

Friends Helping Friends Organization Proposal

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Abstract

Friends Helping Friends is a non-profit organization created to supply individuals experiencing houselessness in Chattanooga, Tennessee with basic necessities for survival. The agency runs with limited full-time staff, and a large volunteer base to be as cost-effective as possible. Donations are the largest source of income for the organization. According to the United States Department of Housing and Urban Development, the number of individuals experiencing houselessness in the United States increased by 2.2 percent in 2020 (2021). This means that on any given night more than 586,466 people are staying in local shelters and on the streets of communities nationwide (HUD No. 21-041, 2021). The rationale behind this organization is the uniqueness of the program. Not only will *Friends Helping Friends* give much-needed supplies to the individuals who need them, but the agency will also be delivering the supplies to exactly where the need is and offering case management services as well. This proposal offers budgeting, marketing, human resources, and a more detailed rationale for the need of the organization.

Introduction

The mission of *Friends Helping Friends*' is to bring basic human necessities, and resources to the people in our community experiencing houselessness. We will advocate for the rights of those we serve in order to improve their lives and allow our clients equal access to resources that will help improve their situations. We practice compassion and respect with clients to give a dignified experience to everyone served.

Friends Helping Friends is envisioned as an organization that reflects the values of service, the importance of human relationships, and the dignity and worth of each individual through the implementation of evidence-based practices and a relationship-oriented approach within the houseless community. The organization is distinctive by providing different necessary services to underserved areas through the initiatives of different programs. The identity of the organization will be framed by a consistent commitment to providing policy advocacy, resources, transportation, and environmental reinforcement to those in houseless areas. The organization is a collaboration of multiple programs and partnerships to coordinate the best and most effective services.

The purpose of *Friends Helping Friends* is to provide some necessary items for survival including food, water, clothes, tarps, other resources, and support to individuals experiencing houselessness through an approach that reflects the dignity and worth of each person served. A primary goal of FHF is to ensure individuals experiencing houselessness have access to basic necessities essential to their well-being, such as tents, toiletries, food, and weather-appropriate clothing. Another goal of FHF is to provide comprehensive needs assessments and connect individuals experiencing houselessness to any community resources they may need. A final goal is to establish a positive, trusting rapport with individuals experiencing houselessness and to

shed light on the causes, factors, and implications of housing instability as well as the misconceptions held regarding those affected by it.

Market Analysis and Environmental Assessment

The *Friends Helping Friends* organization will be located downtown, close to the heart of the city of Chattanooga. The goal of the organization is to be closest to the population that it will be working with so that all services will be conveniently available.

Within the Chattanooga area, there are several organizations that target people who are facing houselessness and work to alleviate different burdens for this population. For example, The Salvation Army and the Chattanooga Rescue Mission both help people who are houseless by providing food and temporary housing solutions. The Salvation Army also goes one step further by providing clothing. There are several other organizations whose goals are to help with resource allocation, medical provisions, food distractions or temporary housing.

One of the main ways in which *Friends Helping Friends* will serve the houseless community is through collaboration with the aforementioned organizations to identify and address gaps in service. Another way in which *Friends Helping Friends* will fit within the preexisting organizations will be to form partnerships and connections with local social service providers in Chattanooga where clients can be referred. Through establishing and maintaining these strong connections, this organization will be able to establish a long-term operation within the city.

Information About the Organization

One of the factors that makes *Friends Helping Friends* unique in comparison to other agencies is that operations and services are not based solely within the organization's office. Services will be provided directly to clients with volunteers and staff going into areas where

houselessness is prevalent and providing direct services. This will help to provide needed help to people facing houselessness by eliminating the need to find transportation to the main office. Another unique factor of the organization is that services and programs will be based on a need's assessment conducted within communities with a high population of houselessness. This will ensure effective services are provided, since those who will be receiving aid will be sharing what is needed the most.

The target client population for *Friends Helping Friends* will be people who are experiencing houselessness in Hamilton County, Tennessee. This will include people of all ages, race and ethnicity, gender, religious affiliation, and sexual orientation. As long as an individual is houseless and is located within Hamilton County, they will qualify for services.

Some of the services that will be provided are resource allocation, referrals to other services, and policy advocacy. Under each of these broad areas, there will be specific programs to achieve the main goal. For example, under resource allocation, some of the proposed programs will include delivery of basic necessities, environmental reinforcement, and transportation. Under referrals, some of the programs will include case management, healthcare provision, and employment training. Services will mainly be delivered within the communities where there are large populations of people who are experiencing houselessness. However, some programs will be conducted within the *Friends Helping Friends* main office, such as employment training. Please see Appendix A for the projected organizational chart of *Friends Helping Friends*.

Financial Plan

Budget Explanation

The strategies that *Friends Helping Friends* plans to utilize to build its donor base are drawn from evidence-based research showing the effectiveness of these strategies. When looking at both individual donors and corporate entities, the importance of developing a strong relationship through consistent, extensive communication with each is reflected within the fundraising strategies of *Friends Helping Friends*. Drollinger (2017) indicates that it is important for individual non-profit fundraisers to build relationships with major donors, pointing out that a crucial component in doing so is maintaining effective communication for both parties so that trust and commitment can be established and maintained. Although good communication with donors is a common theme reiterated within nonprofit literature, it is broadly used and often neglects to specify the skills required to maintain effective communication and to establish a strong, trusting rapport.

Drollinger (2017) states that despite evidence that donors have distinct and profound reasons for generous contributions, information pertaining to effective listening and the role it plays in sustaining the relationship between a major donor and the non-profit organization is scarce, adding that “effective listening tends to be assumed as an innate ability as opposed to a valuable skill” (pg.48). It is proposed within Drollinger’s 2017 report that by listening intentionally and emphatically, non-profit fundraisers are able to grasp a deeper understanding of the motivations, ideas, feelings, and expectations of individual donors. Additionally, previous research implies reframing the role of the non-profit fundraiser as a consultant that identifies the donor’s interest in various aspects of the nonprofit's mission, donation motivation, and goals (Knowles et. al., 2009; Drollinger, 2017). This perception will be reflected in the relationship

between *FHF* fundraisers and donors, as the organization's strategies strive to recognize individuals, communities, and corporations who share the organization's values and incorporate their ideas, motivations, and expectations in the fundraising approach. When developing a significant donation proposal to present to individual donors or corporations, *FHF* will ensure that the request reflects something that the donor(s) have expressed an interest in and that *FHF* believes is likely to be met with support. Aligning with a suggestion proposed by Drollinger (2017), *FHF* fundraisers will invite the participation of donors to be part of the creation of the proposal if it is implied that the donor would like to give in a unique and meaningful way.

Another important aspect to consider within the fundraising approaches of *FHF* is that although donors do care about the mission, values, and leaders within the organizations they give to, research shows two factors that are far more powerful indicators of donor behavior: self-worth and social networks (Pulido, 2018). Pulido (2018) points out that how the prospective donor feels about themselves because of making a contribution exceeds other factors, including what that contribution might accomplish; notably, this self-satisfaction is most powerful when the donation aligns with a deeply held personal value. Therefore, it is reasonable to assume that while donating to any non-profit organization may elicit a heightened sense of self-value, when that donation is tied to a particular cause or organization the donor cares deeply about, that feeling is intensified. This is a concept held in high regard by *FHF* when identifying specific neighborhoods, communities, and corporations to connect with and determining the most effective fundraising approach.

Friends Helping Friends is also using a donor priority strategy for both individual and corporation donations. A priority strategy is defined as a donor relationship strategy that implements various donation levels with increasing benefits, depending on the individual amount

of donation provided (Boenigk et. al., 2014). *Friends Helping Friends* will implement a strategy that will show recognition for individuals and corporations based on the amount donated such as giving them plaques and/or placing their name on plaque brick. Boenigk and Scherhag (2014) studied if this strategy was an effective method for nonprofit fundraising and found evidence to support that a donor priority strategy supports simultaneous increases in donor satisfaction, leading to high levels of donor loyalty. The investigative study also revealed evidence that both the low paying and high paying donors were both satisfied with the relationship and benefits based on the donation because the donor was getting a reward based on the amount donations creating an equal relationship (Boenigk et. al., 2014). However, the study also revealed that nonprofits may provide more than the benefits from *Friends Helping Friends*. It is important that *Friends Helping Friends* strives to create an equal relationship with its donors and provide equal benefits to those who give larger donations.

Although rewards and recognition have proven effective as donor motivators, it is important to acknowledge that excessive recognition and reward efforts can be problematic and, in certain cases, deter donors from ongoing contributions. Research findings strongly imply that although donors may respond positively to being rewarded, they “prefer to think of other reasons for giving as being predictive”; in other words, while rewards and recognition incentivize the majority of donors due to their desire to enhance their standing within their peer groups, they want to avoid their peers assuming that they made contributions for this reason alone (Pulido, 2018). Interestingly, the research of Winterich, Mittall, and Aquino (2013) showed that recognition for philanthropic efforts is of most value when the donor does not view their own contributions as significantly valuable or overly recognized. *FHF* acknowledges this through the incorporation of modest but meaningful recognition strategies for each donor that vary based on

contribution amount, such as a small plaque and/or certificate. The certificates and plaques will be mailed as this gives donors the opportunity to exercise discretion in choosing whether to display the commemorative piece while also affirming that their contributions are recognized and appreciated by *FHF*.

Along with clear communication, understanding the motivations for donors, and creating a recognition program, Peng et. al. suggests that another key asset that nonprofit organizations can utilize to attract donations is through a positive reputation (2019). By utilizing donations effectively and making a clear impact within the community, *FHF* will be able to create a strong, positive reputation as an organization that can be trusted. According to the research, “A spotless reputation is even more important as the philanthropic funding environment becomes more and more competitive” (Peng et. al., 2019, pg. 811). This will be achieved through clear communication with donors and the community for how funds are utilized in the organization, as well as within the annual report. This will help establish recognition for *Friends Helping Friends* and can increase the likelihood for people to be willing to donate to the organization. Overall, all the strategies that *FHF* plans to use are evidence-based and will help the organization to be able to create a steady donor base that will support its mission to help the houseless community in Hamilton County.

Budget Narrative

First and foremost, *Friends Helping Friends* is a service that provides basic necessities to those experiencing houselessness, such as food, hygiene products, tarps, sleeping bags, and propane to keep warm. *FHF*'s first priority is to ensure that clients have their basic needs met through deliveries of supplies. *Friends Helping Friends*' budget highlights these needs in appendix B. To fulfill our mission, “to bring basic human necessities, and resources to the people

in our community experiencing houselessness,” there are many resources needed to effectively run the organization.

The staffing of *FHF* is minimal, and largely volunteer based, which helps with daily costs and allows the agency to help more people in the community on a daily basis. In order to maintain the most up to date information and continue improving how *FHF* serves the community, a research team is needed. This will help with grant applications and donations in the future by giving concrete evidence of the programs work in the community. It is important to *FHF* to set this nonprofit aside from others in the area, to deliver the supplies directly to the clients. In order to do this, vehicle rentals are a dire part of operations.

By looking at the *Friends Helping Friends* budget narrative, there is an extremely detailed list of expenses that goes into the day-to-day operations costs of the agency. This is available on the website, www.friendshelpingfriends.org, and is made public to keep the integrity of the organization and hold *FHF* accountable to donors. *FHF* strives every day to supply necessities to those experiencing houselessness in our community and to maintain a working relationship with all donors and vendors to continue daily operations at the lowest cost possible. To view the comprehensive income and expenses budget plan for *Friends Helping Friends*, please see appendix C and D.

Fundraising Goals and Strategies

One of the first goals for *Friends Helping Friends* is to raise approximately \$300,000 from individual donations by the end of the fiscal year 2022-2023. These donations can be in the form of monetary gifts, charitable trusts, and other types of assets. One of the first ways that these donors will be identified is by mapping out different communities and neighborhoods in the Greater Chattanooga Area that are known to be friendly to people who are houseless. With

this information, *FHF* will be able to reach out to more people who are more likely to want to donate to the organization. After mapping out the neighborhoods, *FHF* will approach the different communities, churches, and other civic organizations to ask for donations for the organization. *FHF* will supply marketing materials and share the importance of the mission and vision of the organization in hopes of creating a strong repeat donor base. Lastly, to encourage people to continue donating to *Friends Helping Friends*, there will be a donor recognition board located on the outside of the main office that will have the name of each person who donated. The size of the plaques or bricks will depend on the size of the donation. The larger the donation, the larger the plaques or brick arrangement will be. This will help to create a sense of accomplishment by highlighting their contribution and encourage them to continue donating to *FHF*.

Another goal that *Friends Helping Friends* aims to achieve is to raise approximately \$100,000 from corporate donations by the end of the fiscal year 2022-2023. Some of the ways that *FHF* will achieve this will be to first be able to identify multiple houseless-friendly corporations in the Greater Chattanooga Area or nationally, such as Blue Cross Blue Shield, McKee Foods, and Electric Power Board (EPB). By identifying and creating a list of potential corporations, *FHF* will be able to create a potential donor base and reach out to those corporations. Lastly, *FHF* will create a recognition program that will highlight different corporations that donate to the organization. For example, for corporations that donate less than \$5,000, *FHF* will send them an official certificate of recognition. As for the donors who donate more than \$5,000, *FHF* will send them an official plaque that thanks and recognizes their contribution. The reason that this program will be implemented would be to highlight the

generosity of the donating corporations as well as to create long-term donors for *Friends Helping Friends*.

The third goal of *Friends Helping Friends* is to receive a total of \$100,000 in grants from both government and non-government organizations by the end of the fiscal year 2022-2023. *Friends Helping Friends* will implement multiple strategies to reach this goal, such as identifying grants from government and non-government organizations that would be applicable for *Friends Helping Friends*, check the requirements of said grants, and apply for at least 6 grants that would total at least the selected amount of \$100,000. To measure the process of these strategies, *Friends Helping Friends* will create an extensive list of the government and non-government corporations that would fit with *Friends Helping Friends* and tailor each application to the organizations listed. These strategies are important to providing secured money for the life of the grants. Reviewing the requirements for grants for organizations with people who are houseless will also help grow relationships with government corporations and non-government corporations for future grant applications and/or renewals. To see a completed version of the fundraising SMART goals and the Case for Support Letter, please see appendix E and F.

Marketing Plan

Marketing Campaign

With *Friends Helping Friends*, the hope is to share information about how individuals become and stay houseless, and to reduce the stigma attached to these neglected individuals. In order to do this, the organization needs to spread this information as widely as possible, and with as much compassion as so that the community members will accept, and act on the information they are receiving.

The target populations for *FHF* are potential donors and sponsors of the organization. This could mean churches, colleges, social clubs, and local business. It is important not only to spread the word about background information explaining houselessness, but to get out the word about the services that the organization will offer. The clients need to know what can be done to assist them, and how to receive the assistance. Word of mouth is going to be a huge strategy for contacting and informing our target populations. The agency will use billboards, other local nonprofits organizations, walk-in referrals, and bulletin boards to spread the word.

The evidence that using these means of spreading information will work with our target population is the strong tendency for society to lean on social media, news, and other visual and auditory forms of communication. In today's society, people scroll through news articles and social media hourly. This will help get the word out and allow *Friends Helping Friends* to serve as many houseless individuals as possible.

Overall Marketing Goals

1. Step 1: Establish stakeholder groups.
 - a. Donors
 - b. Volunteers
 - c. Clients
 - d. The leadership/staff
 - e. The public
 - f. **Goal A:** Build a donor base.
 - i. **Impact:** Deepen community engagement with house-less individuals
 - g. **Goal B:** Establish a marketing message for each group.

4. Step 4: Create social media platforms (volunteers, donors, general public)
 - a. **Goal A:** Help to recruit volunteers.
 - i. **Impact:** People will be able to see pictures or posts of stories of volunteers helping clients and convince them to donate resources or their time
 - b. **Gal B:** Convince sponsors and donors to support the organization.
 - i. **Impact:** Extensive information will be shared on the various ways in which FHF strives to combat housing instability and assist house-less individuals, as well as information that highlights the mutual benefits these efforts will have on the entire community. Sponsors and donors will be encouraged through learning the various ways in which they are able to play an active role in supporting the mission of FHF.
 - c. **Goal C:** Share information to the public about houselessness
 - d. **Impact:** People will learn about the factors and implications of housing instability, including statistics relevant to Chattanooga specifically. The common misconceptions of those experiencing homelessness will be addressed as well as the initiatives FHF plans to take to combat the issue of housing insecurity, which will elicit support for the organization from members of the community.

Marketing Details

Friends Helping Friends (FHF) was developed by social workers that have a passion for breaking the negative stigma around people who are experiencing houselessness and to provide human decency and dignity to this often-neglected population. Because of the negative stigma surrounding this population, the campaign slogan of “We’ll be there for you,” is meant to be a

beacon of light for this population. *FHF* wants to reconnect the community with houseless individuals by bringing compassion and resources to those in need.

The slogan of “We’ll be there for you,” sends a message of comfort and compassion to those who are on the receiving end. Friends Helping Friends recognizes the frequency in which houseless individuals are neglected by society and let down by the system. The slogan was created to give reassurance that houselessness is not a forgotten social injustice in society today, and that the individuals experiencing it are not less than. This slogan reiterates recognition of houseless individuals as equals, as well as a key characteristic of strong communities: helping one another. community.

Friends Helping Friends will implement multiple marketing materials to reach different communities. The organization will have a website: www.friendshelpingfriends.org, that can be accessed online. This website will contain important information on the organization including the mission statement, vision statement, services, tabs for services provided and descriptions of those services. The website will also have the managing staff names, pictures, positions, and office information, links to resources provided, human resource tab for volunteer application, job application, contact information, and ways you can help and/or donate to the organization. The organization will also have a pamphlet and flyer (see appendix G and H) to give physical documents to everyone in the community including surrounding communities, businesses, agencies, and people who are houseless for them to be aware and receive the services provided by *Friends Helping Friends*. The organization’s logo can be seen in appendix I and will be presented on the website, along with the pamphlet and any other marketing resources.

Human Resources Strategy

Human Resources Overview

Our organization consists of both paid workers and volunteers. There will be about 20 paid positions, which include the executive director, directors and coordinators of designated projects, and positions underneath. The number of volunteers will be specified upon program implementation. The human resources department (HR), a separate and specific department, will be in charge of hiring staff and volunteers, paying staff, and managing volunteers along with the volunteer coordinator. The decisions regarding hiring and paying staff are mostly managed by human resources, but if conflicts or disagreements occur, the program director and board will be a part of the decision making.

Human Resources will also be in charge of dealing with interorganizational and external disputes and conflicts. If any sort of physical and/or verbal confrontations, sexual harassment, different treatment based on gender, age, religion, and/or race, HR will proceed with proper action according to both company policy, state, and federal law. This applies to both paid staff and volunteers.

HR is also the department that will present initiatives to better productivity as well as addressing topics such as diversity, discrimination, interorganizational relationships, workplace mental health, boundaries, and other initiatives that best improve both productivity and employee/volunteer wellness.

Staff and Volunteer Needs

Friends Helping Friends (FHF) is a large houselessness outreach agency, requiring numerous staff and volunteers to assist with administrative and field work. Due to the large number of homeless camps in Chattanooga, FHF will require a minimum of twenty volunteers.

These volunteers will be on a rotation for distributing supplies to the various tent cities throughout Chattanooga. FHF will require a minimum of six office staff on board as well. These individuals will maintain records, order, and inventory supplies, maintain a marketing campaign, maintain financial/tax records, and recruit and schedule volunteers for their time.

Key Positions

There are several different jobs that will be needed to operate and maintain *Friends Helping Friends*. Some of these positions include the program director, the policy advocacy director, research director, and the volunteer coordinator. These positions will be utilized to target different aspects of the organization while maintaining the overall mission and vision. To see a summary of each job description, requirements, and responsibilities, see appendix J.

The program director's role in the agency is a full-time position that oversees and provides oversight to all the programs that are offered through *Friends Helping Friends*. This position requires a bachelor's degree, but a master's degree preferred, in business administration, sociology, social work or psychology. Essentially, the program director will be the main point person that the policy advocacy director, research director, and the volunteer coordinator will collaborate with to accomplish different goals of the agency. For example, the volunteer coordinator will work with the program director so that the right number of volunteers can be utilized for each program. Some of the main duties that the program director will include hiring new staff members, signing, and approving budgets and timesheets, as well as leading weekly staff meetings. Lastly, the program director will create new programs as the organization grows and expands.

Another key full-time position is the policy advocacy director, which requires a Juris Doctor (JD) degree. This individual will manage all legal practices and research of *Friends*

Helping Friends. As director, this position will be in charge of leading an advocacy team that will work to lobby for better policies that affect people who are experiencing houselessness. The role will also create educational classes that will help teach people who are houseless their rights as United States citizens and what laws are in place to help protect them. Another key element of this position is to make sure that *Friends Helping Friends* follows all laws and legal standards that are required of a 501 (c)(3) not-for-profit organization.

The research director is a full-time position that, like the program director, requires a bachelor's degree, but a master's degree is always preferred, in either social work, public policy, public administration, non-profit management or business management. This position will manage all research and development projects of *Friends Helping Friends*. They will be in charge of implementing new research projects on evidence-based practices as well as developing objectives and initiatives for *Friends Helping Friends*. Along with starting new research projects, the research director will incorporate the results of the findings into the organization. Some of the key research findings will be shared with the policy advocacy director to help inform local policies and advocacy efforts.

Finally, the volunteer coordinator is a full-time position that will manage all volunteers working with *Friends Helping Friends*. A bachelor's degree in business management, human resources or a related field is required for this position. The volunteer coordinator will focus on recruiting, training, and supervising all volunteers, while also keeping updated records of all these individuals. The role will also make sure to keep volunteers informed about any changes made in the organization and important updates. Volunteers are a key element to helping the organization thrive and reach as many people who are experiencing houselessness as possible.

Motivation and Retention Plans

Volunteer and employee satisfaction are two key factors that determine the effectiveness and sustainability of non-profit organizations. As Lee & Brudney (2012) point out, volunteers provide great social and economic value to non-profit organizations, accounting for more than ten percent of total working hours. A study conducted by Stirling, et al (2011) applied the concept of the psychological contract to the relationship between nonprofit management practices and volunteers, pointing out that with both employees and volunteers, trust and respect are two crucial components. When applied to volunteers specifically, the psychological contract is the perception of the volunteers on the mutual trust, respect, and agreement they hold with the organization and the benefits they will receive from unpaid work (Stirling et al, 2011). For most volunteers, two primary benefits are doing something they believe is worthwhile and an environment that allows them to feel connected to the organization (Stirling, et al, 2011).

To maintain an inclusive environment, monthly meetings will be held with the leadership team and volunteers to address any concerns or questions, to seek feedback and suggestions, and to share about upcoming projects. A volunteer suggestion box will also be utilized at the main office. Additionally, volunteers will be invited to participate alongside employees in monthly project meetings. Qualitative data from a 2016 study (Senses-Ozyurt, et. al.) showed that the self-esteem of volunteers improved when they felt their supervisors appreciated their work, and that volunteers felt included when they were rewarded and recognized by organization leaders. To demonstrate recognition of the invaluable contributions of volunteers; *Friends Helping Friends* will create a volunteer “thank you” post on the official FHF website and social media page highlighting an individual volunteer each week.

In addition to volunteer retention, *Friends Helping Friends* recognizes the value in retaining committed, hard-working employees. As Beudean (2009) points out, organizational commitment is a critical factor in the volunteer and employee retention process. Regarding employees specifically, Beuden (2009) clarifies that “both the employees and the employers should be committed to the relationships; they should feel connected and motivated to keep the connection established between them.”

This notion is further elaborated on through O’Malley’s (2000) five-dimensional framework for maintaining motivated, dedicated employees. In the first dimension, “fit and belonging”, O’Malley (2000) asserts that the organization should utilize open, clear communication of the organization’s mission, values, and policies with potential employees during the hiring process. Aligning with this concept, *Friends Helping Friends* will hold a 3-hour orientation for new employees to ensure they are familiar with each aspect of the organization. In the second dimension, O’Malley (2000) expands on the value of creating an organizational group that employees feel proud of and ensuring each individual receives a status within this group that reflects both the organization’s mission and the individual goals of the employee. *Friends Helping Friends* will reflect this through carefully selecting the department a new employee is placed in, taking into consideration their strengths, interests, and personal goals.

The leadership of *Friends Helping Friends* will incorporate the third dimension, “trust and reciprocity” (O’Malley, 2000), through consistently considering the collective interests and needs of employees before making decisions regarding them or the organization. Before a decision is considered or reached, FHF leadership will first consult with employees to gain their individual insight, perspectives, and ideas through the development of a staff council. In addition to this, lower-level employees will be invited to participate in leadership meetings to expose

them to discussions involving the future of the organization. In the fourth dimension of “emotional reward”, O’Malley (2000) maintains that an organization prioritizes “job satisfaction, happiness, and work-life satisfaction”. FHF will ensure this through incorporating interactive, off-site-team building activities quarterly. FHF recognizes the reciprocal value in strengthening the skill set of employees and will offer additional training sessions, webinars, and conferences for employees to attend throughout the year.

O’Malley’s (2000) last dimension of “economic interdependence” maintains that the organization provide a fair price for the work done by employees and to refrain from discrimination or subjectivism when compensating and rewarding employees. Rhode & Packer (2009) point out “salaries that are modest by business standards can cause outrage in the non-profit sector, particularly when societal needs are not being met”. To foster integrity among organization employees, FHF will ensure the financial portfolio of the organization is consistent with the values and mission of the organization, reflecting Rhode & Packer’s (2009) implication through providing inclusive and transparent fiscal performance measures. The salaries of FHF employees will fall in line with salary surveys of similar nonprofits, factoring in the cost of living in the area, the size of the budget, and the services provided by the organization. Additionally, a recognition program will be implemented to recognize the employee and volunteer anniversaries. The recognition package will be presented to employees and volunteers either on or close to the anniversary to show appreciation to the employee or volunteer for their dedication, contributions, and continued loyalty to *Friends Helping Friends*.

Staff Evaluation Plans

The program director of *Friends Helping Friends* will conduct all staff evaluations. These evaluations will happen annually, and salary pay of all employees will be evaluated at this

time. The Employee Evaluation Form (see appendix K) will consist of questions rating the performance, such as the understanding of the job, how well the employee feels they complete their tasks, how well the supervisor feels the employee does at completing their job, and the dependability of the said employee.

All employees will go through a probationary period at a lower pay rate, to train on their job, become acquainted with the agency and complete their health and wellness screenings. This probationary period will be a 90-day time after which, if the employee successfully completes all aspects of their training and wellness screenings, they will be raised to a secondary pay rate, and their benefits will be applied. All employees will be subject to random drug screenings for the safety of employees, volunteers, and the clients *FHF* serves. If an employee receives a subpar evaluation at any time, they will be counseled by their supervisor and reduced to a probationary pay rate while receiving an additional 30-day remedial training on their job, after which they will be re-evaluated for efficiency.

Brown et al. describes employee evaluation as “a powerful motivator” (2018). It is important to evaluate employees continually and regularly for an organization to run smoothly and efficiently. These precautions of remedial training are in place to give employees the opportunity to correct their behavior and work and maintain a position with *Friends Helping Friends*. Due to the non-profit nature of the organization, it is dire to have efficiency and continuity of employees.

Volunteer Evaluation Plans

The volunteer coordinator at *Friends Helping Friends* will be in charge of coordinating annual evaluations for all volunteers that participate with the organization. There will be two separate evaluations that will be conducted. The first evaluation form will be the Volunteer

Performance Evaluation (see appendix L) that will be completed by either the volunteer coordinator or a volunteer supervisor. This form will help the organization to evaluate the effectiveness of its volunteers to see if additional training is necessary. The questions will focus on ways in which the volunteer has been able to complete assigned tasks and follow the organization's mission and vision. Similar to employees, volunteers will go through a probationary period of 45-days, instead of 90, in order to complete all necessary on-site training. According to Toft (2020), after the probationary period is complete, it is important to conduct a performance review in order to make sure that the volunteer is doing well and does not need additional training.

For the second evaluation form, the Volunteer Organization Evaluation (see appendix M), volunteers will be asked to anonymously complete the form to help improve the volunteer program as a whole. Questions will focus on ways in which the organization can improve its training programs, the activities that are provided for volunteers to do, and the leadership of *Friends Helping Friends*. The London Environmental Network suggests that eliciting volunteer feedback is an essential step in recruiting and keeping volunteers (2016). By letting volunteers share their experience working for the organization, *Friends Helping Friends* will be able to utilize that information to help improve services offered to clients.

Strategies for Diversity

Diversity is a common topic within organizations and most often brought up and addressed by Human Resources. *Friends Helping Friends* is dedicated to providing a productive and inclusive environment within the organization for both employees and volunteers. To create and sustain the inclusive and positive environment that *Friends Helping Friends* wishes to create, diversity needs to be addressed. Research strongly suggests that a diverse climate

partially determines the approach to diversity (Herdman, et al, 2010). *Friends Helping Friends* will apply multiple strategies to best address diversity within the organization. These approaches include an employee focused perspective, building a diversity and inclusion model, and establishing a diverse group of both employees and volunteers.

Many organizations suffer from a variety of issues due to only focusing on productivity which neglects the wellbeing of the employees. This creates negative results and approaches to employee relationships including communication, trust, and open perspectives for diversity. *Friend's Helping Friends* will be implementing approaches to become employee focused to create a culturally diverse organization which includes different cultural backgrounds, experiences, and perspectives. This approach will focus tremendous energy to the well-being of the employees. *Friends Helping Friends* will utilize HR to implement employee-focused management tools such as flexible work practices, international training and development opportunities, and fair pay and procedures. Each of these tools provide a foundation of assistance for the organization and the employees to address interpersonal problems, stressful environments, and cultural differences (Adamovic, 2018). This will be one approach used to address diversity within *Friends Helping Friends*.

Another approach that *Friends Helping Friends* will establish to address diversity is to follow a "Transculturalized Diversity and Inclusion Model." Organizations often approach diversity by only addressing race and gender. However, there are many other forms of diversity including religion, geographical origin, culture, and disability. It is particularly important to address all forms of diversity. As stated, this includes the community of those with disabilities. Hiring and managing those with disabilities require a specific approach as does any other employee. Thoms, et al., studied what the best model for addressing those with disabilities and

concluded that a new model is needed. The model is called “Transculturalized diversity and inclusion model.” This model is an approach that addresses the complexities of cultural boundaries, gives value to the experiences of people with disabilities, and changes language in how disabilities are described (Thoms, et al., 2018). This approach is not only effective to addressing diversity within staff, but also for staff when serving those with disabilities (Thoms, et al., 2018).

The third approach is one of simplicity but is important to implement. Herdman, et al studied determinants of perceptions of diversity climate among employees. The research concluded that it is not enough to establish a diversity program as the only approach to addressing diversity in organizations (Herdman, et al., 2010). Many organizations attempt to create a diversity program as their only method to approaching diversity and usually end their efforts there. The research conducted suggests that is not enough to utilize a diversity program as the only method to addressing diversity, but it is necessary to make the staff and employees diverse, themselves (Herdman, et al., 2010). The research provides evidence that minority representation in employee and management positions is necessary to enhance the efficiency of the diversity programs established (Herdman, et al., 2010). *Friends Helping Friends* will have the goal to hire and support minorities in management and leadership positions to increase the efficacy of the established diversity programs and better reach the community served.

State Policy

Applicable Policy and Description

The policy that Friends Helping Friends is focusing on is the Tennessee House and Senate Bill 8005 which is an amendment to Tennessee Code § 39-14-414. For more information

about this policy, please click the following link:

<https://wapp.capitol.tn.gov/apps/BillInfo/Default.aspx?BillNumber=HB8005&GA=111>

As mentioned above, the House/Senate Bill 8005 (HB/SB 8005) is an amendment to Tennessee Code § 39-14-414, also known as the "Equal Access to Public Property Act of 2012," which focuses on the protection of state property. The specific amendments that *Friends Helping Friends* will focus on in the HB/SB 8005 bill are sections 13 through 18.

The original intent of the "Equal Access to Public Property Act of 2012" was to prevent people from camping on state-owned property that was not designated as camping grounds. However, the HB/SB 8005 bill expands the code to cover more definitions of what camping means, adding more specifications to activities related to camping, and increases the charges levied for individuals who break this law. The goal of the HB/SB 8005 bill is to deter and prevent protestors from "camping" or staying overnight on state-owned properties. According to Lt. Governor Randy McNally, the goal of the changes is to "prevent what has happened in other cities like Portland and Washington, D.C." (Elfrink, 2020).

The problems that Governor McNally is referring to are related to violent protests in both Portland and Washington D.C. which led to the vandalism and destruction of both private and state property (Elfrink, 2020; Flaccus, 2020; McCreesh 2020). Since the death of George Floyd in May 2020, there has been an increase in protests demanding police reform and accountability for both officers and state officials when dealing with police brutality and racial injustice (Elfrink, 2020; Flaccus, 2020; McCreesh 2020). Some of these protests have been steered towards a violent interaction between protestors and police. The intent of this policy was to deter protestors from staying on state-owned land, such as the Tennessee State Capitol building, for a long period of time.

With the intent to stop people, specifically protestors, from camping on state-owned land, there are two groups that help to provide oversight for enforcing the policy: local police departments and the specific organization that owns the land. The HB/SB 8005 bill expands the definition for the term “camping” and all of the associated actions that are related to it. A violation of this offence has gone from a Class A misdemeanor to a Class E felony charge along with 30 days of jail-time. In terms of oversight, this means that the police are the main enforcers of the policy and are responsible for removing people who do not comply.

However, while the intent of the HB/SB 8005 bill was to target protestors who were camping at the Tennessee Capitol in Nashville, the unintended consequences of the bill also affect individuals experiencing houselessness by charging them with a felony for camping on any state-owned property. This means that someone who is houseless will not only be incarcerated for thirty days but will also lose their right to vote and have a voice as United States citizens. While people who are homeless are caught in the crossfire of this bill, several groups have voiced their disapproval of the bill. An activist group known as the People's Plaza have “demanded that they be allowed onto the Capitol grounds, claiming it should be accessible to the public” (Hammonds, 2020). American Civil Liberties Union (ACLU) has also expressed worry about this bill saying that it “not only criminalizes protests and restrains free speech but also that it punishes being homeless” (Mansoor, 2020).

Application to *Friends Helping Friends*

Although the intention of HB/SB 8005 is to prevent protestors from camping overnight on state-owned property, it is important to examine the effect this legislation will have on individuals experiencing homelessness and, in turn, how this policy will influence the operations of organizations dedicated to assisting them.

Laws criminalizing the utilization of public and private property by individuals experiencing homelessness have been increasing at a significant rate in recent years. Proponents of such laws insist this legislation will actively encourage individuals experiencing homelessness to “move off the streets” and access homeless outreach services, therefore, improving their overall quality of life (Robinson, 2019). On the contrary, critics argue that such laws target vulnerable members of the community, pointing out that there is little evidence supporting these laws improve the lives of individuals experiencing homelessness (Robinson, 2019). In particular, “camping bans”, as specified in HB/SB 8005, typically restrict people experiencing homelessness from using any other protective cover from the elements, such as tarps or tents, other than their clothing. Additionally, HB/SB 8005 establishes a process by which any items used to illegally camp on state property may be taken into custody and disposed of and provides immunity from liability to state governments and their agents who are involved in seizing property.

The aforementioned proceedings pose a dangerous risk to the livelihood of individuals experiencing homelessness, particularly during extreme weather conditions. An important consideration recognized by *Friends Helping Friends* is that individuals experiencing homelessness are not able to readily access supplies that protect them from the elements; therefore, confiscating and disposing of such items is problematic as it could potentially lead to devastating, unintended consequences and increase the hardship experienced by one of the community’s most vulnerable populations, as well as injuries and health conditions from harsh weather exposure. Robinson (2019) expanded on this in his research study through surveying individuals experiencing homelessness in Colorado after a similar “camping ban” was set in place. Survey data from Robinson’s (2019) study implies that, due to the inadequate level of

services provided to individuals experiencing homelessness and little progress being made in expanding the supply of shelters and their services, such policies did not improve the lives of the majority of individuals experiencing hardships as the majority of those surveyed reported inadequate services and a deteriorating quality of life.

The practices of *Friends Helping Friends* reflect the values of the individual's right to self-determination and also the inherent dignity and worth of each individual. *Friends Helping Friends* recognizes the challenges faced by individuals experiencing homelessness when trying to access shelter services, such as overcrowding, stringent rules, and refusal due to the individual's criminal history or behavior. As Aykanian and Lee (2016) point out, a person experiencing homelessness with a criminal record may face barriers to attaining housing, shelter, and governmental subsidies. Aykanian and Lee (2016) go on to explain that cycling between homelessness and the criminal justice system perpetuates instability and can exacerbate existing physical or mental health conditions. Additionally, many individuals experiencing homelessness have pets that provide them with loyal companionship and comfort and are not willing to give them up in order to be granted permission to stay at a shelter. In acknowledgement of these factors, the approach of *Friends Helping Friends* is to meet individuals experiencing homelessness where they are and provide them with basic necessities that ensure their well-being. To ensure service effectiveness, *Friends Helping Friends* prioritizes building a positive, trusting rapport with each client served and conducting thorough, extensive needs assessments. The intervention strategies implemented by *Friends Helping Friends* vary by individual, catering specifically to each client's needs, condition, and values. The proposal outlined in HB/SB 8005 poses a threat to the services provided by *Friends Helping Friends* in that it severely limits the

extent of services we are able to initiate, and potentially enacts criminal charges against our target population prior to effective intervention implementation.

Not only does HB/SB 8005 directly affect the wellbeing of the clients served by *Friends Helping Friends*, but it negatively affects the day-to-day operations of the agency as a whole. In order to differentiate from other homeless outreach agencies, a major aspect of *Friends Helping Friends* is the nature of how services are delivered. Volunteers and employees of the agency go to where the clients are and help to build structures that can stand up to the weather conditions to prevent injury and illness. There are many shelters to house those experiencing homelessness in Chattanooga and Hamilton County as a whole, but there are not enough for all who need shelter. With HB/SB 8005, criminalization of camping on state land gives these individuals nowhere to go when shelters reach capacity and inevitably begin turning away people in need. These shelters are a first come, first serve basis. Every morning all individuals who are lucky enough to receive shelter for the night are forced back to the streets with all their belongings day after day. With this mentality, it makes finding the clients more difficult for those working at *Friends Helping Friends* as the clients are more transient and do not stay in one place for too long. HB/SB 8005 directly contradicts the mission of the agency and makes it difficult to serve those experiencing homelessness in the community. By criminalizing the way of life of those individuals experiencing homelessness, another issue is arising adding another layer of injustice to their lives. In a recent study, Herring et. al. (2020) found that homelessness was exponentially more prevalent among jail inmates than the general population. The efforts of HB/SB 8005 to criminalize camping on federal land will increase the number of incarcerated individuals and, upon release, the initial problem will still exist: too many individuals experiencing homelessness and nowhere to go. Not only will these individuals be banned from camping on the federal land,

but many public housing programs and private landlords have strict policies excluding people with a criminal record (Herring et al., 2020).

Friends Helping Friends' details on its organizational policy can be found in appendix N. The applied policy contains details regarding the purpose, safety procedures, and the policies for field work.

Internal Organizational Policies

Grievance Policy

The organization has a complete detailed document of the policy in place for employees or volunteers that wish to file a grievance. The document details actions for both the filer and the organization. To view the grievance policy for *Friends Helping Friends*, please see appendix O.

Conflict of Interest Policy

The organization's conflict of interest policy addresses the various requirements and procedures for addressing, filing, and proceeding through the process. To view the conflict-of-interest policy for *Friends Helping Friends*, please see appendix P.

“Speak-Up” Whistleblower Protection Policy

In the instance of someone wishing to reveal something about the company also known as a whistleblower incident. This policy is to protect the company and the individual revealing the information. To view the whistleblower policy for *Friends Helping Friends*, please see appendix Q.

Conclusion

The proposal laid forth in this paper is for a much-needed nonprofit in Chattanooga, Tennessee; *Friends Helping Friends*. The need for a program this unique is great and has been justified thoroughly throughout this proposal. Being a largely volunteer-run agency will ensure

the majority of funding goes straight to the individuals who need basic necessities to survive. This agency will help to close the gaps in accessibility for individuals experiencing houselessness in Chattanooga by bringing supplies directly to its clientele. *Friends Helping Friends* will market their program differently than other nonprofits in the area as well. This unique marketing strategy will ensure that more people will know about the services rendered by *Friends Helping Friends*, allowing the agency to help more individuals.

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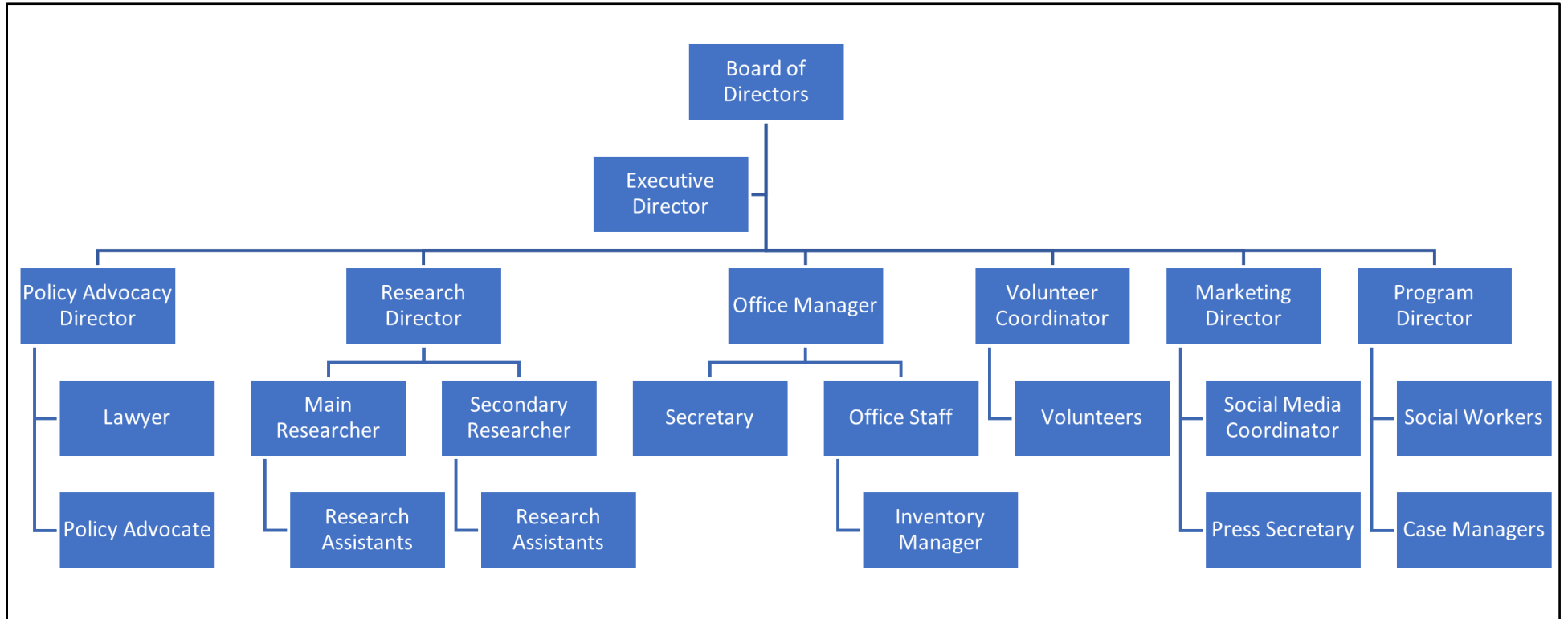
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Appendix A - Organizational Chart

Appendix B - Budget Narrative

A. Salary

Total: \$196,000

Program Director- The program director is a full-time employee who will oversee the daily operations of *Friends Helping Friends* and will be responsible for hiring, training, and supervising staff. The individual's salary will be 48,000. According to data collected by The United States Bureau of Labor Statistics (2016), the average wage of Non-profit Program Directors was \$34.14/hour. Because we are a smaller organization, our program director's hourly range will be \$25.00/hour for the 12 months of the contract. $\$25.00/\text{hour} \times 40 \text{ hours a week} = \$1,000$. $\$1,000 \times 4 = \$4,000$ a month. $\$4,000 \times 12 = \$48,000$.

Policy Advocacy Director- The policy advocacy director is a full-time employee who will oversee all the legal practices and policy research/advocacy for *Friends Helping Friends*. According to the Tennessee Non-Profit Compensation Survey (2016), salary ranges for Policy Advocacy positions vary from \$30k-\$100k, based on years in operation, gross revenue, and percentage of budget from government funding. Based on these factors combined with the duties, experience, and education required for this position at *Friends Helping Friends*, the individual's salary is and will be covered for the 12-month contract totaling \$60,000.

Research Director- The research director is a full-time employee who will oversee the research and development department of *Friends Helping Friends*, including directing and implementing research and development policies, objectives, and initiatives. According to the Tennessee Non-Profit Compensation Survey (2016), the top development position for community improvement non-profit organizations varied from \$73,000 to \$191,000, based on organization revenue falling anywhere between \$1 million to over \$5 million. Based on the determined assets of *Friends Helping Friends*, alongside the experience, education, and duties required for the position, the Research director's salary will be \$50,000/year for a 12-month contract.

Volunteer Coordinator- The volunteer coordinator is a full-time employee who will oversee, train, and recruit volunteers for *Friends Helping Friends*. According to data collected by the Tennessee Non-Profit Compensation Survey (2016), the salary of a volunteer coordinator ranges from under \$20,000 to \$60,000, with the average salary falling between \$31,000 to \$40,000 and is based on years in operation, gross revenue, and

percentage of budget from government funding. Based on the aforementioned factors combined with the duties, experience, and education this position requires, the Volunteer Coordinator's annual salary will be \$38,000 for a 12-month contract.

B. Fringes

Total: \$51,839

According to the United States Bureau of Labor Statistics December 2020 report, the average employer cost for employee benefits per hour worked was 27% of the total hourly employee compensation.

Program Director: A salary of \$48,000 a year equates to an hourly wage of \$25.00. 27% of \$25.00/hour= \$6.75. \$6.75 x 40 hours a week= \$270/week. \$270 x 4 (weeks per month) = \$1,080. \$1,080 x 12 (months per year) = \$12,960.

Policy Advocacy Director: A salary of \$60,000 a year equates to an hourly wage of \$30.00. 27% of \$30/hour = \$8.10. \$8.10 x 40 hours a week= \$324/week. \$324 x 4 (weeks per month) = \$1,296. \$1,296 x 12 (months per year) = \$15,552.

Research Director: A salary of \$50,000/year equates to an hourly wage of \$26.00/hour. 27% of \$26.00/hour= 7.02. 7.02 x 40 hours a week= \$280/week. \$280/week x 4 (weeks per month)= \$1123. \$1123 x 12 (months per year)= \$13,478.

Volunteer Coordinator: A salary of \$38,000 a year equates to an hourly wage of \$19/hour. 27% of \$19/hour= \$5.13. \$5.13 x 40 hours a week= \$205/week. \$205 x 4 (weeks per month)= \$820. \$820 x 12 (months per year)= \$9,849.

C. Travel

Total: \$1,512

The staff of *Friends Helping Friends* is expected to travel to homeless encampments around the City of Chattanooga in order to provide services and assistance to individuals experiencing homelessness, in addition to delivering supplies. According to the Internal Revenue Service 2019 report, the standard mileage reimbursement rate for miles driven in the service of charitable organizations is 14 cents per mile.

Program Director: 300 miles (per month) x .14= \$42.00

42.00 x 12 (months per year)= \$504.00

Policy Advocacy Director: 200 miles (per month) x .14= \$28.00

28.00 x 12 (months per year)= \$336.00

Research Director: 200 miles (per month) x .14= \$28.00

28.00 x 12 (months per year)= \$336.00

Volunteer Coordinator: 200 miles (per month) x .14= \$28.00

28.00 x 12 (months per year) = \$336.00

D. Equipment Purchase

Total: \$2,350

Four computer packages including a computer monitor and Microsoft Office programs will be purchased, in addition to a printer and scanner. The computers will be based in the administrative office and will be used to develop and maintain client databases in addition to performing administrative work, research, data analysis, and other related tasks connected to this program.

- Microsoft Office Home and Business Program: \$249.95 x 4= \$999.80
- Dell 24 computer monitor: \$287.99 x 4= \$1151.96
- Epson WorkForce Pro WF-C5710 Network Multifunction Color Printer: \$199.00

E. Transportation -Recipient-

Total: \$4,380

Due to the lack of transportation services in Chattanooga, transportation is provided for individuals experiencing homelessness when needed.

- Gas: \$100.00 a month x 12 months= \$1,200.00
- Insurance: Automobile Liability per year for \$480.00
- Repair and Maintenance: Routine Maintenance for Van (oil change, tires, etc.) as needed \$300.00.
- Van Rental For use of County Transportation Vans (\$200.00 a month x 12 months) =\$2,400.00.

F. Materials and Supplies

Total: \$44,930

Essential supplies will be provided to individuals experiencing homelessness, such as tents, toiletries, food, and weather-appropriate clothing.

- Sleeping bags- \$3,500
- Tarp- \$2,210
- Hygiene Products- \$600
- Clothing- \$6000
- Food- \$24000
- Tents- \$2000
- Water-\$5000
- Propane-\$500

- First Aid Kits- \$520
- Reusable Bags- \$600

G. Cost of Space -Non-Residential-

Total: \$77,746

Monthly rent and utility cost is necessary for the administrative office location.

- **Rent:** \$6000.00 a month x 12 months= \$72,000.00
- **Utilities:** \$300.00 a month x 12 months= \$3,600.00
- **Repair/Maintenance:** \$50 a month x 12 months= \$600.00.
- **Liability/Property Insurance:** \$1,546.00 per year

H. Other-

Total: \$5,300

Meeting Supplies: to provide supplies for administrative meetings, workshops, etc.
\$75.00 x 12 months = \$900.00.

Employee Training: to provide supplies for professional development and orientation for staff. \$41.67 x 12 months = \$500.00.

Office Supplies: including binders, file folders, printer paper, toner, staples, etc.
\$100.00per month x 12 months = \$1,200.00.

Phone and Internet Service: This service is needed to stay connected to funding sources, clients, community collaborators, and staff. \$ 125.00 per month x 12 months = \$1,500.00.

Postage: Includes mailing, the postage of flyers, program announcements, fiscal reports, and other postage costs. \$100 x 12 months =\$1,200.00.

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Appendix C - Comprehensive Income Budget Plan

2021-2022 Income Budget	
Individual Donations	\$300,000
Corporate Donations	\$100,000
Grants	\$100,00
Total	\$500,000

Appendix D – Comprehensive Expenses Plan

2021-2022 Expenses Budget	
Salaries	\$196,000.00
Fringe Benefits	\$51,839.00
Furniture	\$2,500
Property	\$77,746.00
Travel	\$1,512.00
Transportation	\$4,380.00
Equipment	\$2,350
Material and Supplies	\$44,930
Other	\$5,300
Total	\$386,557.00

Appendix E - Fundraising SMART Goals

Goal 1: Secure \$300,000 in individual donations by the end of fiscal year 2022-2023

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability- Outcome Measure</u> 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?	<u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?
Identify communities/neighborhoods in the Greater Chattanooga Area (Red Bank, Ooltewah, etc.) that are known to be friendly to people who are houseless.	Create an extensive map/list of every neighborhood/community in the Greater Chattanooga Area identifying them as for or against the values of <i>Friends Helping Friends</i> .	Create this list/map of at least 4 communities/neighborhoods within the first month of the fiscal year, to ensure timely planning of the event.	To know where best to focus the marketing of the annual banquet’s tickets. The more places marketed to, the more tickets could be sold for the agency.	Social work, business, or marketing interns from local university (i.e. SAU, UTC, ChattState) Volunteers with experience in fundraising
Approach communities/neighborhood churches and civic organizations to have their own fundraisers to raise a pool of money to donate.	Contact all neighborhoods, beginning with the pro <i>FHF</i> ones, to spread marketing materials and request large donations from individuals and communities.	Create marketing materials for <i>FHF</i> with request for donations. Distribute marketing materials throughout at least two communities and neighborhoods.	Starting with the most houseless friendly neighborhoods first, will ensure the highest number of people, if not entire, neighborhoods being willing to be repeat donors.	Volunteer Coordinator - Ruth Baker Ginsburg
Create recognition for donors that are durable and visible. (Plaque/Bricks w/ names of donors)	The size of the plaque/brick will correlate with the amount of the donation.	Order at least 15 plaques/bricks from a local trophy shop to keep the money in the community. Place at least 10 plaques on the wall of the nonprofit’s building in a designated recognition mural.	To raise a minimum of \$300,000 in donations and provide visual recognition for donors to encourage them to be repeat donors	Marketing director - Norma Gene Baker Marketing staff

Goal 2: Secure \$100,000 in corporate donations by the end of fiscal year 2022-2023

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability- Outcome Measure</u> 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?	<u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?
Identify houseless-friendly corporations in the Greater Chattanooga Area or nationally such as Blue Cross Blue Shield, McKee Foods, and Electric Power Board (EPB).	Produce a comprehensive list of corporations who have a history of giving to NGOs/NPOs as well as other corporations in the area.	To show that this outcome is attained, there will be a database with all of the houseless-friendly corporations	Identify 15 local corporations to approach and invite to donate to <i>Friends Helping Friends</i> .	Social work, business, or marketing interns from local university (i.e., SAU, UTC, ChattState) Volunteers with experience in fundraising
Approach and invite houseless friendly corporations to make donations	Create and prepare a letter to approach the corporations for donations	Send at least 15 letters to the identified corporations	Create a comprehensive list of donors who gave donations this year and could be potential donors in the future	Executive director - Joe Bestmen
Create recognition for donors	Create certificates of recognition for donors \$5,000 and below. Create plaque of partnership for donors \$5,000 and up.	Purchase certificate paper and order plaques Create template for certificates/plaques and have it approved by the board	Corporation support will continue post fundraising cycle The recognition of donations will create publicity for the corporation for good deeds	Marketing Assistant Director - Emmy Glow

Goal 3: Secure \$100,000 in grants by the end of fiscal year 2022-2023

<u>Specific Strategies/Tactics</u> This is something you will do to accomplish the goal. Answers the question—What will you do?	<u>Process Measure</u> How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	<u>Attainability- Outcome Measure</u> 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?	<u>Relevance</u> What are the expected results after implementing this strategy? Why is this important in the overall fundraising plan?	<u>Time frame and Responsibility</u> Who is responsible for seeing that the strategy gets done and by when?
Identify grant providers from government organizations serving people who are houseless.	Produce an extensive list of grants that fit with FHF	To find at least 5 grants that fit FHF will be identified, including the granting foundation’s contact information, grant requirements, recipient history, and other relevant information	Apply to at least 3 grants to be able to provide funding for FHF	Social work, business, or marketing interns from local university (i.e., SAU, UTC, ChattState) Volunteers with experience in fundraising
Identify grant providers from non-government organizations or private organizations serving people who are houseless.	Produce an extensive list of grants that fit with FHF	To find at least 5 grants that fit FHF will be identified, including the granting foundation’s contact information, grant requirements, recipient history, and other relevant information	Apply to at least 3 grants to be able to provide funding for FHF	Office manager - Cheryl Craven
Review the requirements for grants for organizations serving with people who are houseless.	Write a tailored application for each grant (address each grant individually and write a customized application for that specific grant)	Have the grant proposals reviewed and approved by the board of directors	Create a template for individual grant proposals that can be utilized in the future	Chief financial officer - Richie Rich

Appendix F - Case for Support Letter



2526 Broad Street
Chattanooga, TN 37408
friendshelpingfriends.org

Jim Neutron
Assistant to the Chairman

McKee Foods Corporation
PO Box 750
Collegedale, TN 37315

Mr. Neutron,

On behalf of *Friends Helping Friends*, I am reaching out to invite McKee Foods to contribute to this year's fundraising efforts. Our goal is to reach a total of \$100,000 in corporate donations. Past contributions of McKee Foods have enabled us to help some remarkable individuals in our community. We are incredibly grateful for your support and are hopeful that you might be willing to join us on this next endeavor.

In Chattanooga, over 4,000 individuals experience homelessness each year in our city; each night, an estimated 600-700 individuals sleep outside or in shelters. The economic repercussions of COVID-19 have inevitably increased these numbers, which are only continuing to rise.

The Chattanooga Community Kitchen is one of the most well-known agencies that aid individuals experiencing homelessness. Although Friends Helping Friends is different in how our aide is distributed, we have modeled aspects of our agency from the Community Kitchen. When it comes to funding our agency, we look to similar nonprofits in the community doing similar outreach and the Community Kitchen is the number one contender. According to their 2019 annual report, they were able to give away more than \$300,000 in clothing to those in need, on top of serving over 175,000 meals.

We want to maintain realistic expectations of our capacity with aiding those experiencing homelessness. We are a much smaller organization and our monetary fundraising goals reflect this. It is extremely important to us to demonstrate financial transparency with our donors and to utilize funds received on the immediate, essential needs of our friends experiencing homelessness. Your donation will assist us in supplying food, clothing, sheltering materials, propane, blankets, and hygiene essentials to as many individuals as possible.

Over the last year, we have established and maintained a strong rapport with many of the individuals in our community experiencing homelessness. Babs, a 47-year-old woman, has been homeless in Chattanooga for a few months shy of 20 years. She was diagnosed with stage II breast cancer last year and has been receiving our assistance since we opened our doors in the fall of 2020. Last month, Babs celebrated her fourth year of sobriety and, through a referral made by Friends Helping Friends, is able to receive ongoing recovery support. Additionally, we have been able to build a reliable shelter for her,

provide weather-appropriate clothing and supplies, and provide transportation to and from her radiation therapy appointments. She has also played an active role in referring many of her friends to us for support.

Johnny is a 28-year-old man who became homeless after not being able to find a job when he finished his master's in business administration from UTC. He began drinking excessively as a result, and, because he lacked a stable support system, things quickly spiraled out of control. Shortly after connecting with Friends Helping Friends, Johnny was referred to a reputable in-patient rehabilitation program. Following completion of the program, Friends Helping Friends assisted Johnny in building a resume. From there, Johnny enrolled in interviewing classes and was able to eventually land a job working as a Team Lead at Walgreens. He is now on track to become the assistant store manager next year.

It is the powerful stories of individuals like Babs and Johnny that serve as a reminder of how important this work is. There are many others like them in Chattanooga; individuals experiencing significant hardship, who have been cast to the margins of society and made to feel insignificant, unlovable, and unworthy. Each story is different, but one truth remains evident: each person in our community is as deserving as any of us of support, of love, and of the chance to lead a fulfilling life. At Friends Helping Friends, it is our mission to ensure that the most vulnerable in our community are given this opportunity with an approach that reflects dignity, compassion, and understanding. We have the privilege of bringing this vision to life through meeting and assisting these exceptional individuals each day. With your assistance, we will be able to continue to do so for another year.

We know that at McKee Foods, you too cherish this community and share our values. We are grateful for your contribution thus far, and would be extremely grateful for your ongoing support. Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Susan Yates', written in a cursive style.

Susan Yates, BSW
Program Manager | Fundraising Chair
Friends Helping Friends

Mission Statement

Friends Helping Friends' mission is to bring basic human necessities, and resources to the people in our community experiencing houselessness. We will advocate for the rights of those we serve in order to improve their lives and allow our clients equal access to resources that will help improve their situations. We practice compassion and respect with our clients, to give a dignified experience to everyone we serve.

Vision Statement

Friends Helping Friends is envisioned as an organization that values services to lift up the houseless community. The organization is distinctive by providing different necessary services to underserved areas through the initiatives of different programs. The identity of the organization will be framed by a consistent commitment to providing policy advocacy, resources, transportation, and environmental reinforcement to those in houseless areas. The organization is a collaboration of multiple programs and partnerships to coordinate the best and most effective service.

Services Provided

- Resource Allocation
- Policy Advocacy
- Referrals to Other Services





Resource Allocation

A primary goal we have is to ensure individuals experiencing houselessness have access to basic necessities essential to their well-being, such as tents, toiletries, food, and weather-appropriate clothing.

Another goal of FHF is to provide comprehensive needs assessments and connect individuals experiencing houselessness to any community resources they may need.

Policy Advocacy

We provide help on the policy front. Meaning we will help fight for the rights of the houseless and provide education to those wanting to better understand the rights of the houseless.

We also will help advocate for the individuals to help find stable housing.

Referrals to Services

If there is a need that we cannot attend within our scope, we will make sure you not only get the service you need, but get to and from the places needed to visit.

**“We’ll come to
YOU”**

Office Location

**Located at East 11th Street
and Baldwin Street**

Contact Information

Phone: 423-555-5151

Email: help@friendshelpingfriends.org

If you wish to volunteer, visit:
www.friendshelpingfriends.org/volunteer





Friends Helping Friends: We'll Be there for you

Providing assistance to those
facing houselessness

LOCATED IN DOWNTOWN
CHATTANOOGA AT EAST 11TH STREET
AND BALDWIN STREET
CHATTANOOGA

OPEN SUNDAY THROUGH FRIDAY
FROM 8 AM TO 8 PM

Appendix I – Organization Logo

Figure 1 Friends Helping Friends Facebook Logo (below)



Figure 2 Friends Helping Friends Instagram Logo (below)



Appendix J- Job Descriptions

Job Title: Program Director

Job Description: The program director of *Friends Helping Friends* is a much-needed role due to the multi-pronged goals of the agency and numerous programs. This individual will be responsible for overseeing the different programs *Friends Helping Friends* including: Policy Advocacy, Resource Allocation, and Referrals to Resources. Each of these programs will have numerous employees and volunteers to help carry out the duties. The Program Director will supervise these subgroups and ensure that all programs are running smoothly.

Hours: Full Time; M-F (9 am to 5 pm)

Responsibilities: (Including, but not limited to)

- Lead weekly staff meetings.
- Sign off on timesheets for all employees.
- Sign off on all budgets, with board approval.
- Hiring on program leads and ensuring the smooth running of all programs at *Friends Helping Friends*.

Requirements:

- Bachelor's degree required. (Master's degree preferred)
 - Business Administration
 - Sociology
 - Psychology
 - Social Work
- 2 years' experience working in either social services field or human resources.
- Must be bilingual (Spanish speaking)

Benefits:

- 401 K
- Health Insurance
 - Vision/Dental Options
 - HSA Account
- 30 days of PTO/year (after 90-day probationary period)

Salary: \$42,000 - \$45, 000 starting based on experience.

Job Title: Policy Advocacy Director

Job Description: The Policy Advocacy Director of *Friends Helping Friends* will oversee all the legal practices and legal research for the organization. The responsibilities of the Policy Advocacy Director include directing legal services on behalf of the houseless community, create education classes and materials to inform the houseless population of rights regarding their status, research policies to better the status of the houseless population, and advocate for the houseless community through policy work, lobbying, and coordination with grassroots partner organizations across the county.

Hours: Full Time; M-F (9 am to 5 pm)

Responsibilities:

- Supervising a team of policy and advocacy staff
- Leading the department in advocating for the houseless community in courts, through lobbying, and
- Creating classes to inform the houseless population about housing and houseless programs, budgets, food stamps, Medicaid, and other programs.
- Providing leadership, along with other staff and partner organizations in the development and implementation of policy priorities and strategy.
- Providing reliable analysis and strategic guidance on houseless policies and laws regarding the houseless community.

Requirements:

- Juris Doctor (JD) Degree in generic law
- Extensive knowledge of legislative and administrative processes.
- Understanding of houseless policies and laws affecting houseless population
- Demonstrated commitment to community organizing and ability to work constructively with grassroots partners.
- Excellent advocacy, consensus-building, coalition-building, and leadership skills; demonstrated ability to work collegially and collaboratively with other staff and other organizations; demonstrated ability to work with groups and individuals across the political spectrum.
- Ability to manage several projects simultaneously and to adjust to frequently changing demands.
- Ability to display effective communication skills using empathy and relationship building with exceptional communication skills, both written and oral
- Experience as a public spokesperson and advocate.

Benefits

- 401 K
- Health Insurance
 - Vision/Dental Options
 - HSA Account
- 30 days of PTO/year (after 90-day probationary period)

Salary: \$55,000-\$60,000 depending on experience.

Job Title: Research Director

Job Description: The research director of Friends Helping Friends will oversee the research and development department of the organization. The primary duties of this role will include directing and implementing research and development policies, objectives, and initiatives. Additionally, the research director will oversee and interpret research projects, write proposals, and provide policy and program recommendations based on research findings.

Hours: Full Time; M-F (9 am to 5 pm)

Responsibilities:

- Lead and strengthen the research and development department.
- Incorporate a variety of research methods and approaches.
- Conduct research and analysis of issues as requested.
- Develop data collection policies and practices.
- Utilize research findings to improve program and inform policy.
- Work with key staff members to develop and set evaluation outcome goals.
- Provide clear and extensive research reports.
- Actively participate in weekly staff meetings
- Represent the organization in various community activities and projects.
- Lead FHF advocacy efforts

Requirements:

- Bachelor's Degree (Master's preferred) in one of the following fields and at least two years of relevant work experience:
 - Social Work
 - Public Policy
 - Public Administration
 - Non-Profit Management
 - Business Management

Benefits:

- 401 K
- Health Insurance
 - Vision/Dental Options
 - HSA Account
- 30 days of PTO/year (after 90-day probationary period)

Salary: \$35,000 - \$40,000 based on experience

Job Title: Volunteer Coordinator

Job Description: The Volunteer Coordinator's responsibilities include recruiting and training new volunteers, keeping a database of volunteer information and skills, matching volunteers to opportunities that suit their skills, and keeping volunteers informed about *Friends Helping Friends*. This role will be utilized to organize volunteers for multiple programs that are run through the *Friends Helping Friends* organization.

Hours: Full Time; M-F (9 am to 5 pm)

Responsibilities: (Including, but not limited to)

- Recruiting, training, and supervising new volunteers.
- Collecting and maintaining accurate records of volunteer hours, history, availability, and skills in an up-to-date database

- Updating new and existing volunteers about the organization and other volunteer opportunities
- Using marketing tools such as outreach programs, e-mails, and volunteer databases.
- Organizing training and leading on-the-job training.

Requirements:

- Bachelor's degree required. (Master's degree preferred)
 - Business Management
 - Human Resources
 - Or related field
- At least one year experience in volunteering and recruitment position
- Excellent communication and interpersonal skills.
- Excellent organization and team building skills.

Benefits:

- 401 K
- Health Insurance
 - Vision/Dental Options
 - HSA Account
- 30 days of PTO/year (after 90-day probationary period)

Salary:

- \$38,000 - \$44,000 starting based on experience.

Appendix K - Employee Evaluation Form

To help *Friends Helping Friends* improve and develop our volunteer program we would like you to complete the following evaluation. This is a valuable tool for us and will assist in the planning and preparation for future programs.

How would you rate your experiences in relation to: (Please tick the appropriate box)	Excellent	Good	Fair	Poor
Overall experience				
Pre-placement Information:				
Expectations of the organization were clear				
Preparation materials provided				
Individual contact by telephone, email or in person				
Understanding of job expectations and details				
Orientation & Induction:				
Completion of formal induction & orientation process				
Standard of formal induction & orientation process				
Policies & procedures easily understood and accessible				
Activities: Evaluator Answers				
Does the employee know how to do the job completely and correctly?				
Does the employee possess the skills to complete their job?				
Is the employee punctual? Can they be depended on to get the job done?				
How accurate, timely and complete is the employee's work?				
Supervision: Employee Answers				
Availability of supervisor				
Supervisor was approachable & supportive				
Regular supervision				
Standard of supervision				
Support from staff other than supervisor				
Performance Evaluation:				
Professional & appropriate feedback provided by supervisor				
Feedback provided at appropriate time & place				
Opportunity to discuss feedback				

Employee Experiences:

1. My working goals and objectives were/were not met, please explain.
2. What was the most enjoyable part of my job?
3. The two most useful things out of the placement were...
4. What was the least enjoyable aspect of the placement?

What could *Friends Helping Friends* improve on:

1. Do you have any suggestions about how your employment experience could be improved?
2. Are there any additional resources, information, or activities you think would improve future employment at Friends Helping Friends?

Appendix L - Volunteer Performance Evaluation Form

The purpose of this evaluation is to help our volunteers work to their greatest potential and to help *Friends Helping Friends* to better involve volunteers in participating in the different programs offered by the organization.

Volunteer Name:	
Volunteer Supervisor:	
Date:	

<i>Please tick the appropriate box and add comments as needed</i>	Excellent	Good	Fair	Poor	Comments
1. Adheres to volunteer guidelines and policies					
2. Desire to grow and learn.					
3. Displays integrity.					
4. Displays appropriate enthusiasm and/or attitude.					
5. Follows instructions.					
6. Gives and takes feedback well.					
7. Handles difficult situations effectively and appropriately.					
8. Handles difficult people (visitors, volunteers, staff) effectively and appropriately.					
9. Leads when appropriate.					
10. Conducts him/herself in professional manner at all time.					
11. Manages time efficiently.					
12. Quality of work performed.					
13. Punctuality/Attendance					
14. Respectfulness					
15. Respects confidentiality					
16. Responsiveness					
17. Self-motivated					
18. Shares <i>Friends Helping Friends</i> mission					
19. Concern for participants [clients, visitors, volunteers, staff, etc.]					
20. Willing to help where needed.					

Appendix M - Volunteer Organization Evaluation Form

To help *Friends Helping Friends* improve and develop our volunteer program we would like you to complete the following evaluation. This is a valuable tool for us and will assist in the planning and preparation for future programs.

How would you rate your experiences in relation to: (Please tick the appropriate box)	Excellent	Good	Fair	Poor
Overall experience				
Pre-placement Information:				
Expectations of the organization were clear				
Preparation materials provided				
Individual contact by telephone, email or in person				
Orientation & Induction:				
Completion of formal induction & orientation process				
Standard of formal induction & orientation process				
Policies & procedures easily understood and accessible				
Activities:				
Appropriate to your level of skill				
Provided hands on experience				
Variety of tasks				
Appropriate time allocation				
Supervision:				
Availability of supervisor				
Supervisor was approachable & supportive				
Regular supervision				
Standard of supervision				
Support from staff other than supervisor				
Performance Evaluation:				
Professional & appropriate feedback provided by supervisor				
Feedback provided at appropriate time & place				
Opportunity to discuss feedback				

Volunteer Experiences:

1. My volunteering goals and objectives were/were not met, please explain.
2. What was the most enjoyable part of the placement?
3. The two most useful things out of the placement were ...
4. What was the least enjoyable aspect of the placement?

What could *Friends Helping Friends* improve on:

1. Have you any suggestions about how your placement experience could have been improved?
2. Are there any additional resources, information, or activities you think would improve future placement experiences for volunteers at Friends Helping Friends?
3. Please note any additional comments which may be of value in reviewing the Friends Helping Friends Volunteer Program.

Appendix N - Organizational Policy

Friends Helping Friends is committed to serving the most vulnerable members of our community through an approach that reflects the inherent dignity and worth of each individual. To ensure the values and principles of our mission are reflected within our organizational practices, *Friends Helping Friends* mandates that trustees, board members, employees, and volunteers exercise honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Purpose

The purpose of this Policies and Procedures Organizational Policy is to give employees and volunteers guidelines for their safety, the integrity of the agency, and to maintain compliance with all local and federal laws pertaining to the daily operations of *Friend Helping Friends*.

Safety

In order to maintain the safety of the staff and volunteers at *Friends Helping Friends*, when working in the office or field directly with clients, these guidelines must be followed:

- a) No employee or volunteer should be in the field, or the office alone at any time. This means that a minimum of two individuals affiliated with the agency must be present at all times work for the agency is being conducted.
- b) All employees will be assigned a personalized code to enter the workspace of the office, they are not to share this code with anyone.
- c) If a person is trying to enter the office and does not have a code, approval must be given by the employee/volunteer's supervisor ahead of time, and the non-employee/volunteer will be escorted the entire time.
- d) No employee or volunteer should be working in the field, without signing out with the office staff and giving locations of where they will be working along with contact information for emergencies.
- e) No employee or volunteer must conduct field work in their personal vehicle, only *Friends Helping Friends* vehicles should be used for the transportation of supplies to clients.
- f) No employee or volunteer may give transportation to clients in their personal vehicles and must have prior authorization to give transportation to clients in agency vehicles.
- g) All employees and volunteers must do a vehicle inspection before departing and upon arrival back at the agency.
- h) All employees and volunteers must immediately report any instances of violence or incident while working in the field or in the office.

Field Work Policies

In order to comply with state and federal laws and regulations, these guidelines must be followed when working in the field one on one with clients:

- a) When distributing supplies to clients, no supplies must be given out on federally owned land per SB 8005.
 - i) All supplies will be distributed on city-owned property, that is near to known camping areas for clients.
- b) No employee or volunteer must assist the clients with the building of structures for sleeping/living at any time.
- c) Clients may only receive as many supplies as they can carry on their person (i.e. backpack, duffle bag, purse, etc.) as to minimize waste and comply with SB 8005.

****All policies and procedures are subject to change at any time by the board members of *Friends Helping Friends*. These changes must be immediately communicated to all employees and volunteers. ****

Appendix O - Grievance Policy

Introduction

Friends Helping Friends is aware that there may be times when employees or volunteers will have conflicts within the organization that could affect their work or wellbeing. The grievance procedure for *Friends Helping Friends* helps to ensure that any problems, complaints, or concerns raised by employees are dealt with in a fair, timely and consistent manner. If an employee has a grievance or complaint, it should be raised in line with this procedure. Listed below are some of the issues that can be addressed with the grievance policy:

- Work, working conditions, pay and benefits, working hours; or
- Discrimination on the grounds of race, sex, sexual orientation, religion, disability, age, gender reassignment, marital status, or ethnic origin; or
- Treatment by colleagues including harassment and bullying; or
- Their health and safety or a breach of statutory employment rights; or
- Any other issue affecting their employment.

Purpose

The purpose of this grievance procedure policy is to (a) explain the scope and definition of grievances, (b) outline the processes for addressing a grievance, highlight the appeals process, and (c) define the company's confidentiality measures.

Scope

This policy is applicable to all *Friends Helping Friends* employees, including paid interns, volunteers, and seasonal, part-time, and permanent employees. A grievance can be filed against any *Friends Helping Friends* employee, including management and the board of directors. *Friends Helping Friends* defines a "grievance" as a formal work-related complaint, issue, and/or objection made by an employee.

Procedures

1. Informal Procedure

- a. Employees should, where possible, discuss the grievance or complaint with their immediate manager on an informal basis first. The manager will discuss any concerns with the employee and attempt to resolve the matter within a reasonable timescale.
 - i. Where it is not possible for the employee to talk to their immediate manager, or if the grievance concerns him or her, the employee should instead talk to the next most senior person: Martha Kent, Human Resources Director
- b. Where the informal procedure is used, both parties should keep a written record of the meeting including what was discussed and any proposed action.

- c. If the grievance has not been resolved or cannot be settled informally, the matter should be dealt with in accordance with the formal grievance procedure.

2. Formal Grievance Procedure:

a. Written Statement

- i. The employee must first send a written statement detailing the nature of the grievance to the employee's direct supervisor as soon as possible.
- ii. If the grievance concerns the direct supervisor, the employee should instead send the written statement directly to Martha Kent, Human Resources Director

b. Grievance Meeting

- i. Upon receiving the written statement, the employee's direct supervisor will arrange for a formal meeting to be held to discuss the grievance. The formal meeting will be held as soon as possible and usually no longer than five (5) working days after the written statement is received.
- ii. The meeting must not take place if the direct supervisor has not had a reasonable opportunity to consider their response to the information.
- iii. Before the meeting, a thorough investigation of the facts relating to any allegations must take place. Any requests for anonymity and confidentiality should be taken seriously.
- iv. The direct supervisor, employee, and anyone else involved in the grievance shall make every effort to attend the meeting.
 1. If the employee fails to attend the grievance hearing without explanation or seems to make insufficient efforts to attend, then the hearing may proceed in the employee's absence.
- v. If possible, the employee should explain how they think the grievance could be resolved.
- vi. If a further investigation of the matter is required, then the meeting should be postponed to a later date before a decision is taken about how to deal with the grievance.

c. Outcome of meeting

- i. Following the meeting and investigation, the direct supervisor shall set out in writing the outcome of the hearing and any action they intend to take to resolve the grievance (if applicable).
- ii. The direct supervisor shall also inform the employee of their right to appeal if they are not satisfied with the action taken.

- iii. Any action taken shall be monitored and reviewed, as appropriate, to ensure it effectively deals with the issue.

d. Appeal

- i. Employees have the right to appeal where they feel their grievance has not been satisfactorily resolved.
- ii. The request for an appeal must state the grounds for the appeal and should be submitted to the direct supervisor or the Director of Human Resources in writing within seven (7) working days of receiving written confirmation as to the outcome of the grievance meeting.
- iii. The direct supervisor will arrange a further meeting to discuss the appeal. The employee will be informed of the time and place of the appeal in advance.
- iv. The appeal will be dealt with impartially and, wherever possible, will be chaired by a manager who has not previously been involved in the case and is of increased seniority to the one who dealt with the original grievance. This appeal hearing is not a re-hearing of the original appeal but a consideration of the specific areas of dissatisfaction in relation to the original grievance.

3. Confidentiality

- a. Grievances will be handled with as high a degree of confidentiality as is practicable.
- b. Confidential records of the grievance will be kept in the employee's personnel file in accordance with Data Protection legislation. Copies of meeting notes will be provided to the employee, although the Company reserves the right to withhold certain information (e.g., to protect a witness).
- c. *Friends Helping Friends* employees are required to sign a Confidentiality Agreement that limits them from discussing the grievance before and after it has been resolved. The complainant and those that stand accused of a grievance are prohibited from discussing the matter with any other *Friends Helping Friends* employee.

This procedure has been approved and authorized by:

Martha Kent, HRD
Human Resources Director
Friends Helping Friends

Appendix P - Conflict of Interest Policy

I. Overview

A. Purpose:

1. The purpose of this conflict-of-interest policy is to protect *Friends Helping Friends* interests when it is considering taking an action or entering a transaction that might benefit the private interests of any employee that result in the payment of excessive compensation to that employee; or otherwise violate state and federal laws governing conflicts of interest applicable to nonprofit, charitable organizations.

B. Why is a policy necessary?

1. As a nonprofit, *Friends Helping Friends* is accountable to both government agencies and to members of the public for responsible and proper use of its resources. Every employee has a duty to act in the organization's best interests and may not use their positions for their own financial or personal benefit.
2. Conflicts of interest must be taken very seriously since they can damage the reputation and trust of *Friends Helping Friends* and expose both the organization and any affiliated individuals to legal liability if not handled appropriately. Even the appearance of a conflict of interest should be avoided, as it could undermine public support and trust.

II. Identifying Conflicts of Interest

A. What is a conflict of interest? A potential conflict of interest arises when an employee, or that person's relative or business:

1. Stands to gain a financial benefit from an action that *Friends Helping Friends* takes or a transaction into which the organization enters; or
2. Has another interest that impairs, or could be seen to impair, the independence or objectivity of the employee in discharging their duties.

B. What are some examples of potential conflicts of interest?

1. It is impossible to list all the possible circumstances that could present conflicts of interest. Potential conflicts of interest include situations in which an employee or that person's relative or business:
 - a) Has an ownership or investment interest in any third party that the organization deals with or is considering dealing with; or
 - b) Serves on the board of, participates in the management of, or is otherwise employed by or volunteers with any third party that the organization deals with or is considering dealing with; or
 - c) Receives or may receive compensation or other benefits in connection with a transaction into which the organization enters; or
 - d) Receives or may receive personal gifts or loans from third parties dealing with the *Friends Helping Friends*; or

- e) Serves on the board of directors of another nonprofit organization that is competing with the *Friends Helping Friends* for a grant or contract; or
- f) Has a close personal or business relationship with a participant in a transaction being considered by the *Friends Helping Friends*; or
- g) Would like to pursue a transaction being considered by the organization for their personal benefit.

C. In situations where you are uncertain, it is recommended to lean on the side of caution and disclose the potential conflict as set forth in Section III of this policy.

D. A potential conflict is not necessarily a conflict of interest.

III. Disclosing Potential Conflicts of Interest

- A. You must disclose, to the best of your knowledge, all potential conflicts of interest as soon as you become aware of them and always before any actions involving the potential conflict are taken. You must also submit a signed, written statement disclosing all the material facts to the board of directors.
- B. You must file an annual disclosure statement (see the end of this policy) and submit the form to the chair of the board of directors.

IV. Determining Whether a Conflict of Interest Exists

- A. After there has been disclosure of a potential conflict and after gathering any relevant information from the concerned employee, the board of directors shall determine whether there is a conflict of interest. The employee shall not be present for deliberation or vote on the matter and must not attempt to improperly influence the determination of whether a conflict of interest exists.
- B. In determining whether a conflict of interest exists, the board of directors shall consider whether the potential conflict of interest would cause a transaction entered into by *Friends Helping Friends* to raise questions of bias, inappropriate use of the organization's assets, or any other impropriety.
- C. A conflict always exists in the case of a related party transaction – a transaction, agreement, or other arrangement in which an employee has a financial interest and in which *Friends Helping Friends* is a participant.

V. Procedures for Addressing a Conflict of Interest

- A. When a matter involving a conflict of interest comes before the board, the board may seek information from the employee with the conflict prior to beginning deliberation and reaching a decision on the matter. However, a conflicted person shall not be present during the discussion or vote on the matter and must not attempt to influence improperly the deliberation or vote.
- B. **Additional Procedures for Addressing Related Party Transactions**
 1. The organization may not enter a related party transaction unless, after good faith disclosure of the material facts by the employee, the board of

directors determines that the transaction is fair, reasonable and in the organization's best interest at the time of such determination.

2. If the employee has a substantial financial interest, the board of directors shall:
 - a) Prior to entering the transaction, consider alternative transactions to the extent available; or
 - b) Approve the transaction by a vote of not less than a majority of the directors present at the meeting; and
 - c) Contemporaneously document in writing the basis for its approval, including its consideration of any alternative transactions.

VI. Minutes and Documentation

- A. The minutes of any board meeting at which a matter involving a conflict of interest or potential conflict of interest was discussed or voted upon shall include:
 1. The name of the interested party and the nature of the interest; and
 2. The decision as to whether the interest presented a conflict of interest; and
 3. Any alternatives to a proposed contract or transaction considered by the board; and
 4. If the transaction was approved, the basis for the approval.

VII. Procedures for Determining Compensation

- A. No person shall be present for or participate in board of directors' discussion or vote pertaining to:
 1. Their own compensation; or
 2. The compensation of their relative; or
 3. The compensation of any person who can direct or control them in an employment relationship; or
 4. The compensation of any person who can directly affect their financial interests; or
 5. Any other compensation decision from which the person stands to benefit.
- B. In the case of compensation of Key Persons, the following additional procedures apply:
 1. The board or a committee authorized by the board shall approve compensation before it is paid.
 2. The board or authorized committee shall base approval of compensation on appropriate data, including compensation paid by comparable organizations (three are sufficient if the Corporation's income is less than \$1,000,000) for functionally similar positions, availability of similar services in the geographic area of the Corporation, and compensation surveys compiled by independent firms.
 3. The board of directors shall contemporaneously document:
 - a) The terms of compensation and date of determination; and

- b) The members of the board or committee who were present and those who voted for it; and
- c) The comparability data relied on and how it was obtained; or if the compensation is higher or lower than the range of comparable data, the basis for the determination; and
- d) Any actions with respect to consideration of the compensation by anyone on the board who had a conflict of interest with respect to the matter.

Conflict of Interest Annual Disclosure Statement

By signing below, I affirm that:

1. I have received and read a copy of the Conflict of Interest and Compensation Policy, and
2. I agree to comply with the policy, and
3. I have no actual or potential conflicts as defined by the policy or if I have, I have previously disclosed them as required by the policy or am disclosing them below.

Disclose here, to the best of your knowledge:

1. Any entity in which you participate (as a director, officer, employee, owner, or member) with which the Corporation has a relationship, and
2. Any transaction in which the Corporation is a participant as to which you might have a conflicting interest; and
3. Any other situation which may pose a conflict of interest.

Name: _____

Position: _____

Signature: _____

Date: _____

Appendix Q – Speak-Up Policy

Friends Helping Friends is committed to serving the most vulnerable members of our community through an approach that reflects the inherent dignity and worth of each individual. To ensure the values and principles of our mission are reflected within our organizational practices, Friends Helping Friends mandates that trustees, board members, employees, and volunteers exercise honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

Purpose

The purpose of the Speak-Up Policy is to encourage and enable employees and volunteers to raise serious concerns internally so that Friends Helping Friends can address and correct inappropriate conduct and actions. Reports of inappropriate conduct and actions may include but are not limited to policy violations; the misreporting of accounting, financial, or operational data; harassment or discrimination in any form; fraud; worker intimidation; and any other conduct which is illegal, unethical, or contradicts organizational integrity. Additionally, employees and volunteers are encouraged to voice complaints regarding any behavior or act that they deem threatening or questionable.

No Retaliation

As an organization that consistently advocates for equal opportunity and ethical treatment of all individuals, it is contrary to the values of Friends Helping Friends that anyone retaliate against a trustee, board member, employee, or volunteer who in good faith reports an ethical violation; a suspected violation of law, such as a complaint of discrimination or harassment; suspected fraud; or suspected violation of any regulation governing the operations of Friends Helping Friends. A trustee, board member, employee or volunteer who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination.

Acting in Good Faith

Anyone reporting a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegation that proves not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense, subject up to and including termination.

Confidentiality

Violations or suspicions of violations may be submitted on the confidential basis of the individual. Reports of violations or suspected violations will be kept confidential to the fullest extent possible, consistent with the need to conduct an adequate investigation.

Reporting Procedure

Consistent with the values of accountability and transparency upheld by Friends Helping Friends, we maintain an open-door policy within our organization. Friends Helping Friends encourages and suggests that employees and volunteers share their questions, concerns, suggestions, or complaints with their supervisor. Reporting can be made either verbally or through a formal written document at your discretion. If you are not comfortable speaking with or approaching your supervisor or are not satisfied with your supervisor's response, we encourage that you speak with either the Executive Director, a trustee, or a board member. The compliance officer of Friends Helping Friends will be immediately notified. All reports will be promptly investigated, and appropriate corrective action will be taken if warranted by the investigation.

Compliance Officer:

Sylvia Ringgold

Contact Information:

Friends Helping Friends

Attn: Sylvia Ringgold

2526 Broad Street

Chattanooga, TN 37408

423.512.5565

sringgold@friendshelpingfriends.org