by the community. With the restrictions assumed when utilizing government money, it is not always possible to formulate an intervention which meets the expectations of the donor (the United States government) and those who are receiving the services (Hispanic/Lainito population). With donations from private entities, the organization has the ability to tailor the program to the specifications of its intended target.

Community Engagement Strategy

Proposito understands the need for community buy-in when it comes to the success of an organization, supporting clients, and reducing the possibility of repeating services. Because *Proposito* offers its services fully in Spanish and English, they have the ability to lend translatable services to other business entities who do not have the ability or resources to translate their information into Spanish. The organization plans to join the Chattanooga Area Food Bank as a

partner and additional resource service for clients, and will establish a relationship with the Chattanooga Regional Homeless Coalition to ensure clients are not without basic needs, have access to mental health services even when in transient housing, and aware of a Spanish-speaking resource in the community. Every quarter the organization will do a weekly check-in with the community; this check-in will consist of asking clients about services offered by *Proposito*, the effectiveness of interventions, the likelihood of seeing more community presence (events, dinners, sponsorships), and what can be done to improve the relationship between the organization and the community. Information taken by these check-in sessions will be used to assist in shaping effective interventions and organizational planning.

Policy

1. Proposito will treat all complaints and reports seriously until found if the report is true or not. An HR employee will evaluate the event and address it to either the Executive Director or the board members.
2. Employees and volunteers will be given the opportunity to report incidents anonymously.
3. No employee or volunteer will be punished for making reports and lawfully submitting any suspicious activity under this procedure and following the appropriate steps to file complaints. Punishments include demoting, firing, suspending, threatening, or harassing any employee or volunteer.

Procedure

1. Reports will be submitted anonymously to protect the identity of any employee or volunteer in *Proposito*.
2. If it is an urgent matter, employees and volunteers can call *Proposito's* hotline, 1-800-9999. The hotline is 24/7 and an employee/volunteer can leave their complaint and any relevant information without fear of repercussion. The hotline will be staffed by a 3rd party organization who is in no way affiliated with *Proposito*; measures are put in place to ensure employees/volunteers remain anonymous.

SMART Fundraising Goals and Strategies with Rationale

The first smart goal is to acquire \$1 million from private donors by July 2021. In order to reach this goal, *Proposito* will conduct three activities. The first activity is to host a charity gala. This will help inform potential donors about *Proposito* and will also provide an opportunity for business networking. *Proposito* will charge an entrance fee/donation to this event which will be added toward the first goal. *Proposito* will also host a silent auction at the gala providing another avenue for income. There will be a cumulative value of items which amount to \$500,000. All items will be donated and the profit will go to *Proposito*. Lastly, *Proposito* will purchase donor information from other organizations' database, whereby they will contact the donors to solicit private donations. This list will contain individuals and public entities who are very likely to donate. It is expected that the 50 donors will be acquired through this method, these 50 being regular community donors. Activities will provide ample opportunities for individuals to learn about *Proposito* and become recurring donors.

The second goal is to acquire \$2 million from local businesses by August 2021. *Proposito* will reach this goal by distributing pamphlets to stores, businesses, and churches informing them of the organization's purpose and ask for donations. This will get the community involved and create partnerships and recruit sponsors for *Proposito*. The goal is to have at least 60 businesses sign up to donate. *Proposito* estimates receiving \$1000 - \$2000 from each business which will equal a total of \$60,000 - \$120,000 from businesses. This will contribute to the overall goal of \$2 million and will create local partnerships. The second technique *Proposito* will use is asking businesses to buy a table at the charity gala. By doing this, stores, businesses, and churches will be contributing to the organization while enjoying the event. *Proposito* estimates at least 50 businesses will buy a table for the gala. Each table will cost \$1000, which will equal to \$50,000 from table purchases. Lastly, in order to achieve this goal, *Proposito* will partner with two local businesses, twice a year, to have a "give back night", where customers can give the word *proposito* to the cashier and 10% of the earnings go to *Proposito*. The expected result is to have \$6,000 from the sales and establish partnerships with local businesses.

The third goal is to acquire \$3 million from federal and state grants by December 2021. In order to make this goal a reality, the Board and Executive Director of *Proposito* will be in charge of writing and applying for grants. The first grant application will be for federal funding, the second from the state, and the final grant appeal will be directly seeking funding for programs designed to improve the well-being of Latino communities in the United States. *Proposito* will apply for a \$1 million grant from each category which will equal the \$3 million goal.

Marketing Campaign Strategy (Describe the SMART goals and rationale)

Goal 1:

When planning to fundraise, it is important to establish a relationship with donors who will be committed to helping the organization thrive. Donors need to relate to the organization's mission, purpose, and the population intended to be served by the organization. In the article, "How to organize the perfect fundraising gala," by author, Devin Thorpe (2018), shares that, "Organizations that serve children (especially those stricken with devastating illnesses), the arts, hospice and healthcare are those that would tap into an affluent demographic that would feel comfortable in a gala setting." By making the charity event related to the organization's purpose, donors are able to make a strong connection between their money and the people it is going toward serving. Being that the Latino population in the US is approximately 55.4 million individuals, it is important that we reflect diversity of distinct cultures and their values at this event (Velasco-Mondragon 2016)

It is important to keep in mind the presentation of the event; one which is not well planned or well attended indicates a dismal message to the donor that their money is not being well-spent. In order to make the event stellar, the fundraising organization needs to have good food, enjoyable activities, and entertainment appropriate for the venue and the audience. In the article, "Turn Your Gala Into a Moveable Feast", the author encourages the hosting organization to distribute pledge cards for financial support. *Proposito* will incorporate this strategy in its execution of the gala in order to elicit stronger donor commitment.

Proposito plans to hold a silent auction in order to generate more donations. According to the website, Classy.org, it states that the best way to run a successful silent auction is by identifying and collecting items which excite your audience (2019). Items suggested include concert tickets, gift cards to local and chain restaurants, or experiences that one can do around town. In order to receive items that are worth reselling, an organization needs to make a list of wanted items. This can make it easier to collect simple, but attractive items. One of the best ways for an organization to acquire items is by getting creative! By identifying items which align with the nonprofit's mission and community outreach activities, this is one of the ways an organization can elicit donations (Donorbox.org 2019). Most importantly, this event needs to be fun for the donors and participants. This way they will be more inclined to return the following year.

Finding donors can be difficult when promoting a new organization to the community. In a periodical, "Charity Welcomes Hispanics by Speaking Their Languages," the author shares the narrative of how a business, Operation Smile, was able to be successful in getting donors who spoke Spanish. They state, "to get donor data, Operation Smile purchased lists from Spanish-language magazines and from businesses and charities that serve Latino communities," said Alexandra Franco, a senior account executive with direct-marketing firm Russ Reid who works with the medical charity" (Sandoval, 2016). Letters of recognition or Thank You notes need to be written primarily in Spanish in order to maintain rapport with these donors. It is expected that donors who identify with the Hispanic/Latino population may feel connected to *Proposito's* mission. By communicating in Spanish in addition to English, *Proposito* can maintain a connection between the clients being served and the donors.

Goal 2:

Proposito's second goal is to acquire \$2 million from local businesses by August 2021. The first strategy is to reach the local businesses by distributing pamphlets to stores, businesses, and churches. According to Klein (2016) it stated that every organization should have printed materials with visual aids and information of the organization. This is needed when convincing donors to support the organization through financial contributions. This method becomes helpful when volunteers visit local businesses and leave behind a brochure or pamphlet with the website to donate online (Klein, 2016). *Proposito* will have volunteers distribute the organization's pamphlet within the community and have businesses sign up to donate online.

The following technique that *Proposito* will use in order for local businesses to sponsor, is to have them buy a table for the charity gala. According to Rutter (2013) it explains, "Offering corporate tables is a way of selling group ticket packages to individuals or companies who then plan to attend the event themselves or give the tickets away to others". Having local businesses buy a table for the gala is an excellent way to secure a baseline for funds accrued at this particular event. In addition, it creates an opportunity for networking among business owners and raises awareness about *Proposito*. The article, "How to organize the perfect fundraising gala," by author Devin Thorpe (2018), explains that it is important to invite people who are already supporting the organization, knowing that many will invite their friends who are likely to purchase auction items or make a one-time donation. Thorpe encourages the promotion of the event through local churches. It is important that *Proposito* integrates itself into the community

as an agent of positive change. By establishing its presence within areas of influence in Chattanooga, it can begin to connect with other organizations who share a drive for improving the community. By linking up with these influential partners, the organization is not limiting itself on who can provide financial and social support (Wright 2019). As the author, Jocelyn Wright, posits, ‘you never know where you might find the best grant [funding source]... you just have to cast a wide net.’ *Proposito* will incorporate these strategies as well as continuing to do research on relevant grants and charitable opportunities.

The last strategy needed to meet the second goal is to partner with at least two local businesses for a dine-to-donate event. A dine to donate event is a double benefit outcome. The restaurant business receives customers at their location and then the non-profit organization receives a certain amount of payment from services rendered. Based on a fundraiser through the University of Kansas it reported, “For one week, dining services donated 15% of the sales from two of its retail operations to Heart To Heart International, which provided medical care and transportation for victims of the disaster...the program raised \$2,400 to aid tornado victims” (Community, 2007). Dine to donate is a well known method for fundraising and it can result in a great outcome. *Proposito* will replicate the dine to donate with two restaurants in Chattanooga, TN.

Goal 3:

Proposito's third goal is to acquire \$3 million in federal and state grants by December of 2021. The Latino population in the United States makes up the largest minority population to date, the estimated number being 55.4 million native and foreign born Latino individuals in 2014 (Velasco-Mondragon 2016). Within this population there are many health and social disparities which impact the overall well-being of Latino individuals. In order to effectively meet the needs of this community, developing a program which is aimed at improving the mental and medical standard of wellness is needed. Due to the income level of the clientele who will be serviced at *Proposito*, it is vital that the service cost of visiting the center is kept to a minimum, or at the very least adjusted along a sliding scale.

This begs the question, why is a community health center needed for individuals who are unable to pay? The answer can be found in an article written in 2010 by author, Ellen-Marie Whelan: community health centers have the capacity to provide comprehensive services to specific communities, regardless of their ability to pay (Whelan, 2010). In essence, this sums up why federal and state funding would be necessary to target the needs of the Latino community in Chattanooga. Of the amount of people who visited community centers nationally, 59% were non-White individuals; 30% of that number being made up of individuals of Latino background (Rosenbaum 2018). This segues into the final point: finding a grant that is specific to our population's countries of origin. When considering the types of grants available, applying for one which is specific to the Hispanic/Latino population is vital. Author Jocelyn Wright encourages her readers to be critical and 'choosy' when selecting their sources of funding. She recommends looking critically at the donor's vision and mission; this step is used to determine whether or not the donor is likely to donate to an organization with matching values (2019). She

goes on to state the importance of finding a grant which matches the timeline of the organization's needs and establishing a working relationship with the entities granting money. According to Albritton et al. (2018), "To secure funding through a grant, a review and approval process is required. The grant proposal must include a narrative that describes the program or purpose for which the funds will be used. It must also include a budget that is a financial representation of the narrative". Proposito will follow these guidelines in order to apply for state and federal grants.

Marketing Campaign Steps, Goals and Impact on Audiences

Bilingual residents of Chattanooga are often overlooked in terms of providing educational and medical services in their native language. There is a growing Hispanic/Latino population in the Chattanooga area who are in need of these services. The purpose of Proposito's marketing campaign is to build rapport with the community while disseminating useful knowledge on health and safety to Spanish-English speaking residents. The target audience of this marketing campaign are Hispanic/Latino residents of the Chattanooga area of all ages.

Marketing Campaign Name, Slogan, and Their Relationship to the Mission (Include the evaluation of the relationship between the marketing campaign name and slogan and the mission of the organization)

Name - Vive con *Proposito*

Slogan - Nuestro *proposito*, Su *proposito*

The purpose of *Proposito* is to promote helping and healing within the Hispanic/Latino community. This is achieved by providing a centralized location for clients to receive services free of charge. The slogan, “Vive con *Proposito*” expertly captures the intent of why the organization does what it does: *Proposito* wants English and Spanish speaking residents to live a healthier and happier life, fully capable of understanding the steps needed in order to take care of themselves and members of their community.

The mission’s purpose: “nuestro *proposito*, su *proposito*” reminds clients that the organization and the community have the same goal in mind: to ensure a happier, healthier future for all residents. Whether it’s a volunteer or a community partner, all who are linked to the organization share the same goal.

Budget Rationale

Proposito’s proposed budget consists of seven full-time employees which are as follow: the executive director, a licensed clinical social worker, a nurse practitioner, registered nurse, case manager, and front office employee. The executive director will be in charge of managing the finances, interviewing and hiring process, ensuring employee satisfaction, administering employee performance evaluations, and establishing positive public relationships with the community. The community service portion of the program will focus on recruiting volunteers through *Proposito*’s tailored volunteering training program. The second program the director will be in charge of is the community outreach program which trains volunteers how to engage with the community. The LCSW’s duties will include administering therapeutic services to

individuals, families, and groups. They will be required to thoroughly document sessions and keep up with caseloads. The nurse practitioner will be in charge of providing physical and nutritional care to clients visiting the clinic. The nurse practitioner will lead out in the Health and Nutrition program targeted at improving the health of individuals through exercise and healthy habits. The registered nurse will support the nurse practitioner in program execution and provide accurate documentation on participants. The case manager will be responsible for managing client files and documentation. The secretary will be in charge of making the environment pleasant, booking appointments and checking in clients, and keeping track of client paperwork.

The remainder of the funds will be reallocated to finance programs which focus on alleviating food insecurity, medical supplies, office supplies, and fringe benefits. Funding will come through private donors, local businesses, and federal and state grants. Through the Health and Nutrition program clients can participate in a 10-week physical activity and nutrition intervention that will give resources to a healthier life-style. For other expenses, it will cover intern training, Intercultural Development Inventory training, utilities and rent. Our proposed program would work directly in assisting the Hispanic/Latino population within the Chattanooga community.

Budget Narrative

Category one - Salaries and Wages

Salaries averaged by from the midpoint of respective pay scales according to the Bureau of Labor Statistics in 2020: Wages for a full time Family Nurse Practitioner - Board Certified is \$113, 930. Wages for a full time Case Manager is \$35,066.00. Wages for a full time Front Office

Employee is \$21,633.00. Wages for a full time Registered Nurse is \$71,730.00. Wages for a full time Licensed Clinical Social Worker is \$54,948. Wages for a full time Executive Director is \$72,500.

Category two - Fringe benefits

Fringe benefit rate of 34.2% is based on the Bureau of Labor Statistics. According to the BLS (2020) “employer supplemental pay costs for management, professional, and related workers averaged \$2.22 per hour worked or 3.7 percent of total compensation including \$0.12 (0.2 percent) for shift differentials, and \$0.18 (0.3 percent) for overtime and premium pay.” Insurance benefits averaged \$2.76 per hour worked or 8.0 percent of total compensation (Bureau of Labor Statistics, 2020). The FICA rate for the year 2020 is 15.30% (BLS 2020)

Category three - Supplies and Materials

According to Mellinger (2019), it states: “Companies that have one to four employees spent \$1,844 per employee annually on office products, about 50 to 60 percent of which were consumable office supplies like paper, pens, computer ink etc”. In addition the article added, “office supplies per employee ranged from \$922 to \$1,106 annually, or \$77 to \$92 per month”.

According to Bplans.com it reported, “ Start-up expenses will be \$22,732. This amount of money will be used to purchase office equipment, medical supplies, furniture, stationary, and other start-up expenses”.

Category four - Programs

According to NWPA food bank (2020) it reported, a food bank per year costs \$6,000 and \$500 per month. For an entrance fee it is \$200 (from personal communication reference).

Category five - Equipment

All technological equipment is bought from BestBuy. According to BestBuy pricings, 6 multi line phones are \$480. For six laptops the total is \$2,400. The Windows Office Suite program is \$60. The eOffice 365 is \$80. According to Costowl.com, the Healthcare software, Carecloud is \$3,348 annually.

Category six - Other expenses

According to Greater Chattanooga Realtors the Lease is \$2,750 monthly or \$33,000 annually. According to Times Free Press (2018) it reported, “Utilities for electricity and gas for 1,000-square-foot office - \$2,005 in Chattanooga”.

Trainings:

According to the Association for Talent Development's 2016 State of the Industry Reporter (2017), training will cost an average of \$1,252 a year, making each at \$626. *Proposito* will require two volunteer training sessions. There will be two community outreach trainings. It will cost \$83 per person. Seven staff members will attend the three day workshop and the cost will be \$600 a year. There will be one Intern Training that will cost \$30 per intern. There will be five interns attending the week-long workshop. This will cost \$150 a year. One required Social Work Training will cost \$75 per year for the social worker. There will be one Intercultural Development Inventory (IDI) training. The cost is \$450 for group or \$45 per person.

Other Incomes:

There will be a 10 week Health and Nutrition Program: With *Proposito*, the Hispanic/Latino community will have a chance to participate in our Health and Nutrition program. According to Akanni (2017), “the total direct cost to deliver the 10-week physical activity and nutrition intervention was \$50,474, which corresponded to an average cost of \$229

per participant.” Each person wanting to participate will pay a fee of \$229 for a 10 week program, which can be paid monthly by participants, which is 22.9 per month (Akanni, O. O., Smith, M. L., & Ory, M. G. (2017).

Conclusion

Proposito, as a community center, aims to provide comprehensive services to the Hispanic/Latino population. Chattanooga, Tennessee is home to many people that range from different ethnic backgrounds, socioeconomic status, and country of origin. The Hispanic/Latino population is one which is in need of support. The mission of this budding organization is to enhance the physical and mental well being of immigrant Hispanic/Latino families. Services are targeted at alleviating food insecurity, improving financial management, and providing comprehensive mental and physical health.

“*Vice con proposito*” is more than a campaign slogan with *Proposito*. Each client who steps through the organization’s doors will know the values and standards which are upheld by the staff and volunteers. The community health clinic will assist clients in finding resources for an improved way of life, but also providing access to much needed resources to maintain a healthier standard of living, physically and mentally. The hope of *Proposito* is to ensure all persons in Chattanooga are heard and helped. After all: nuestro proposito, is truly su proposito.

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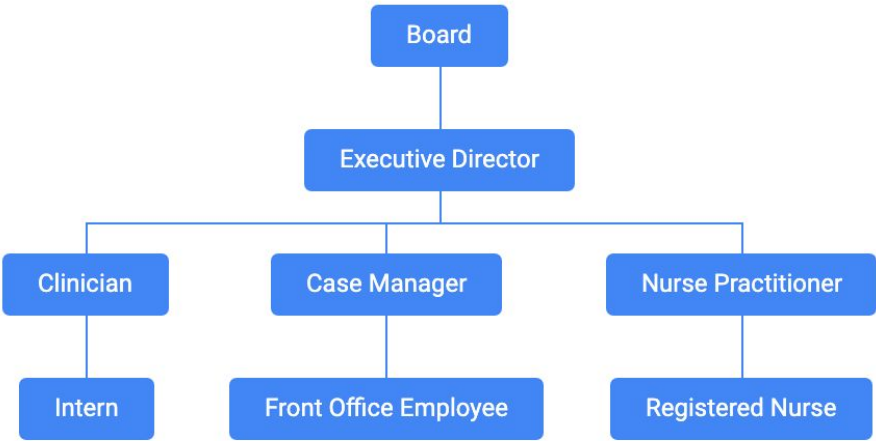
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Appendices:

A. Organizational Chart



B. Budget (Revenues and Expenses)

PROGRAM BUDGET SUMMARY		
PROGRAM: PROPOSITO	DATE PREPARED: 4/9/2020	PG 1 OF 2
	BUDGET PERIOD	FROM: 10/1/2020 TO: 10/30/2021
MAILING ADDRESS: 777 Driving Lane Rd.	BUDGET AGREEMENT <i>Original</i> Amendment	Amendment #
CITY: Chattanooga STATE: TN ZIP CODE: 37000	FEDERAL ID #:	
TOTAL BUDGET:		
SALARY & WAGES		\$369,807.00
FRINGE BENEFITS		\$69,523.72
SUPPLIES & MATERIALS		\$22,000.00
PROGRAMS		\$6,200.00
EQUIPMENT		\$7,161.94
OTHER EXPENSES		\$59,560.00
<i>Rent</i>	<i>\$33,000.00</i>	
<i>Utilities</i>	<i>\$24,060.00</i>	
<i>Staff and Volunteer Trainings</i>	<i>\$2,500.00</i>	
TOTAL EXPENSES:		\$534,252.66
SOURCE OF FUNDS:		
PRIVATE DONORS		\$1,000,000.00
LOCAL BUSINESSES		\$2,000,000.00
FEDERAL AND STATE GRANTS		\$3,000,000.00
HEALTH AND NUTRITION PROGRAM		\$50,474.00
TOTAL FUNDING:		\$6,050,474.00

PROGRAM: PROPOSITO	BUDGET PERIOD	FROM: 10/1/2020	TO: 10/30/2021
MAILING ADDRESS: 777 Driving Lane Rd.	BUDGET AGREEMENT <i>Original</i> Amendment	Amendment #	
CITY: Chattanooga STATE: TN ZIP CODE: 37000	FEDERAL ID #:		
1. SALARY & WAGES:			
POSITION DESCRIPTION:	COMMENTS:	POSITIONS REQUIRED:	TOTAL SALARY:
Executive Director	FFT	1	\$72,500.00
Clinician	FFT	1	\$54,948.00
Case Manager	FFT	1	\$35,066.00
Nurse Practitioner	FFT	1	\$113,930.00
Front Office Employee	FFT	1	\$21,633.00
Registered Nurse	FFT	1	\$71,730.00
		1. TOTAL SALARY & WAGES	\$369,807.00
2. FRINGE BENEFITS: (Specify)			
<u>FICA</u>	15.30%		\$56,580.47
<u>Retirement</u>	3.50%		\$12,943.25
<u>Life Ins</u>	0.1%		\$334.74
<u>Health - Vision & Dental</u>	7.50%		\$27,735.53
<u>Paid Vacation</u>	3.80%		\$14,052.67
<u>Paid Holidays</u>	2.20%		\$8,135.75
		2. TOTAL FRINGE BENEFITS:	\$69,523.72
3. SUPPLIES & MATERIALS:			
Office Supplies			\$11,064.00
Medical Supplies			\$10,936.00
		3. TOTAL SUPPLIES & MATERIALS	\$22,000.00
4. PROGRAMS			
Food bank			\$6,200.00
		4. TOTAL PROGRAMS	\$6,200.00
5. EQUIPMENT: (Specify)			
Office phones	6 phones		\$480.00
Laptops	6 laptops		\$2,400.00
Windows			\$30.00
Office 365			\$80.00
Healthcare software	Care Cloud		\$3,348.00
Equipment Maintenance	13 % of IT Budget		\$823.94
		5. TOTAL EQUIPMENT	\$7,161.94
6. OTHER EXPENSES:			
Rent			\$33,000.00
Utilities			\$24,060.00
Staff and Volunteer Trainings			\$2,500.00
		6. TOTAL OTHER EXPENSES	\$59,560.00
7. TOTAL EXPENSES: (Sum of Totals 1-6)			\$534,252.66

Percentages		Position Description:	Total Salary:	FICA	Retirement	Life Ins	Health Ins	Paid Vacation	Paid Holidays
FICA	15.30%	Executive Director	\$72,500.00	\$11,092.50	\$2,537.50	\$72.50	\$5,437.50	\$2,755.00	\$1,595.00
Retirement	3.50%	Clinician	\$54,948.00	\$8,407.04	\$1,923.18	\$54.95	\$4,121.10	\$2,088.02	\$1,208.86
Life Ins	0.1%	Case Manager	\$35,066.00	\$5,365.10	\$1,227.31	\$5.066	\$2,629.95	\$1,332.51	\$771.45
Health - Vision & Dental	7.50%	Nurse Practitioner	\$113,930.00	\$17,431.29	\$3,987.55	\$113.93	\$8,544.75	\$4,329.34	\$2,506.46
Paid Vacation	3.80%	Front Office Employee	\$21,633.00	\$3,309.85	\$757.16	\$21.63	\$1,622.48	\$822.05	\$475.93
Paid Holidays	2.20%	Registered Nurse	\$71,730.00	\$10,974.69	\$2,510.55	\$71.73	\$5,379.75	\$2,725.74	\$1,578.06
		Total		\$56,580.47	\$12,943.25	\$334.74	\$27,735.53	\$14,052.67	\$8,135.75

C. SMART Fundraising Goals

Fundraising Plan – SMART Goals

Goal 1: Acquire \$1 million from Private Donors by July 2021.

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

Host a charity gala	Have 50 donors sign up They can disseminate information about the event to their friends and family	Yes At least 50 people will sign up for this event Sign up sheet At least 50 people attend the gala	Donors will adopt <i>Proposito's</i> mission and vision and will invest in the organization Each individual contribution will help move toward the overall goal	The executive board will be in charge to planning the event and the full-time staff and volunteers will be in charge of hosting the event
Silent auction to be held at the gala	Have a cumulative value of items which amount to \$500,000	Yes, Chattanooga has many business owners and creative individuals within the area	The money collected from items will help contribute to the overall goal	The executive director will have a list of donors; the intern will be in charge of collecting and displaying items for the event

		Items will be sold and goal will be reached		
Purchase donor information from organizations/mail letters to donors on list	A list of donors will be purchased from other organizations	The list will contain potential donors that are very likely to donate Yes, success will be realized when <i>Proposito</i> has at least 50 donors	It is expected that the 50 donors will have contributed to the organization These will be 50 regular community donors	Office manager will be in charge of acquiring the list

Goal 2: Acquire \$2 million from local businesses by August 2021.

<u>Specific Strategies/T actics</u>	<u>Process Measure</u>	<u>Attainability- Outcome Measure</u>	<u>Relevance</u> What are the expected results after implementing this	<u>Time frame and Responsibility</u>
	How will you account	Is your strategy reasonably		

This is something you will do to accomplish the goal. Answers the question—What will you do?	for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	attainable? What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	strategy? Why is this important in the overall fundraising plan?	Who is responsible for seeing that the strategy gets done and by when?
Distribute pamphlets to stores, businesses, and churches	At least 60 businesses sign up to donate <i>Proposito</i> will receive \$1000 -	<i>Proposito</i> will receive \$1000 - \$2000 from each business <i>Proposito</i> will have a fundraising thermometer so	The expected results are to have \$60,000 - \$120,000 from businesses This will contribute to the overall goal of \$2 million and will create local partnerships	The Executive Director and the board will implement this by August 2021. The volunteers and interns will be distributing the pamphlets to stores, businesses, and churches.

	\$2000 from each business	donors can see the progress <i>Proposito</i> will receive a total of \$60,000 - \$120,000 from businesses		
Have businesses buy a table at gala	At least 50 businesses will buy a table for the gala. Each table will cost \$1000.	Yes All tables will be purchased. <i>Proposito</i> will make \$50,000 from table purchases.	The expected result is to have \$50,000 from the table sales. This will contribute a total of \$50,000 to the overall goal and will create local partnerships.	Employees will oversee this strategy and implement the event along with volunteers by August 2021.
Give back night	<i>Proposito</i> will partner with two local	Yes	The expected result is to have \$6,000 from the sales and will create local partnerships.	Employees will oversee this strategy and implement the event along with volunteers by August 2021.

	businesses twice a year to get 10% back from all sales for a certain time frame.	<i>Proposito</i> will receive at least \$1500 each time.		
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Goal 3: Acquire \$3 million from Federal/Government grants by December 2021.

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

What will you do?		How will you know you accomplished the tactics?		
Apply for federal grant	<i>Proposito</i> will get \$1 million from this grant	Yes Goal will be accomplished when \$1million has been awarded to the organization.	<i>Proposito</i> will get approval letter from grant. This will help to bring funds that will help <i>proposito</i> meet their clients' needs and mission.	The Board and Executive Director will oversee the grants and complete them by December 2021.
Apply for Latino specific grant	<i>Proposito</i> will get \$1 million from this grant	Yes Goal will be accomplished when \$1million has been awarded	Approval letter will come through mail. This will help to bring funds that will help <i>Proposito</i> meet	The Board and Executive Director will oversee the grants and complete them by December 2021.

		to the organization	their clients' needs and mission.	
Apply for State	<i>Proposito</i> will get \$1 million from this grant.	Yes. Goal will be accomplished when \$1million has been awarded to the organization.	Approval letter This will help to bring funds that will help <i>Proposito</i> meet their clients' needs and mission.	The Board and Executive Director will oversee the grants and complete them by December 2021.

D. Case for Support Letter



“Nuestro Proposito, Su Proposito”

Proposito

777 Driving Lane Rd, Chattanooga, TN 37000

Latino Foundation

1843 Main Avenue, Dayton, TN 37247

March 9, 2020

Dear Sir or Madam,

It is an honor to present to you *Proposito*, an organization whose mission, “nuestro *proposito*, su *proposito*”, captures its goal to ensure a happier, healthier future for residents in the Chattanooga area and surrounding cities. Whether you encounter a volunteer or a community partner, all who are linked to the organization share the goal of establishing a standard of health and wellness for the Hispanic/Latino members of our community. By reaching out to you via email, the team behind *Proposito* would like to elicit your support in meeting our financial goal as we share with you one of the challenges in meeting the needs of these families.

At our current location we are able to provide families with holistic services ranging from mental health support, wellness check-ups, health screenings, and dietary education. What we are looking for in a donor is able to financially contribute to the expansion of the community center, whereby more individuals can be treated by our highly qualified staff to an otherwise underserved population. The estimated cost of this project is \$250,000 from beginning to finish.

In the year 2000, there were only 5,500 families of Hispanic/Latino origin in Chattanooga; by 2010 that number had tripled (Johnson 2016). As that number continued to grow, so did the number of uninsured individuals within the county. In 2017 the Hispanic/Latino community accounted for 29.8% of uninsured individuals (Melton 2018). In order to meet the needs of the 29.8%, *Proposito* seeks to provide four main services on site: healthcare, mental health services, financial education, and alleviation of food insecurity. Our non-profit organization is unique in that it provides all services in English and Spanish. We believe this expansion is necessary due to the growing population of Hispanic/Latino families in Chattanooga.

Evidence which backs our desire to serve more people is found in a poignant interview taken from Spanish-speaking families fleeing California wildfires. The Hispanic community was hit as equally hard as any other in the region which experienced the tragic fires, however, their relief was not as immediate as those who spoke English and were able to receive information about available shelters and other important resources (Ehrlich 2019). With the emergency weather updates being offered exclusively in English, this proved to be a detriment to Spanish-speaking families who were unable to access help.

Though this is just one example of how a language barrier can be harmful, there are many stories like this. *Proposito* would like to be the bridge that connects families in Chattanooga to services. By providing our services in English and Spanish, we aim to give the best care to clients. However, this goal can only be achieved with your help. By donating to our organization, you are helping us help our community. If you are unable to donate, we ask that you spread the word about *Proposito* to others in your network. Together we can create a healthier, happier community.

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

Sincerely,

Adriana Izquierdo

Fundraising Committee Chair

E. Marketing Materials





F. 2 Full Job Descriptions

Proposito Executive Director

Proposito is looking for a director to help run the organization and have a passion to help the Hispanic/Latino community. The executive director will oversee the organization, attend community meetings, attend board meetings, interact with our clients and their community, and in charge of finances, such as grant writing each upcoming year. Also, create business plans, overseeing day-to-day activities, improving performance, developing organizational culture, supervising heads of departments, reporting on revenue, and directing organizational strategy. As an organization, *Proposito* needs someone who is not afraid to lead and motivate staff.

Job Duties and Responsibilities

- Attend community meetings and board meetings
- Manage and assign responsibilities to staff and volunteers
- Coordinate fund-raising efforts and write grants to obtain funds
- Coordinate administrative tasks with other employees
- Create and Manage budget plan
- Hire and interview new staff/volunteers

Required Qualifications

- Masters in Business Administration (MBA) or equivalent.
- 10 years of experience
- Financial management experience

- Highly organized
- 5 Years of project management experience
- Ability to effectively communicate to staff, volunteers, and community
- Ability to start and complete tasks as well as work independently

Education

Received a Master's in Business Administration (MBA) diploma from an accredited college or university

Relevant certifications and trainings will be considered along with the MBA

Salary

\$72,500

Social Worker (MSW, LCSW)

Proposito is seeking a bilingual Social Worker with an interest in servicing the Hispanic/Latino community in the greater Chattanooga area. Issues faced by this community include generational poverty, difficulties with cultural assimilation, language barriers, and a lack of education. Social Worker will work directly with clients in face-to-face counseling, doing intake with families, and assisting in the delivery of other services as needed. Social Worker will work alongside the nurse practitioner and case manager to deliver the best service to the client.

Responsibilities and Requirements:

- Have an MSW
- Have an LCSW and 2-year experience
- Mastery of Spanish and English language (Written and Spoken)
- Experience working with individuals and families

Family Nurse Practitioner Board Certified (FNP-BC)

A Family Nurse Practitioner Board Certified looking for a position at *Proposito* will be someone who is dedicated to servicing the Hispanic/Latino population in the greater Chattanooga Area. FNP-BC candidates will be bilingual and able to service challenges faced by the community such as complications due to poor nutrition, limited access to healthcare, and little education on healthy lifestyles. FNP-BC will collaborate with the Social Worker to deliver a holistic treatment plan for individuals serviced by the center. Duties will include performing complete annual exams, leading informational sessions on nutrition and lifestyle, and treating acute or chronic diseases.

Responsibilities and Requirements

- Two-year experience in a family practice setting
- Mastery of Written and Spoken Spanish and English Language
- Prescribe medications and follow up with prescriptions
- Educate and guide patients on disease prevention and healthy lifestyle habits
- Perform diagnostic tests and screening evaluations