

Foster Parent Care Network Organization Proposal

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Abstract

It is becoming increasingly challenging for DCS to place children in foster care due to the lack of quality homes available (DeGarmo, n.d.). As a result, children are often moved from home to home, especially in states like Tennessee, which ranks #1 in the country for its most continuous movement of foster children (Mintzer, 2023). With the added workload that foster parents are facing with increasing numbers of foster children needing placement and a lack of support and resources, many foster parents look to discontinue their foster parent status (ibid.). In order to successfully retain foster parents for the ever-growing need for their services in our communities, support and resources for foster parents are necessary. Additionally, peer support and respite care serve as active supports that enable foster parents the outlets they need from constant in-home care and provide needed services to alleviate strain (Casey Family Programs, 2014). Foster parent support systems that provide resources, peer support in the form of support groups, respite care, and other services are thusly well positioned to assist with the retention of quality foster parents and to aid in the social balance these parents require.

Organizational Description and Goals

The Foster Parent Care Network (FPCN) was born out of an observation from experienced foster parents that services in the foster community revolved solely around the foster children's needs. While foster children deserve all the care and supports available as they cope with the results of the difficult situations that they have left, it is equally true that foster parents also require certain levels of care and support. They are the unsung heroes in a system designed to make things right for children in our communities and try to provide a semblance of stability in their lives amid an unstable family situation. To provide these services, foster parents destabilize certain aspects of their lives in a manner that is both selfless and energy-sapping in nature.

Mission

The mission of FPCN is to help foster parents in the Chattanooga area continue to foster by providing for physical, social, and emotional needs.

Vision

Our vision statement is for foster parents to feel supported and connected through services that improve their quality of life and ability to care for foster children. Foster Parent Care Network (FPCN) is envisioned as a non-profit that supports the success of foster parents in the Chattanooga area. The organization plans to support parents in meaningful ways such as through respite care, physical resources, and mental health services. FPCN plans to provide foster parents with a community of resources to help them serve vulnerable children for years to come. Our plan is to partner with community groups and faith-based organizations to create a large network of support for foster parents.

Goals

Foster Parent Care Network provides support services, such as temporary childcare relief, family visitation assistance, and social and emotional groups for foster parents in the Chattanooga area. Our first goal as an organization is to provide respite care for foster parents in the Chattanooga area through sitting services. This will allow parents to take time for much needed self-care. Our second goal is to provide material support such as clothing, furniture, and other resources. This will allow foster families to acquire necessary resources without incurring the expense. Our third goal is to facilitate supervised visitation between children and biological parents. This relieves foster parents of having to plan visitation locations and find supervisors. Our fourth goal is to provide psychoeducational resources for foster parents and social support groups. This will help fulfill foster parents' need for social support and encouragement from people in similar circumstances. This organization provides services to foster parents and is not associated with child case management or placement.

Market Analysis and Environmental Assessment

FPCN will be located in Chattanooga along the bus line and near other community resources. Presently, Chattanooga has several foster care agencies and organizations that are primarily focused on meeting the needs of children. FPCN will differ from these organizations by focusing on providing services for foster parents. The Tennessee Department of Children's Services is the registering agency that provides foster parent classes, support, and monetary stipends. DCS has a website dedicated to informational resources for foster parents. DCS has resource parent support program areas for DCS foster parents that help with services and respite care. DCS foster parents only take care of level 1 children that have little to no behaviors.

Youth Villages provides services for foster children and biological families. They are

focused on services for the children such as crisis intervention and therapy. Like Youth Villages, Camelot provides therapeutic services for children in foster care. Omni Vision provides training and recruitment for foster parents. They act as a primary fostering agency like Camelot and DCS. They do provide support groups for foster parents, but the parents must be fostering through Camelot. Chambliss acts as a primary foster agency and has case management for foster parents. They do not have any foster parent support groups or respite programs. Tennessee Baptist Children's Homes also provides faith-based case management for foster parents. They help foster parents establish a support network in their community, but do not provide direct support services.

Ridgedale Baptist Church has a foster care ministry that provides a temporary home for children who are waiting for a placement. They have a WRAP ministry that provides words of encouragement, respite care, acts of service, and prayer for foster families. The ministry is primarily focused on encouraging foster families through church community and prayer. They offer short term respite like FPCN, but not long term or supervised visitation.

Unlike other agencies in the area, FPCN focuses on the foster parent's needs. FPCN is not involved with child placement or case management of children. While the foster parent's primary agency provides financial assistance and intensive case management, FPCN will focus on supporting foster parents and connecting them with resources. While other foster parent support programs focus principally on support groups alone, our organization will provide resources, support groups, and respite care. FPCN allows foster parents across agencies to come together and seek emotional support, necessary breaks, supervised visitation, and resources to help them parent well.

Partnership for Families, Children, and Adults used to have a program called the Center

for Family Connections which provided supervised visitation and safe exchange for custodial and biological families. This program is closing in 2024 and will no longer be providing resources. Presently, there is a lack of free furniture resources in the Chattanooga area. There used to be a furniture bank, but unfortunately it closed last year. Sleep in Heavenly Peace provides free beds for low-income children, but no other organizations provide furniture for those in need.

Uniqueness of Program

Foster Parent Care Network is unique in that its services will be offered outside of foster parents' primary case management agency and will focus primarily on services to benefit foster parents in their role. We believe that this agency will support the successful retention of quality foster parents throughout the greater Chattanooga area. FPCN will serve as a one-stop-shop for foster parents to find emotional support, physical resources, respite care, and supervised visitation services. Unlike other programs which may only offer one type of support service or focus on case management, FPCN will provide services to meet the needs of foster parents in a variety of ways.

Target Client Population

The client population for FPCN will include foster parents of all ages, races, religions, and socioeconomic backgrounds in the Greater Chattanooga area who are seeking support services and/or resources. Clients will have a shared experience with the challenges faced physically, mentally, and socially in foster parenting to ensure that they properly establish a safe, welcoming environment for foster children and remain the best caregivers they can for these displaced children.

In caring for the dignity and worth of foster parents, FPCN will provide for foster

parents' social and physical needs through respite care and physical resources, regardless of their ethnicity, cultural identity, racial identity, gender identity, or economic status. In this way, human rights, social, and racial justice are addressed. Economic and environmental justice will be pursued by providing furniture and other resources to foster parents free of charge and through the recycling of furniture to prevent its disuse or absence, where needed.

Service Offerings and Delivery

FPCN will provide respite and supervised visitation four times a month for three hours to allow foster parents to care for themselves and pursue happiness. FPCN will also provide support groups and psychoeducational meetings for foster parents. This will allow foster parents to meet their social and mental needs and provide educational resources for their families. Support groups will meet twice a month, and childcare will be provided.

Support Closet will be open two days out of the week and include clothing, furniture, and household items. Donations will be accepted daily, Monday-Friday, from 8am -4pm. The Support Closet will also contribute to environmental justice by encouraging the reuse of items that may otherwise be thrown away.

The Foster Parent Care Network aims to support foster children by enhancing their retention. We are creating this organization for our class assignment.

Budget

Rationale

The rationale for the proposed budget plan for Foster Parent Care Network is to provide a projection of income and expenses both direct and indirect, strategic decision making and planning, grant a planning instrument that facilitates a means to monitor organizational performance and maintain sustainability. To see the full budget for FPCN, see Appendix B. To

this end FPCN established goals of providing respite care of foster children, material support in the form of furniture, clothing, and other items, thirdly, we aimed to provide accommodations and personnel for supervised visitation, and our final goal involved psychoeducational resources and assistance through support groups. With these goals in mind, it became necessary to hire adequate staffing, which would include 9 full-time employees and a building that would support all the visitation, support group, and respite care space that was needed to run these programs concurrently. The proposed budget for the program consists of a full-time director, therapist, community liaison, human resources manager, support group case manager, etc. These individuals will work directly with foster parents to ensure their needs are being met and provide resources and support to them. In addition, we needed adequate space for the storage of furniture and clothing that we were making available to foster parents in need of these additional resources. Aside from the requisite facility, which includes utilities, waste removal, and funding for maintenance and repairs, the organization would also require cell phones for each employee for communication with families and other organizations, as well as computers for documentation, inter-office communication, and communication with others outside of our organization, including foster parents and other organizations. The computers, of course, would also require an internet connection, which would not only further benefit communication as mentioned above, but would also benefit our virtual visits that we make available to parents that are currently incarcerated. Office supplies are a necessity of any functional office or organization, so minimal supplies would be purchased that would provide each employee with a \$70 supply allotment per month. With the presence of numerous individuals in our facility and the potential for accidents to individuals or natural disasters impacting our facility, it became necessary to include a comprehensive insurance package to cover most of the areas that may

require coverage. Though employees will be paid mileage when their vehicles are used, we would allow for a given amount to be set aside for employees to be covered by commercial auto insurance. And finally, to ensure that our bookkeeping is accurate, an accounting firm and attorney would be retained annually for any needs that arose requiring their assistance. Based on market values in the Chattanooga area we have drafted the attached budget. And all these contribute to the mission of providing for the physical, social, and emotional needs of foster parents.

Budget Narrative

FPCN will incur normal operating costs that include rent, utilities, technology, internet, waste removal, office supplies, and maintenance repairs. These expenses are reflective of the average operating cost in Tennessee. To see the full budget for FPCN, see Appendix B.

Category 1: Rent

FPCN estimates rent in Chattanooga, TN to be approximately \$3,750 per month. This was calculated by multiplying three thousand square feet by fifteen dollars per square foot and dividing by twelve months (“Chattanooga office space for lease,” 2024). The building will include office space, a small warehouse, and meetings rooms. This space will be utilized by staff and volunteers during normal business hours.

Category 2: Utilities

FPCN estimates utilities will amount to \$500 per month for a the desired property in Chattanooga, TN. This estimate was calculated using the average cost of \$2.14 per square foot per year for utilities for a business (“How much will my utilities cost,” 2024). Staff, volunteers, and clients will be using utilities weekly, such as water, electricity, and sewage.

Category 3: Technology

Staff will be provided with technology including phones, computers, and printers. The cost of phones for a small business is estimated at \$55 per month per line. FPCN expects to need nine phone lines amounting to \$495 per month (“Best unlimited plans,” 2024). The cost of computers for the nine staff is estimated to amount to \$3,200 (“Computers and tablets,” 2024). The cost of a small printer is estimated to be \$1,200 (“Best printers for small business,” 2024).

Category 4: Internet

The staff will utilize the internet for business purposes. Internet service is estimated to cost \$150 per month. Depending on the company utilized, the cost of the phones and internet may be able to be bundled (“Small business internet service,” 2024).

Category 5: Maintenance/Repairs

Maintenance and repairs are estimated at \$18,000 yearly for any maintenance needed to the warehouse. This will include plumbing, bathroom facilities, fixing doors, alarm systems, computer maintenance/IT issues and any needed updates. (T. Holloway)

Category 6: Waste Removal

Dumpster service and waste removal is estimated at \$100 weekly. Staff will collect trash from the office daily and put it in the designated area for weekly trash disposal (T. Holloway).

Category 7: Office Supplies (Paper, pens, etc.)

The average cost for office supplies is \$70 per month per employee. With nine employees, the annual expense for office supplies is estimated at \$7,560 (“The average cost per month for office supplies.” 2019).

Category 8: Employee Salaries

FPCN will pay employee salaries that are comparable to similar positions in the

Chattanooga area. Benefits typically cost around 32% of the employee's salary. Thus, the organizational expense per employee can be calculated by adding 32% to the base salary ("How much do benefits cost?," 2023). The base salaries are \$567,658 base salary plus \$181,651 in fringe benefits results in \$749,309 total. We aim to offer fair salaries in a supportive work environment to retain employees and lower turnover rates. Employee base salaries amount to the following. The Director is estimated to make \$110,658 ("Nonprofit executive directory salary," 2019). The Program Coordinator - \$61,000 ("State of Tennessee Program Coordinator Salaries," 2024). The Respite/ Supervised Visitation Case Manager will make \$47,000 ("Entry level case manager salary in Tennessee," 2024). The Therapist/ MSW will make \$84,000 ("LCSW in Chattanooga, Tennessee," 2024). The Support Group Case Manager will make \$47,000 ("Entry level case manager salary in Tennessee," 2024). The Community Liaison will make \$61,000 ("Entry level case manager salary in Tennessee," 2024). The Resource Case Manager will make \$47,000 ("Entry level case manager salary in Tennessee," 2024). Human Resources Director will make \$90,000 ("Nonprofit HR director salaries," 2024). The Security Guard will work part time for \$18 per hour. They will work 21 hours per week which is 52.5% full time equivalency resulting in an annual salary of \$20,000 ("Security guard salary in Chattanooga, TN," 2024)

Employees will also be provided with professional development throughout the year. Professional development costs \$1071 per employee per year. With nine employees, the estimated cost for professional development annually is \$9639 ("How much does employee training really cost?" 2022).

Category 9: Insurance/Business Vehicle/Liability

FPCN will incur insurance expenses for liability and business insurance. On average small businesses spend \$500 annually on general liability insurance. Commercial property insurance is

typically \$800. Business interruption insurance is \$1000. Workers compensation is about \$750 annually. Commercial auto insurance is estimated to be \$1800 per year. Professional liability insurance is about \$675 annually. Cyber insurance is \$1700 per year (“How much does small business insurance cost?” 2023).

Category 10: Accounting Fees

PCN will also be paying for accounting services. The estimated cost of accounting services per year is \$1000. This includes the cost for a CPA/accounting services, taxes, and attorney (“How much should accounting cost a small business?” 2022).

SMART Fundraising Goals and Strategies

FPCN established three goals to raise funds for the organization. The full matrix for each goals can be found in Appendix C.

Goal 1: FPCN will Raise \$30,000 in grants by the end of fiscal year 2024.

Foster Parent Care Network seeks to raise \$30,000 by applying for and receiving grant funding.

Step 1

This goal will be reached by identifying available grants related to child welfare, foster care, and community resources. The team will produce a comprehensive list of potential federal, state, local, and private grants related to the organization’s mission. The list will include at least five possible grants including at least two federal, one state, and two private grants. This step will illuminate potential sources of funding and organize findings to prepare for the application process. This is critical in preparing for the grant application process. The Director and Community Liaison will work together to create a shared list of available grants by March 20.

Step 2

Step two of this goal will be to narrow the focus of the grant search to identify specific

grants for which to apply. The three best grants will be marked on the shared spreadsheet. The Director and Community Liaison will choose the designated grants to apply for and copy the information onto a separate and final Excel spreadsheet. Using this list, FPCN will begin connecting with individuals involved with the three chosen grants. The results of this step will prepare the team to begin the grant application process and ensure the team is united in grant efforts. The Director will sign off on the final grant list by March 25. ***Step 3***

Finally, the team will apply for the designated grants according to their individual application requirements. They will go through the application list individually and complete the application. Three grant applications will be submitted two weeks before the grant deadline. This is the most important step in the process as it will determine if the organization receives grant funding. The Director is responsible for writing grants and may enlist the assistance of other team members such as the Community Liaison for research, writing, and proofreading of applications. All applications must be submitted at least one week before the deadline for the grant. All grant submissions must be completed by the end of the fiscal year.

Goal 1 Rationale

With a goal of raising \$30,000 in grants, our first strategy to achieve that goal was to identify available grants related to child welfare, foster care, and community resources. We chose this initial strategy, because there are more than 1,000 federal grants offered annually (grants.gov, n.d.), not including other private grants available from private donors and organizations. In order to spend our time on reviewing grants directed at our organization's mission statement alone we needed to filter the grants down to a more workable number. Through a quick google search of grants pertaining to child welfare, foster care, and community resources, and through the prior knowledge that members in our team had of organizations that would include relevant grants, we

were directed to sites like www.childwelfare.gov, www.acf.hhs.gov, www.dorisduke.org, and www.aecf.org, among others. These sites helped us to direct our attention away from the plethora of grants available to specific sites that included a general grant area that we were most interested in pursuing.

Following the location of sites that feature our grant subject broadly, our second strategy included our need to narrow the focus of the grants we wished to review to those that pertained to our organization's needs more specifically. The initial number of grants that we reviewed were too broad, and we needed to know what we were looking for in a grant for our nonprofit organization and whether we fit the criteria. According to The Ascent, a Motley Fool Service, the number one thing you need to discover when conducting grant research is understanding what it is you are looking for, followed by building a list of your search criteria, beginning your search, and discovering what the criteria are for each grant available (Froment, 2022). This led us to create a list of our needs and consider more intently the functions of our organization so that we could utilize search engines within those organizations and scan grants more effectively for those we were most interested in pursuing, and which would best meet our needs. This would also enable us to procure a better chance of getting grants that seemed to be a good fit for their requirements and the work we needed help funding.

Our third strategy in the effort to seek \$30,000 in grant monies included applying for the targeted grants that we were most interested in according to the requirements outlined within each grant. To apply for the grants, we followed the suggestions outlined by Leslie University (n.d.) which included writing directly to the application prompts, providing a clear sense of our organization's purpose, offering a vision of our project's outcome, providing measurable sub-goals for our individual monies will be utilized, and demonstrating the innovation that our

organization represents and adopting relevant research to support the goals and aspirations of our organization within the context of evidence-based strategies that have been found to support our mission and vision statements (ibid.). Once these elements have been included in the grant writing process, our submission will be more favorably looked upon and we will have a better chance of securing the grant monies that we require to serve the community with our nonprofit's services and resources.

Goal 2: FPCN will Raise \$20k through corporate sponsorships by July 18th 2024 in an annual charity event (ball/dinner/gala).

FPCN will be raising money through corporate sponsorships by hosting an annual charity gala for the corporations and staff.

Step 1

This goal will be reached by researching local corporations in the area then acquiring their email addresses. We will create a letter to send to the corporations for invitation and/or for specific donation amounts. Our other strategies include creating a partnership with a radio station for advertising and expanding the organization's presence on social media.

Step 2

The next step is to invite at least 10 corporations to participate in the event and/or donate who are family friendly. We will engage with the PR department at the radio station to ensure we follow all of their processes and rules related to advertising. We will create an email asking for advice. We will provide event details and how FPCN will have a positive influence in the community. The event will be advertised by social media and radio stations (96.5/101.1/106.5). Donations will also be secured by using social media, radio stations, and by using prior corporate supporters who have donated to FPCN. The Director, Community Liaison, and Resource CM

will work together to ensure these tasks are completed by their respective deadlines.

Step 3

While our initial goal is to raise money through corporate sponsorships, by creating a contact list of local partnerships and creating creative effective advertisement this will help us bring awareness and grow our non-profit making it more effective in the community.

Goal 2 Rationale

To raise \$20,000 for an annual charity gala, our initial strategy includes inviting corporations to participate in it which will likely also include the receipt of a donation. The corporations that we will target will include those corporations that tend to donate toward supporting families in the community through their giving portfolios. We choose to reach out to corporations for donations and visibility, because corporations and nonprofits are a perfect union due to their codependent status when the fit is right, benefiting both organizations (Horrigan, n.d.). While the corporation benefits our nonprofit with financial assistance, connection with our nonprofit will afford them positive PR for their philanthropic efforts and a boost in their business (ibid.). Additionally, giving to a charity like ours reflects the corporate social responsibility (CSR) that the company exhibits to the community around it and their sense of needing to contribute to better the world around them (Stobierski, 2021). To maintain a relationship with corporations following the gala, we will ensure that they receive private and public recognition for their gift, maintain creative approval of our use of their logos for advertising, receive updates on the success of our nonprofit as a result of their generous gifts, and maintain clear lines of communication with supportive organizations, with each of these being rooted in the desire of the organizations' willingness to be interested in these modes of relationship (Horrigan, ibid.). According to one corporate executive, Robert McKee (need reference) "We're all looking to see

ourselves in others, to find nuggets of wisdom, inspiration, and connection to others through stories.” If we are able to ingratiate ourselves to corporations by sharing success stories with potential corporate donors, we will create an interest in and add value to our nonprofit in the eyes of corporations as they consider the nonprofits worthy of their dollars.

Our second strategy for putting on an annual charity gala includes creating a partnership with a local radio station to advertise the event. According to Weinger on Double the Donation (n.d.), public service announcements for nonprofits on community radio stations is not just suggested but is required due to regulations from the Federal Communications Commission. The FCC dictates that radio stations must allow charitable organizations time on their stations. As a public service, this partnership would include us providing information for their radio station to air about an event occurring in the community which would be free for our organization due to our nonprofit status and FCC requirements (ibid.). This strategy, then, provides exposure within our community to a broad array of individuals to an event occurring locally, which will cause us to incur no new expenses. We think this strategy is a brilliant use of resources available to us.

Our final strategy to raise \$20,000 through a charity gala includes expanding our presence on social media. While radio will reach many people in making them aware of this gala and the opportunity to participate and pay an entrance fee, social media is another major venue in today’s day and age to reach many individuals and can be used to target local audiences with our advertising (Weinger, n.d.). Facebook and “X”, specifically, have tools that advertisers can utilize to ensure that advertising is directed toward certain audiences in given communities. With estimates of 5.8 billion users on social media by 2027 (ibid.), the use of some advertising funds in this arena is an obvious choice for our organization. If the majority of people are on social media, not only worldwide, but more importantly, locally, we want them to find our advertising

in the comfort of their own homes while scrolling through their favorite platforms. We are sure to be found by the majority of potential donors.

Goal 3: FPCN will Raise \$20k at a fall festival hosted by FPCN by September 15th 2024

FPCN will be raising money by hosting a fall festival.

FPCN will contact local businesses to attend, donate, and partake in the event as a vendor.

Step 1

FPCN will reach out to the businesses in March via email and/or letters. Proceeds from this event admissions will go to providing foster parents with training on handling negative behaviors and family conflicts. Recognition Certificates will be provided to donors based on the monetary donation they provided.

Step 2

Vendors will set up booths for activities and promote the organizations they represent. The money raised by vendor attendance will be used for advocacy programs, workshops, counseling seminars, and training. The training will be for staff and volunteers. Tickets will be sold to participate in activities located at booths

Step 3

Raffle tickets for gift baskets donated by local businesses will be sold for a silent auction.

Goal 3 Rationale

To raise \$20,000 at a fall festival hosted by FPCN, our first strategy at achieving this goal includes inviting local businesses to participate in the event by renting booth spaces. Pesco (2021) shares reasons why businesses should be interested in participating in community events, such as fall festivals. She highlights the benefits to businesses as including further brand

exposure for local residents, creating goodwill between your company and locals, and to enable businesses to create further personal connections with local residents that will endear them to the business with a real encounter that transcends the best tv ad available. In short, it appears that attending a local fall festival for businesses that value community engagement would be a must. The benefits to the business are significant and unique, and since most businesses will recognize those benefits there will likely be a substantial stream of income that can be guaranteed from local businesses purchasing booth spaces. And if they choose to sell wares at their booths, they can also raise additional funds for their business or for further philanthropic purposes.

Our second strategy for achieving the funds from the fall festival includes the sale of tickets for activities at various booths at the festival. We are confident that we will sell a lot of tickets at the festival, as festivals draw large crowds of people (Rutledge, n.d.), so the potential for a high number of ticket sales is great. We believe that ticket sales will not only be high due to the high turnout for the festival but that its activities and its charitable nature will cause individuals to freely purchase many tickets in support of the cause. Largely attracting children and youth, these activities will have a sure help in being funded through ticket sales as parents enjoy seeing their children involved in wholesome activities and the competitive nature of the games will encourage visitors to continue to purchase tickets in order to be a winner.

Our final strategy for raising funds at the festival includes raffle tickets that will be sold for gift baskets containing significant, high-quality products donated from local businesses which are quite attractive to receive free of charge by locals. According to an Event groove products' raffle study (2020), raffles are the best way for organizations to raise the money that they need. They point to busy parents and the burden that bake sales put upon them as one reason why financially supporting a raffle is much easier for individuals (ibid.) and much more lucrative

as it utilizes children's abilities to persuade others to purchase tickets from them—though there is only one winner. Raffles enable delegation of the effort to supporters and others who wish to contribute in a simple fundraising initiative. Best of all, raffles involve utilization of minimal resources (in our case, several gift baskets) while the income generated will well surpass the value of the products (ibid.).

Marketing

Marketing is essential for spreading awareness of a new organization. The marketing plan provides a detailed plan for marketing to the local community about FPCN.

Marketing Campaign Strategy

Caring For Those Who Care (CFTWC), the marketing strategy for FPCN, focuses on three main goals in its campaign: raising awareness, connecting with foster parents, and attracting volunteers. CFTWC will provide marketing material such as slogans, brochures w/ QR codes, pens, note pads, reusable bags, social media, event marketing, and email and texting exchanges for foster parents and volunteers. CFTWC hopes to partner with private providers and DCS to help ensure connections are established with everyone involved. These strategies will be used to create a powerful marketing campaign for Foster Parent Care Network. FPCN will continue to reach the community through the word-of-mouth generated through initial advertising efforts. FPCN hopes to partner with existing networks such as DCS, community organizations, DFACS, etc. to raise awareness.

Caring for Those Who Care aims to make the community aware of the presence of FPCN and the services they offer foster families. CFTWC also aims to make potential volunteers aware of the exciting work that we do and what a great organization we would be to volunteer for. For volunteers, CFTWC wants to underscore that in working with FPCN they are helping their local

communities serve vulnerable children.

Target Audiences

Our target audiences include potential volunteers, potential employees, potential donors, foster parents, and foster agencies. The foster parents that we are reaching out to include those from all generations (over 18), genders, races, and socio-economic backgrounds. These individuals do better when supported (Casey Family Programs, 2014). When we reach out to foster agencies, we are particularly targeting social workers (who can refer us to foster parents) and biological families (who would like to utilize our resources and facility for their supervised visitations). The potential volunteers we hope to attract include retired individuals, certified babysitters, college students wishing to intern with us, and religious groups whose faith directs them to give back to those in need in their communities. The potential employees we would be looking for would largely include those with degrees and experience in social services but would also include other skill sets that may become necessary as our organization expands. Finally, our potential donors, largely those who are comfortably wealthy, are certainly a major target audience for our marketing campaign to maintain a steady flow of income from reliable sources to continue the mission of the agency as it now stands and later to grow our organization. Our goals of raising awareness, connecting with foster parents, and attracting volunteers through a variety of evidence-based strategies are supported by those in the fields of marketing and foster parent relations.

Promotional Materials at Events or Booths

One strategy we aim to use, utilizing promotional materials at events or booths, is a highly promoted marketing strategy for reaching out to potential foster parents (Hansell, 2014; Germain, 2006; Talbot, 2021). These promotional materials may include items attractive to

multiple generations or targeted specifically toward certain individual generations (Germaine, 2006). Additionally, promotional materials may also support brand loyalty, which would attract the Gen X or Millennial populations. With brand loyalty established with these groups, particularly, we would then be better situated to connect directly with loyal supporters of our organization by focusing on these demographic categories.

Creating a Slogan

Creating a slogan includes another strategy that we aim to employ. The slogan, “Caring for those who care,” will be used on promotional materials and other marketing ventures and will aid in raising an awareness of our organization generally (Germaine, 2006). Our slogan is a positive, uplifting message, which is key to attracting prospective foster parents (Casey Family Programs, 2014).

Word-of-Mouth

In cooperation with all other methods employed, will be the element of word-of-mouth advertising which will enable us to raise overall awareness of our organization, connect with foster parents, and attract volunteers. However, to specifically target foster parents, we need a specific word-of-mouth advertising effort in which current or former foster parents reach out directly to potential future foster parents for maximum effectiveness at events and individually (Hansell, 2014; Casey Family Programs, 2014). They are the best recruiters. Further, current foster parents and other stakeholders should be a part of any marketing strategy seeking to recruit new foster families. It keeps them involved and builds trust (Casey Family Programs, 2014; Campaign Creators, 2020). The effectiveness of word-of-mouth marketing is that it allows for a one-on-one relationship which all generations are looking for (Talbot, 2021).

In-person Events

In-person events, which would be incorporated with some of the previous strategies mentioned, attract in-person relationships and broaden the audiences available to us (Campaign Creators, 2020; Casey Family Programs, 2014). In seeking out in-person events, religious events tend to be the most beneficial, as recruits last much longer in volunteer situations than media recruits (Casey Family Programs, 2014). Thus, seeking out religious institutions for recruiting opportunities would be a beneficial pursuit.

Social Media

Although each of these marketing strategies could easily attract many individuals alone, social media marketing is a tool in our generation that should not be ignored and is expected to be used. Social media marketing helps to build relationships with different, targeted groups (Campaign Creators, 2020). Social media platforms like Facebook, X (formerly, Twitter), and LinkedIn can be analyzed to determine which platforms will best attract the audience we are seeking to recruit through their individual analytics (ibid.). Gen Z, in general, prefers social media marketing to other marketing strategies in order to enter engagement with the strategy (Talbot, 2021).

E-mail

Finally, email is a simple strategy that should be employed on a baseline level for our organization. Email is a marketing strategy that all generations expect to experience marketing information from for a given organization (Talbot, 2021). Emails should be brief and appear at regular intervals to maintain continuity for the audience, as well (ibid.).

Marketing Campaign Steps, Goals, and Impact on Audience

The marketing campaign will include the following steps, goals, and expected impacts:

1. Establish Stakeholders Groups (Campaign Creators, 2020)
 - a. Goal: To create marketing plans based upon each group's compositions
 - i. Impact: To attract members from different stakeholder sectors in a way that encourages them to become engaged with our organization in volunteering, donating, and promoting.
 - b. Goal: To recognize that all groups in society do not consume information the same way and are not able to be targeted with marketing materials in the same way, and to respect the differences of different stakeholder groups.
 - i. Impact: To carry that same understanding into all interactions with different groups and to create greater and enhanced connections, as a result.
2. Order Promotional Materials (pens, reusable bags, notepads, etc.) See Appendix E.
 - a. Goal: To create awareness of our organization through the dissemination of consumables. The continued use of each item would keep our organization's presence front-of-mind for our targeted audience and boost our name recognition potential. Items would portray the organization as unique organization in the community due to the imprinted slogan and prevalence of the items in the community. These items will be used time and again, each time providing a reminder and increased awareness of our organization's presence. (Germaine, 2006)
 - i. Impact: The community will become aware and more comfortable with our activities and may recommend us to others, encourage

volunteers to join, and/or give donations to FPCN. The impact on the targeted audience from this goal is to create a lasting impact on those individuals that may not be online. As they become familiar with and curious about our organization's activity in the community it should spawn their interest in driving by, considering volunteer opportunities at the organization, or even donating to our organization to promote the work that we are doing to better social circumstances in our community.

b. Goal: Use at networking events to create talking moments.

i. Impact: Materials will be used to attract college age and retirement-aged individuals interested in volunteering. Marketing materials will be distributed at retirement clubs like the Rotary Club, community networking events, and college events which attract people who volunteer with FPCN. We can create reusable bags and put in our pens and brochures to be given out at events in Chattanooga.

3. Social Media Marketing See Appendix E.

a. Goal: The market segmentation for social media will follow generational trends with social media and Gen Z prefers social media marketing to other forms of marketing (Talbot, 2021; Hub Spot, 2019; Campaign Creators, 2020).

i. Impact: Each segment of the population will gain comfort in its familiarity with our organization and the activities that we provide within our community.

b. Goal: To encourage brand loyal generations to engage with our organization through partnership opportunities to better meet the needs of the community with their engagement (Talbot, 2021)

i.Impact: These populations will share our posts more broadly on their social media platforms, become involved as volunteers, and perhaps even become a regular donor or provide greater awareness so that donors with more capacity to give would gain awareness and choose to give significantly from their organizations or personal portfolios to help our mission in this community.

4. Event Marketing – Include brochures See Appendix E.

a. Goal: Our goal would be to host an open house event which would allow the community to walk through our facility with an open house and gain a first-hand visual of the space and resources that we have dedicated to helping foster families in the community. The open house will include a virtual tour option for those who cannot visit the facility in person. (Hub Spot, 2021; Campaign Creators, 2020)

i.Impact: We hope that those who walk through our facility see the organization and care that was put into developing this organization and will choose to sponsor certain upgrades that we are fundraising for or which they see would be a benefit to us. We always hope that the walk-through and brochures will inspire additional volunteers, as well as donors at large, not just special projects. We also hope the impact will be that organizations that we partner with will also

receive a visual of the organization they are referring clients to and better understand how we operate. In addition, we hope the engagement with the community will cause them to think kindly of us so that if we should have to expand our building at any time we would have the community's support and not face resistance.

b. Goal: To develop/create a brochure aimed at providing a succinct description of our mission, vision, and current activities for individuals to take with them and further disseminate. FPCN will create a brochure/pamphlet that will include the location, hours, phone number, mission statement, goals for the program and different activities throughout the year. The brochure will be handed out during community events (Fall Festivals, etc.), handed out at private provider offices and State of TN DCS office. A mailing list will be gathered through the state and private agencies to notify them of the resources and services provided.

i. Impact: To provide a tangible resource that individuals can take with them to further promote our activity in the area which may yield new clients, new volunteers, and/or new donors.

5. Email Marketing – create a list serve for email (Talbot, 2021; Hub Spot, 2019) See Appendix E.

a. Goal: To keep our contact base up to date on current needs like food items, bedding, etc

i. Impact: So that individuals' local churches or civic groups could engage in volunteering to fill the needs of FPCN. This would enable

community members to have a positive impression of the work that we are doing in the community and an awareness of the involvement that we encourage and covet from community partners.

b. Goal: To let our contact base know about upcoming events.

i. Impact: Individuals will be able to attend, promote, and support these events since they have been made aware ahead of time.

c. Goal: To share positive impact stories

i. Individuals will have a good impression of the positive work we are doing in the community and be encouraged to share their experience with others and on social media.

Campaign Name

Caring for Those Who Care. Our campaign name is connected to our organization's mission to support foster families and their needs. The campaign name also coordinates with the name Foster Parent Care Network which emphasizes the organization's efforts to care for and support foster parents.

Slogan

Supporting Stronger Family Connections. This slogan is connected to the organization's mission because it highlights the effect of the services we aim to provide to foster parents in the community. Our campaign slogan will also serve as our organization's slogan. We support both biological and foster families by offering a care closet, support groups, respite, and supervised visitation. Supervised visitation encourages stronger bonds between children and their biological families and makes visits easier to coordinate with foster families.

Campaign Name and Slogan Relationship to Mission

The campaign name and slogan are meant to catch the attention of people within the community and give them a quick understanding of our goals. The campaign goals are to raise awareness about the organization, encourage the community to be involved in foster care, and inspire community members to volunteer with the organization. The campaign name, Caring for Those Who Care, and slogan, Supporting Stronger Family Connections, are quick references to our specific mission to help foster parents continue to promote by providing for physical, social, and emotional needs. The slogan incorporates the organization's mission but keeps it simple to promote stronger biological and foster families. The slogan seeks to create a brand image of strong families. The slogan says “stronger families” because the organization cares about the biological and foster families’ connection to their children.

Human Resources Plan Overview

Our human resources plan will be comprised of one individual working to adhere to our organizational success standards. This sole individual will answer directly to the Director of *FPCN* and will address the hiring and termination process for employees and admittance and termination of volunteers or intern staff. The hiring or admittance process will include background checks and drug testing. Human resources will process all staff leave (PTO, Annual, Sick Leave) and process payroll. Human resources will also mitigate workplace conflicts and filed complaints. To promote a positive work environment and provide “rewards” for service employment, human resources will organize a monthly staff appreciation breakfast, employee/volunteer of the month award, and holiday dinners. Human resources will also be a point of contact for *OSHA*, and *ADA* compliance.

At *FPCN*, we prioritize the dignity and worth of our employees and volunteers by

attending to their needs. This includes providing timely pay schedules, benefits, rest periods, and work-at-home options whenever possible. We value integrity and strive to maintain transparency with our team while adhering to all organizational policies and state guidelines. Our goal is to address the physical, safety, social, and emotional needs of our workers, as informed by Maslow's hierarchy of needs. By fulfilling these basic needs, we cultivate a workplace culture of deeper connections and mutual respect. Additionally, we prioritize the mental health of our team by offering mental health days and paid time off, ensuring they are well-equipped to care for others after tending to their own well-being

Staff and Volunteer Needs

Our staff include the Director, Program Coordinator, Therapist, Community Liaison, Human Resources Director, Respite/Supervised Visitation Case Manager, Support Groups Case Manager, and Resources Case Manager. The program will need ten respite volunteers who will be trained in CPR and trauma-informed care. The program needs at least ten respite volunteers to allow for a rotation so that the volunteers are not overwhelmed with an excessive time commitment. The organization will offer respite care three days out of the week. Four visitation volunteers will serve on rotation for supervising visitations, two visitation days per week. The Community Liaison's department will need 12 warehouse volunteers to assist with receiving and distributing donations. The Therapy department will need two volunteers who will provide snacks, and four babysitting volunteers for the support group.

Key Positions Job Description Summaries

For full job descriptions and details related to each FPCN position, see Appendix F.

Director

The Director of Foster Parent Care Network will be responsible for oversight of the organization

and be apprised of the everyday operations. They will be involved in creating policies and supervising tiers of employees and managers in different program areas. The Director will ensure that the organization is following the mission/vision statements, demonstrate effective leadership, and build relationships both within the organization and through community outreach. The director should hold a Master's Degree in Business Administration or related field and have at least 10 years of professional experience in a social work setting in an office, with at least 4 years in a supervisory position.

Program Coordinator

The Program Coordinator will be responsible for maintaining and supervising one of the main programs offered. They will be responsible for supervising any case managers under you.

Program Coordinators have free reign to shape the service that is offered. They will work closely with case managers to make sure that our organization's mission statement and values are upheld. The program coordinator should have a Master's Degree in Social Work and have at least 2 years in a supervisory position.

Therapist

The therapist you will determine the needs and opportunities of foster parents. The therapist will use evidence-based practices in all interactions and modes of therapy selected at our organization and to vouch for the modes utilized. The therapist will select competent Support Group Case Managers to lead out in support groups and group therapy sessions in their areas of qualification and to conduct groups and individual sessions myself, as well. The therapist should hold a Master's Degree in Social Work with licensure and at least 5 years of experience in group therapy.

Community Liaison

The community liaison you will make connections with the community in order to gain access to any coupons or discounts that are made available for FPs or for the FPCN at large, to make connections for financial donations or furniture, food, and clothing donations, to provide a furniture warehouse swap program to meet FPs changing needs, to provide a clothing “closet” for foster families, and to provide food articles that would benefit the foster children they are soon to house (age-appropriate). The community liaison will preferably hold a Bachelor’s Degree in any related field, but it is not required if sufficient skills are present related to the work of fundraising and establishing a suitable resource center for foster parents to utilize.

Human Resources Manager

The Human Resources Manager, you will be responsible for maintaining employee records, recruiting, payroll, benefits administration, manage employee relations, providing counsel on policies, and training/development. The Human Resource Manager will have a minimum of a Bachelor’s Degree in Human Resource Management or related field, and 3 years of experience in human resources is preferred.

Respite/Supervised Visitation CM

The Respite and Supervised Visitation Case Manager (RSVCM) schedules visitation appointments for clients and connects for foster parents with respite resources. This position is essential for providing foster parents with a break and allowing biological parents with the opportunity to visit their children in a safe environment. This position works directly with foster and bio parents on a regular basis. The Respite and Supervised Visitation Case Manager must have a minimum of a Bachelor’s degree in social work or equivalent human services field.

Support Groups CM

The Support Groups Case Manager you will lead out in support groups for foster parent groups. Foster parents face many of the same challenges and need encouragement in the work they do as well as some fresh ideas for negotiating challenging situations with the children they foster. These groups will enable these connections. Support Group Case Managers should hold a minimum of a Bachelor's of Social Work and have 2 years of experience in a therapeutic/clinical setting.

Resources CM

The Resource Case Manager (RCM) is an essential part of the community resources team who interacts directly with clients to ensure they have what they need to be successful foster parents. This position assesses the needs of clients and connects them with available resources. The RCM is responsible for managing donations and ensuring that foster parents receive the resources they need to be successful. The RCM works directly under the Community Liaison. The Resource Case Manager must have a minimum of a Bachelor's of Social Work or equivalent human services field and at least 1 year of related experience.

Staff Motivation and Retention Plans

FPCN seeks to motivate and retain excellent employees through activities, rewards and development plans. According to Ewalt (1991), opportunities for advancement, creativity, increasing pay, and professional development help retention of female staff in social work. *FPCN* will provide opportunities for professional development and increased compensation for employees. Potential employees will also be recruited from volunteers that later want employment within the organization.

Examples of activities and rewards within *FPCN* include weekly shout outs that

employees can send to HR or the Director to acknowledge others' hard work. Shout outs will especially appeal to Traditionalists and Baby Boomers who value hard work and recognition by the team ("Generational Differences in the Workplace [Infographic]", n.d.). There will be monthly staff appreciation breakfasts and quarterly staff engagement events at a state park with various activities geared toward different generations and interests.

FPCN will accommodate the needs of staff using flexible work environments and accommodations within the workplace. For staff that are performing well and have job requirements that can be met remotely, they can work from home on days when they are not meeting with clients in-person. According to Psychology Today (n.d.), there are more people looking for and willing to apply to jobs that offer remote work or a hybrid model. When possible, *FPCN* will try to provide remote opportunities that fit the needs of employees. Remote work will likely appeal to Generation Z, Millennials, and Generation X who prefer digital communication and highly value work-life balance, according to Purdue Global (*Generational Difference in the Workplace, infographic*). To meet the needs of women in the company, there will be a designated space for breastfeeding mothers and toiletries/lotions/body spray for woman in the bathrooms.

As recommended by Daniel Stein and associates, *FPCN* will seek to lessen the stress in the workplace by giving employees opportunities to explore their interests, have more autonomy, and boosting their confidence in the workforce (Stein et al., 2021). As with the shout-outs, managers will be encouraged to regularly affirm the work that employees are doing and encourage them to take ownership of tasks. *FPCN* will allow for opportunities to cross-train and present new ideas. This will encourage them to have personal ownership of the organization's mission and grow in confidence that their work is making a difference. *FPCN* will also offer

employees mental health days which is shown to reduce feelings of burnout and improve productivity in the workplace (Theisen, 2022) which will underscore their value in the ownership of the organization's goals and mission.

Volunteer Motivation and Retention Plans

FPCN also seeks to motivate and retain quality volunteers through an understanding of their needs, using team-building activities, providing recognition, providing rewards, and allowing opportunities to share input in a way that ensures buy-in to the organization and illustrates that their voice matters. Understanding that older volunteers often find role conflicts and time constraints cause considerable stress for them (Crittenden, et al., 2022), we have determined that older volunteers may be given greater amounts of time to complete tasks and greater latitude in completing those tasks. Provisions will be made for those accommodations. We will also value the lifetime of experience that older generations bring to their volunteer post and will channel that experience into the completion of tasks we need them to complete in the present-day. *FPCN* also understands that older volunteers appreciate moments of respite throughout their volunteer experience, learning opportunities, access to information and resources related to their volunteer experience, the opportunity to socialize with others, and improved physical and cognitive health (ibid.). In accordance with those needs, *FPCN* will consider ensuring that those development plans are in place for that population of volunteers.

Aside from generational considerations, *FPCN* feels that team-building activities that will bond volunteers intergenerationally are essential to a broad base of volunteers at our organization (Waters, 2023). Accordingly, *FPCN* incorporates team building into their organizational flow and calendar. Some team-building activities that we will use include “The Beach Ball Game,” “Pipeline,” “Partner Stories,” “Group Outings,” and “Post Volunteer Celebrations (ibid).” The

result of these team-building exercises will be to increase the relationships of our volunteers intergenerationally and to increase the atmosphere within the volunteer situation. We value other resources for team building activities, as well, including those found at Volunteerwest.org (Admin, 2021). At *FPCN*, we see our organization of intermittent bonding activities as being the glue that holds our volunteer team together and helping to bridge the gap between demographic differences among volunteers.

At *FPCN* we acknowledge that team-building activities alone do not motivate the volunteer to give their best efforts and retain their enthusiasm and interest in their volunteer opportunity, but that formalized recognition plays a part, as well. Providing recognition will increase morale, productivity, and retention (Humphrey-Pratt, 2006). The recognition provided will be that which will be most meaningful to the volunteer but most often a certificate of appreciation and will be given at formal staff events quarterly and relate to volunteers' performance evaluations.

FPCN also considers that the retention of volunteers must also involve a reward system. Volunteer-opportunities.org (Creative Volunteer, 2020) will aid *FPCN* in selecting the appropriate reward, as they offer some great rewards to help motivate volunteers, including gift card give-a-ways, raffles, pizza parties, and certificates. The type of reward used will depend on how big of a project was accomplished and over what length of time. Volunteers love to be appreciated, and any special benefit that is shared with them will help them to consider whether the time commitment they are sharing in our organization is worth their effort or not.

Finally, every volunteer at *FPCN* will know that their expertise and input are valued. To retain quality volunteers long-term *FPCN* understands that volunteers should not feel that they are just being used, but rather that they play an integral role in the organization ("*How To Keep*

Nonprofit Volunteers Engaged In Your Nonprofit's Mission”, 2023). Volunteers need to feel a sense of ownership of the activity they are involved in and that if they didn't conduct the activity they do for organization, it would not be the same. Volunteers should have a sense that there is no one who completes a task like they do. Further, as “insiders,” and have a chance to hear new information being disseminated from the organization first and have an opportunity to shape the decisions that are made at the organization creating major buy-in (ibid.). We will also enable volunteers to share their personal testimonies and allow it to appear on the organization's website, in print, or via email to let them know that they are worthy of representing the organization in their capacity and that they are appreciated and valued. We aim to ensure that volunteers feel a sense of ownership over the areas in which they volunteer and that suggestions or representations they share are valued properly.

FPCN may also, in recruiting efforts, make mention of some of the benefits that volunteers are likely to experience while working with our organization, including a greater satisfaction with life, greater motivation, and hedonic well-being (Meneghini and Colledani, 2022). In this way, we will appeal to the intrinsic benefits available to all generations due to their participation with our organization.

Staff Evaluations Plans

Employee will be evaluated on an Individual Performance Plan (IPP) which requires work-based outcomes (training, quality and timely documentation, job-specific duties) and competency (conflict resolution, customer service, mission driven) meet 80% of these goals. See Appendix G for employee evaluation forms. These evaluations will be in the employees' file under secure lock and key. The evaluations will be confidential and available to only the staff member being evaluated, leadership, and Human Resources. All personnel files will remain up-to-date,

accurate, and complete. The work-based outcomes will require staff to have annual training. According to Forbes (2023), training helps reduce staff turnover, prepares a stronger workforce, and contributes to team success. There will be a work-based outcome that is job specific, and the individual will work with their immediate supervisor about job tasks, roles, and responsibilities and how they will be measures. Quality and timely documentation is important to evaluate to ensure professionalism and job tasks are being followed through.

Competencies

The competencies will include conflict resolution, customer service, and being mission-driven (State of Tennessee, 2015). Conflict resolution will be described as successfully mediates conflict between individuals and groups, steps up to conflicts, seeing them as opportunities, reads situations quickly, good at focused listening, can hammer out tough agreements and settles disputes equitably, and can find common ground and get cooperation with minimum noise (ibid.). Mission-driven will be described as demonstrates through actions absolute clarity as to the purpose of the organization, ensures the organization has a relevant mission that instills a sense of purpose, demonstrates focus on mission, goals, and priorities of the organization when making strategic decisions, clearly communicates the organizations mission to others, and balances daily operational responsibilities while implementing long-term mission-critical strategies (ibid.). Customer Service will be described as makes customers and their needs a primary focus, meets the expectations and requirements of internal and external customers, gets first-hand customer information and uses it for improvements in products and services, demonstrates active listening skills with customers, establishes and maintains effective relationships with customers and gains their trust and respect, and responds to customer feedback, criticisms, and complaints and appropriate actions (ibid.).

Outcomes

The outcomes will be Unacceptable, Needs Improvement, Meets Expectations, Exceeds Expectations, and Exceptional (State of Tennessee, 2015). The IPP will have two interims and then a final evaluation which will determine the overall outcome (ibid.). These outcomes will be utilized to determine Pay for Performance (ibid.). Raises will only be given to individuals that are rated Valued, Exceeds Expectations, and Exceptional. There will be an area on the evaluation where employees can put in their comments and acknowledge their accomplishments during the interim review periods and in the final evaluations (ibid.). According to Villanova University (2023), this gives the employee a voice and an opportunity to be able to contribute to their own evaluation process. The performance evaluations will be used to implement new ideas and future goals within the organization.

Volunteer Evaluations

In our evaluation plans, *FPCN* aims to use annual evaluations and random check-ins to communicate any informal evaluations that we wish to pursue. See Appendix H for volunteer evaluation form. One annual evaluation we will employ will be a relationship evaluation (Volunteer Management Report, 2019). We will preface any form of evaluation with the understanding that it is important for their enhanced volunteer experience, so that management can get an idea of their perceptions of their service, and to highlight the expectations of staff for volunteers when considering past performance. Sample questions to include in the relationship evaluation may be: What would you do to make your volunteer experience more rewarding? In your opinion, how did your job contributions this past year match up with the job expectations? Did the contributions meet or exceed expectations? Did the contributions fall short of meeting expectations? What might you do differently in the coming year to make an even greater

contribution to the organization? In your opinion, what could we do to help you become an even more accomplished volunteer (ibid.)?

In addition, *FPCN* sees the value in utilizing other non-invasive evaluation methods, such as occasional unexpected spot checks of volunteers in action (Volunteer Management Report, 6). This method would prove especially useful to those also involved in annual performance evaluations, as there is a history of records that can be turned to verify the annual report and the findings that result. During this spot checking, informal feedback could be provided, as well, but only couched in praise, with the praise being given before the feedback is given (ibid., 5). This method makes the suggestions offered much more palatable for volunteers to receive.

Additionally, *FPCN* also sees value in more formal evaluations from supervisors, especially when evaluating the best volunteers to recruit for a given task in the future. These evaluations will help *FPCN* to discover commonalities among the best, most dedicated and productive volunteers, and how to recruit more like them (Zweigenhaft, et al., 1996). These evaluations may also help determine the personal and economic rewards that they find motivating (ibid.), All of the information gained from these evaluations will serve to help our Human Resources Director in their coordinated efforts to invite the most helpful volunteers to join our team for maximum success in the future and determine how to attract them. Also, they will provide a means to discuss performance more formally annually.

Probationary Evaluations

Finally, *FPCN* will institute a probationary evaluation of all new volunteers after 90 days with our organization (“7 Tips for Reviewing your Volunteers and Volunteer Programs”, n.d.) . Though it may make some volunteers anxious to consider being formally evaluated and after such a short time frame, volunteers do expect feedback regarding their efforts to serve the

organization they have begun working with (ibid.). This simple measure will help in determining the performance of a volunteer early-on and whether they are a good fit for the organization or not. If the volunteer doesn't meet expectations by then, we would need to share that they don't seem to be the fit we are looking for (provided we can be choosy).

Having a general schedule for the 90-day probationary evaluation, the annual relational and formal evaluations, and the occasional spot checks, praise and feedback that are provided will provide order to our evaluation process for volunteers. It will also help the volunteer to know what to expect from our organization and gives them personal goals to work toward if they enjoy volunteering with our organization.

Strategies to Address Diversity

FPCN seeks to provide a culturally informed environment for staff, volunteers, and clients. In order to achieve this goal, FPCN will provide educational training, ensure that the board represents the clients served, and provide a floating holiday for staff to utilize according to their religious convictions. FPCN understands that it is important to institute culturally informed practices when working with diverse populations.

Training

FPCN will create culturally informed training courses that fit the needs of staff and volunteers. FPCN will use the method described by Michel Lopez and associates to create effective training courses and interventions. FPCN will assess the needs of the staff and volunteers and gather data. They will measure this data to cater trainings to the results of data collection (Lopez, et. Al., 2020). Because staff and volunteers will be interacting with children in foster care who have experienced trauma, training opportunities will be provided regarding trauma informed care such as Trust-Based Relational Intervention training provided by local

certified TBRI practitioners. Trust-Based Relational Intervention is an attachment-based intervention for children from traumatic backgrounds. It teaches caregivers and professionals basic information about how trauma impacts the brain and how to help children find their voice again (Purvis, 2013).

Foster Parent Advisory Board

FPCN will create an advisory board of representatives from the foster care community to help inform organization decisions and present their perspectives to the board. SAMHSA recommends creating an advisory board that represents the population served. This advisory board can be a combination of foster parents, support staff, former foster youth, or other individuals with lived experiences (SAMHSA, 2016). This advisory board will meet quarterly, and the results of the advisory board will be presented to the board of directors.

Honoring Religious Holidays

FPCN will provide a floating holiday to all employees which will allow them to take a holiday that aligns with their religious background. Not all employees celebrate the same holidays, thus, having a floating holiday allows for inclusivity among a diverse staff. According to a survey administered to professionals, floating holidays improved employee morale, retained talent, and increased productivity because promoted worklife balance and respected cultural differences (Price, 2023).

Applicable Policy

Policy Description

FPCN is impacted by the State of Tennessee's Department of Children's Services (DCS) Administrative Policies and Procedures Chapter 16.43 of TN Code 37-5-106 (2021) A.3.C. This policy was set forth by DCS to outline the provisions and power of the department over visitation

procedures.

The policy from Tennessee's Department of Children's Services (DCS) Administrative Policies and Procedures Chapter 16.43 of TN Code 37-5-106 (2021) A.3.C. addresses issues surrounding supervised and unsupervised visitation requirements between children and their custodial parents. This policy is in response to TN Code 37-5-106 (2021) A.3.C which describes how state agencies must license and approve third party agencies that provide services to their clients. The State of Tennessee, through the Department of Children's Services, is required to supervise licensed agencies. This law is intended to ensure children are being served by organizations that are safe and approved by the state (DCS, 2021).

TN Code 37-5-106 (2021) A.3.C was created in response to the Adam Walsh Child Protection and Safety Act of 2006 (2006). This act created a national database for reporting child abuse cases and was meant to protect children across the country. The act was a response to the kidnapping and murder of a child named Adam Walsh. The child's father advocated for change and inspired the passing of an act in honor of his son ("40 Years Later, Adam Walsh's Abduction and Murder Not Forgotten in South Florida", 2022). The act led to the passing of state laws across the country such as TN Code 37-5-106 (2021) A.3.C, intended to protect children from abuse and neglect. This law creates a framework for child protection practices instituted at the state level (Adam Walsh Protection and Safety Act of 2006, 2006).

In response, DCS created Administrative Policies and Procedures: 16.43 which describes best practices for establishing supervised visitation schedules and requirements. DCS requires that the family social worker debriefs with the child and parent/caregiver and the supervisor after the visit. They require the completion of form CS-0594, Visitation Observation Checklist to ensure all information is covered in the debrief. This policy is intended to benefit the family by

collecting information and to benefit the department by recording information quickly and as accurately as possible.

FPCN will fulfill the policy requirements by establishing an organizational policy that ensures the DCS social workers have a designated debriefing time after each supervised visitation. This will ensure accurate, timely records from the perspective of the child, supervisor, and family.

Applicability to Organization

This policy influences our organization's operations by ensuring that we connect with social workers at DCS to make foster families aware that our location could be utilized for visitations. The policy also outlines that we need to be available for at least weekly visits, if that is requested, as that should be made available to those that request that frequency. That policy represents an increase in the availability that we had initially thought we would provide at our facility, but which is crucial to the goal of reunification that visits may assist. Visitations involve planning to ensure that we have sufficient rooms available at given hours so that we can host as many visitations as possible. According to Roemer (2008), planning for visits is linked to a reduced sense of abandonment by the child and better maintained relationships between child and parent. In addition, reunification efforts should not be enabled until birth parents have progressed successfully to extended unsupervised visits (ibid.). To that end, we aim to do our part in providing adequate visitation opportunities that will benefit the child's sense of wholeness and the parents' efforts to eventual reunification.

We also need to ensure that the safety, comfort, and well-being of children is enabled at our location. In Kinship community programs, great care is taken to ensure that children are placed in stable placement situations which also reflect safety considerations (Littlewood,

2015). Our facility should be no different. These children are wards of the state until a more suitable home is provided for them long-term. To this end, security personnel will be on site if a violent incident occurs between disgruntled parties. This risk management objective, which includes safety and the overall success of the visit, is couched within a strengths-based approach to visitation that that will help parents in their ultimate reunification efforts (Smith, et al., 2014). Additionally, safety is not the only consideration for the visitation. We will also include a comfortable, home-like environment free of disorganization to prevent children from feeling scared or nervous (ibid.). The safety and comfort of children would be our primary concern.

When parents are not available for in-person visits due to incarceration, the policy regarding video-conferencing services being available for families becomes paramount. According to Cisco, some of the equipment that would be needed to make this a reality would include such items as screens, speakers, and cameras, or all-in-one systems (Burt, 2014). We need to make the technology available for use so that the child can interact in a private, safe manner with their parents in a location that they become familiar with. Incarcerated parents often are the least likely to be able to fulfill their requirements of visitation in order to be reunified with their children upon release (D'Andrade & Valdez, 2012). These video-conferencing rooms will enable this very important visitation schedule so that the relationships between parents and children will remain strong and reunification efforts will become more of an opportunity for this group at our facility.

Finally, the policy states that there should be visitation observation checklists that should be completed during supervised visits. Portsmouth CASA (n.a.) includes a supervised visitation checklist that includes such items as the parent's timeliness and condition upon arrival for visit, the way in which they communicated with the child(ren), how physical space was honored,

whether conflict was resolved, and whether there was an understanding of the child(ren)'s developmental stage and how that impacts interactions. This checklist ensures that the visits that parents engage in with children are satisfactory, and if not, are terminated to not subject the child(ren) to further trauma within their lives. According to the Indiana Department of Children's Services (n.a.), supervised visitation becomes necessary when a parent has failed to demonstrate safe and appropriate parenting skills. Thus, checking off the skills they are practicing in visitation helps ensure that skills are attained.

Due to all of these factors, it is important that our organization honors the rules outlined by TN DCS for supervised visitation such as providing weekly visitation opportunities, a safe and comfortable environment especially for children, video-conferencing capabilities, and checklists to ensure that visitations are conducted appropriately and parents are exhibiting the skills necessary to illustrate that reunification with their children will be within reach. Families will be served with outstanding, quality visitation experiences through our organization.

Applied Organization Policy

1. Supervised Visitation

1.1 FPCN will provide trained security guards for all supervised visitation hours. Security guards will ensure the safety of staff, volunteers, and families participating in the supervised visitation program (Littlewood, 2015; Smith, et al, 2014), a major priority for our organization. The HR department reserves the right to determine the training required for the security guards based on current standards.

1.2 FPCN will provide debriefing opportunities for families, social workers, and children after all supervised visitation meetings to meet the requirements established by TN DCS

Administrative Policies and Procedures: 16.43. FPCN must maintain approval from TN DCS or

any other foster care agencies that use the supervised visitation program. Approval from foster agencies fulfills the requirements set forth in TN Code 37-5-106 (2021) A.3.C. FPCN will provide a Visitation Observation Checklist (Portsmouth CASA, 2017) for volunteers and staff participating in visits. A copy of the Visitation Observation Checklist will be given to the child's caseworker after the visit. If the checklist is not provided, the staff member or volunteer will receive an HR citation and must complete ten hours of training.

1.3 FPCN staff or volunteers who witness evidence of abuse during a visitation must report the occurrence to Child Abuse Hotline and case worker. The witness must complete an official FPCN Incident Report within 48 hours of the event. The agency case worker will be responsible for following up on the report and submitting documentation for secession of visits, if warranted.

1.4 FPCN will provide supervised visitation opportunities weekly. Regular supervised visitation hours will allow for children to maintain healthy and consistent social connections with their family (Roemer, 2008). FPCN will also provide supervised video conferencing options (Burt, 2014; D'Andrade & Valdez, 2012) for children with parents incarcerated or unable to meet in-person. Arrangements must be made 48 hours in advance of the proposed scheduled visit to secure a visitation time slot. Failure to make arrangements in advance may lead to cancelation of the proposed visit time slot/rescheduling of the visits for another agreed-upon visiting schedule, whether in-person or teleconferenced (Indiana Department of Children's Services, n.a.).

2. Court Orders

2.1 If there is a court order in place regarding supervised/unsupervised visitation, it will supersede any policy by FPCN. Any breach of the court order will be reported to the courts.

Grievance Policy

Foster Parent Care Network (FPCN) will promote fast and efficient resolution of workplace concerns. FPCN provides its staff and volunteers with a fair and efficient process to present and resolve complaints and grievances arising out of the employment relationship. FPCN will make considerable efforts to ensure all representatives of the company are treated equally. FPCN encourages staff and volunteers to address any concerns that arise with their chain of command. Concerns may include wages, hours, or any other matters related to the employer-employee relationship. Individuals who wish to file a complaint are encouraged to submit the complaint in writing. Complaints and grievances should identify the basis of the dispute, including specific facts such as the date, time, description, location, witnesses and provide relevant documents or any other information pertinent to the matter. All formal avenues for handling grievances will be fully documented and the employee's or volunteer's complaints will be considered in determining the appropriate steps and actions. No employee will be intimidated or unfairly treated in any respect if they utilize this policy to resolve an issue.

1. Complaints are to be submitted in writing within 30 calendar days of the offense within their chain of command (first supervisor). If the complaint is against someone in supervision (chain of command), they will submit it to HR or the next supervisor that supersedes the first individual.

2. This grievance policy is for anyone in the FPCN organization (employees or volunteers).

3. Any staff and volunteers who violate this policy will be subjected to corrective action that can include suspension, termination, demotion, or changes in job title.

Conflict of Interest Policy

The Conflict of Interest Policy is designed to help all staff and volunteers of FPCN identify prospective conflicts of interest and to assist FPCN clients with a policy to decide if the conflict is existent and the strategy to address conflicts of interest should they arise.

Definition of Conflict of Interest

For the purpose of the policy; the following issues shall be deemed conflicts of interest:

- Any employee, board member, or volunteers accepting money, gifts, or favors on a personal basis from any donor or individual who seeks a partnership or is currently doing business with Foster Parent Care Network.
- Any employee, board member, or volunteers who has a close, personal relationship with Foster Parent Care Network clients or other employees, board members, and volunteers. It is forbidden.
- Misusing or engaging in unapproved disclosures of proprietary or confidential information.

Conflict of Interest Determination

A board meeting will be held about the potential conflict of interest where the FPCN employee, volunteer or board member can disclose all facts and material, to be documented in the meeting minutes. If it is not clear that a conflict of interest has taken place, the individual will be allowed time during the board meeting to disclose the facts and what has transpired. After the information is presented, the board will take up to 24 hours to determine if a conflict exists.

Confidentiality Policy

Any employee, volunteer, or board member is prohibited from releasing confidential information or information that may be averse to the interests of FPCN. In addition, it is highly

discouraged for any employee, volunteer, or board member to use information from the Foster Parent Care Network for personal gain or profit.

It is mandatory for each employee, volunteer, or board members to review a copy of FPCN policies, and to acknowledge that they are aware of the organization's policy by signature, and a copy of their acknowledgement will go into their file. Policies will be reviewed once a year, and any changes to the policy will be released immediately and will require a signature acknowledging the changes from all employees, volunteers, and board members.

Whistleblower Protection Policy

FPCN requires the directors, employees, and volunteers to adhere to the highest standards of business and personal ethics in their duties and responsibilities. All employees and representatives of the organization should practice integrity and honesty in all responsibilities and comply with all applicable laws.

Reporting Responsibility

The whistleblower protection policy is set forth to encourage all employees and representatives to raise any concerns internally and allow FPCN to address those concerns and correct inappropriate conduct and behaviors. All employees and volunteers are responsible for reporting concerns that break the FPCN rule, regulations, and code of ethics or are suspected of known violations of laws that govern FPCN operations.

No Retaliation

It is opposed to the values of FPCN for any individual to retaliate against employees and representatives who in good faith report the breaking of rules, ethic violations, or suspected violation of any regulation that governs the operation of FPCN. Any individual who retaliates against someone who has reported a violation in good faith is subject to discipline and can be

terminated from employment or volunteer status.

Reporting Procedure

FPCN has an open-door policy and encourages all employees to come with any questions, concerns, compliments, suggestions or complaints within their chain of supervision. If an employee does not feel comfortable speaking with their supervisor or is not satisfied with their response, they are encouraged to speak with the Director. Supervisors are mandated to report any complaints or concerns about suspected ethical and legal violations in writing to FPCN Director or HR. If the employee does not feel comfortable reporting to the agency, they can do so through a third-party entity such as through their EAP (Employee Assistance Program) or through the State customer care line (1-888-888-888).

Handling of Reported Violations

FPCN is responsible for assuring that all complaints about unethical actions or policy violations are investigated and reported. The Director and HR will be aware of all, or any complaints and their resolution will be set in place to rectify the unethical offense or policy violation. Complainants may submit violations or suspected violations confidentially. Reports of violations will be kept confidential to the extent possible, consistent with the need to investigate.

Director Responsibilities

The Director or HR will submit the complaint to the associated department to address the offense or suspected offense. All reports received will be investigated thoroughly and immediately. Proper corrective action will be taken if an offense is found which will include written warnings up to termination.

Organizational Strategic Plan Summary

Foster Parent Care Network is dedicated to offering a range of support services for foster parents in the Chattanooga region. These services include providing respite care, aiding in the coordination of family visits, a care closet, and organizing social and emotional support groups for foster parents. Our primary goal is to offer services that enable foster parents to indulge in essential self-care activities. Our second objective is to supply basic necessities such as clothes, furniture, and other essential items to help foster families obtain what they need without incurring additional expenses. Additionally, we aim to streamline the process of supervised visitations between foster children and their biological parents, removing the burden from foster parents. Lastly, our goal is to offer support group resources alongside social support networks to foster parents, providing them with the necessary encouragement and understanding from those in similar situations. It's important to note that our organization focuses on supporting foster parents and does not engage in child case management or placement services. Each of these goals and services will fulfill the FPCN mission to help foster parents in the Chattanooga area continue to foster by providing for physical, social, and emotional needs.

Engagement Strategy

Within the surrounding areas of Chattanooga, FPCN aims to be the one-stop-shop that foster parents turn to for resources such as beds and clothing, respite care, supervised visitation opportunities, and the best foster parent support groups available. We expect that, due to our stellar performance in enhancing the lives of foster parents, new foster parents will be directed our way through word-of-mouth. We also expect donations from our positive word-of-mouth references from foster parents and other satisfied donors that have been pleased with how their donations have been used. Additionally, we aim to build coalitions with the TN Department of

Children's Services, Youth Villages, Camelot, OmniVision, Chambliss, TN Baptist Children's Homes, Ridgedale Baptist Church, Partnership for Families, Children, and Adults, and Sleep in Heavenly Peace. FPCN envisions itself being involved in the community by attending local festivals, foster parent conferences and fairs, and local churches to make them aware of our work and the continued need for volunteers and donations. We plan to actively involve the community in our operation through open house events, recruitment of local volunteers and employees, and advertising efforts.

Conclusion

In conclusion, FPCN was born out of a dream to meet the needs of foster parents on the front lines of serving vulnerable children. Foster parents are critical to providing a safe environment for children within our community. FPCN will lighten the load of these parents by providing supervised visitation, foster parent support groups, care closet, and respite care services. These efforts will be supported through fundraising and marketing that garner community support and raise awareness of need. These supports will be conveniently housed within one location along major transportation routes within Chattanooga. This will allow volunteers, staff, and clients to access services and continue their wonderful work easily. In conclusion, FPCN will provide a one-stop-shop for foster children and families throughout the Chattanooga area in their time of need.

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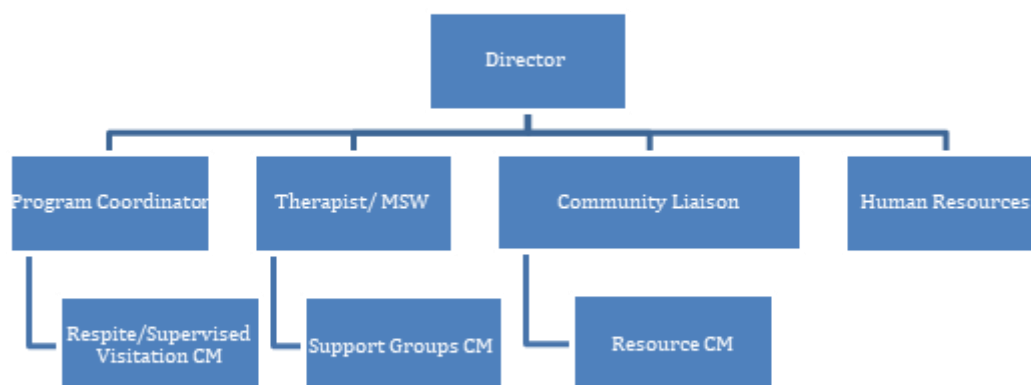
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Appendix A:
Organizational Chart



Appendix B:
Foster Parent Care Network Budget Annual

<i>Revenues</i>	<i>Amount</i>
Grants	\$30,000
Corporate Sponsorship	\$20,000
Private Donors	\$784,500
Fundraising Events	\$20,000
Total Revenues	\$854,500
<i>Expenses</i>	<i>Amount</i>
Rent	\$45,000
Utilities	\$6,000
Technology	\$3,695
Internet	\$1,800
Warehouse Maintenance/ Repairs	\$18,000
Waste Removal	\$5,200
Office Supplies	\$7,632
Salaries and Wages	\$758,948
Insurance (Business, Liability, Vehicle)	\$7,225
Accounting Fees	\$1,000
Total Expenses	\$854,500

Appendix C:
SMART Fundraising Goals

Goal 1: FPCN will be awarded grants in the value of \$30,000 by the end of fiscal year 2024

(grants)

<u>Specific Strategies/Tactics</u>	<u>Process Measure</u>	<u>Attainability-Outcome Measure</u>	<u>Relevance</u>	<u>Time frame and Responsibility</u>
This is something you will do to accomplish the goal. Answers the question—What will you do?	How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	What are the expected results after implementing this strategy? How does this tactic fit in the overall fundraising plan?	Who is responsible for seeing that the strategy gets done and by when? (entity, position)
Identify available grants related to child welfare, foster care, and community resources (Such as CBCAP, AECF, Doris Duke, etc.)	Produce a comprehensive list of potential federal, state, local, and private grants related to the organization’s mission.	At least 5 potential grants will be listed on a detailed spreadsheet outlining the requirements and general grant information. The list will include 2 federal grants, 1 state grant, and 2 private grants.	This step will illuminate potential sources of funding and organize findings to prepare for the application process. This step is critical in preparing for the grant application process.	The Director and Community Liaison will work together to create a shared list of available grants by March 20.
Narrow the focus of the grant search to identify specific grant for which to apply	The three best grants will be marked on the shared spreadsheet. The Director and Liaison will decide on the designated grants for which to apply and will copy the information onto a separate and final Excel list.	FPCN will begin to make connections with the three chosen grants.	The results of this step will prepare the team to begin the grant application process and ensure the team is united in grant efforts.	The Director will sign off on the final grant list by March 25.
Apply for the designated grants	Go through the application list one	Three grant applications will be	This is the most important step in the	The Director is responsible for

according to the application requirements	by one and complete the application	submitted two weeks before the grant deadline.	process as it will determine whether or not the organization receives funding from grants	writing grants and may enlist the assistance of other team members such as the Community Liaison for research, writing, and proofreading of applications. All applications must be submitted at least one week before the deadline of the grant. All grant submissions must be completed by the end of the fiscal year.
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Goal 2: FPCN will Raise \$20,000 in corporate sponsorships at the annual charity event (ball/dinner/gala) by July 18th 2024 (organizations)

<u>Specific Strategies/Tactics</u>	<u>Process Measure</u>	<u>Attainability- Outcome Measure</u>	<u>Relevance</u>	<u>Time frame and Responsibility</u>
This is something you will do to accomplish the goal. Answers the question—What will you do?	How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	What are the expected results after implementing this strategy? How does this tactic fit in the overall fundraising plan?	Who is responsible for seeing that the strategy gets done and by when? (entity, position)
Research local corporations in the area. Acquire email addresses by contact with corporations. Create a letter to send to corporations for invitation and/or for specific amount of donations.	Invite corporations to participate in event and or donate who are family friendly. Send at least 10 letters to identified corporations.	Have 10 corporations commit to participating in the event and giving.	Create a contact list of local partnerships for future events/donations.	Director and Community Liaison will work together to create the list and inviting corps by April 1 st , 2024.
Create a partnership with a radio station for advertising	Engaging with PR department at radio station to ensure we follow all of their processes and rules related to advertising. Create an email asking for advice, event details, the organization and the positive influence FPCN will have in the community.	Schedule radio advertisement time with the station. Ask for feedback from representatives from the radio station that the organization has been in contact with.	Create creative and effective advertisement	Director and Community Liaison will have this completed by April 30 th , 2024.
Expand organization’s presence on social media	Create awareness and promote event, recognize supporters, ask for direct donations (Go Fund Me). On social media – Use compelling stories	Develop 100 more followers on social media pages and engage with at least 50 of them to donate toward the Go Fund Me account.	Awareness and to grow the non-profit making it more effective in the community	Resource CM will have this completed by April 30 th , 2024.

	and a variety of engaging content			
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Goal 3: FPCN will Raise \$20k at a fall festival hosted by FPCN by September 15th 2024

<u>Specific Strategies/Tactics</u>	<u>Process Measure</u>	<u>Attainability- Outcome Measure</u>	<u>Relevance</u>	<u>Time frame and Responsibility</u>
This is something you will do to accomplish the goal. Answers the question—What will you do?	How will you account for doing the activities needed to accomplish the strategy? What is the result of “what you do”/strategy?	What is it that will show you accomplished your strategy? How will you measure it? How will you know you accomplished the tactics?	What are the expected results after implementing this strategy? How does this tactic fit in the overall fundraising plan?	Who is responsible for seeing that the strategy gets done and by when? (entity, position)
Invite local businesses to participate in the fall festival event and sell booth rental spaces	Produce a comprehensive list of organization who have a history of giving with FPNC as well as other corporations in the area	We will have all area available for booths and activities full. We will have at least 30 organizations/companies committed to hosting a booth; \$15K	It creates a networking opportunity between, businesses, organizations and the community. It also gives diversity to the event and the booth renter host the activity for the children.	The community liaison, Human Resources, director will have this completed by July 1 st
We will sell tickets at the event's entrance that can be used for activities at the booths.	We will have 5000 tickets available for purchase according to the capacity of the facility.	We will generate a minimum of \$2,500 in ticket sales.	This event will raise awareness about the organization and provide a fun event for the community. Attendees will associate FPCN with positive family experiences.	The community liaison, Human Resources, director will have this completed by July 1 st
Network with businesses and individuals to donate gift baskets for the raffle.	We will sell 2000 tickets for the raffle. Have businesses and individuals donate 180 gift baskets.	We will generate a minimum of \$2,500 in raffle tickets.	This activity will create engagement with the FPCN and networking opportunities for donors, businesses, and the community.	The community liaison, Human Resources, director will have this completed by July 1 st

1. Goal 1: FPCN will Raise \$20k with applying for grants by end of fiscal year 2024.

In order to raise \$20,000 for this event, FPCN will apply for grants. With the money that is raise during this event it will go towards training material for staff, the foster families, and services that FPCN serves. One of the trainings will include a healthy relationships workshop in order to guide awareness and prevention of unhealthy or toxic relationships.

2. Goal 2: FPCN will Raise \$20k through corporate sponsorships July 18th 2024: annual charity event (ball/dinner)

The money raised will be use to provide.... Providing this material will equip foster parents and their families with the tools needed in everyday life. The event will be advertised by social media and radio stations (96.5/101.1/106.5). Donations will also be secured by using social media, radio stations, and by using prior supporters who have donated to FPCN.

3. Goal 3: FPCN will Raise \$20k at a fall festival hosted by FPCN by September 15th 2024: The organization will reach out to local businesses to attend, donate, partake in the event as a vendor. The money raised will be used for advocacy programs, workshops, counseling seminars, and trainings for staff and volunteers. FPCN will reach out to the businesses in March via email and/or letters. Proceeds from this event will go to providing foster parents with training on Recognition Certificates will be provided to Donors based on the monetary donation they provided.

Appendix D:

Case for Support Letter



Foster Parent Care Network
412 McCallie Ave.
Chattanooga, TN 37341

McKee Foods, Inc.
10260 McKee Rd.
Collegedale, TN 37315
March 5, 2024

Dear Sir or Madam:

One year ago, the Foster Parent Care Network (FPCN) opened their doors in Chattanooga to foster parents in our communities who have become overburdened with the task of raising foster children in a system that often overlooks their needs and overwhelms their homes with more children than they can comfortably handle. They just cannot do more. Our aim was to support these foster parents with resources and services to lighten their load and thus attract more foster parents to assist in our community.

FPCN is a 501(c)(3) non-profit organization that envisions a society in which empowered and supported foster parents along with their foster children thrive. FPCN is a community resource for the greater Chattanooga area that will support and equip foster parents and their families with lifelong skills, services, and resources.

Why are we relevant?

According to DeGarmo¹ the lack of foster parents available to take children has reached crisis levels in many US states. In our state of Tennessee, child welfare workers are fighting to find homes in which to place at-risk children. Additionally, many of the foster parents interviewed stated that they did not feel supported and felt that addressing burnout is often overlooked (ibid.). In Tennessee, in 2002 we had 9,100 foster children and only 4,000 parent homes.² Current numbers of foster children as of 2023 were at 8,389 while the number of foster parent homes continues at around 4,500 homes.³ In addition, due to burnout from foster parents, children are moved from home to home which has caused us to be the number 1 state in the country for repeatedly moving children to different homes.⁴ Our organization's niche is to meet these needs, and more, so that our community does not suffer from a lack of foster parent homes. When our director, Sydney Shaw, envisioned our organization, she saw an organization that helps foster parents in the Chattanooga area by providing for the physical, social, and emotional needs of foster parents. And we do just that. As a foster parent herself, she is delighted to see the fulfillment of her dreams in this organization. We are currently funded in-part by a grant from Blue Cross Blue Shield, but

with the growing needs in our community, we see the need to reach out to other potential donors for support.

Our Vision

Our vision is that foster parents feel supported and connected through services that improve their lives and ability to care for foster children. *Foster Parent Care Network (FPCN)* is envisioned as a non-profit that supports the success of foster parents in the Chattanooga area. The organization plans to support parents in meaningful ways such as through respite care, physical resources, and mental health services. *FPCN* plans to provide foster parents with a community of resources to help them serve vulnerable children for years to come. Our plan is to partner with community groups, businesses, and faith-based organizations to create a larger network of support.

How do we use our money?

Since our partnership with Blue Cross Blue Shield began last year, we have been able to serve over 100 foster parents and see many new foster parents join the system due to the services that they enjoy from our organization. The services we offer include free respite care services for foster parents, therapeutic and support group services, free beds and bedding to meet their current needs, free food and clothing to welcome children home with, and an emotional support they need from someone who cares for the parents.

A similar organization, Tennessee Foster Care Association, Inc, includes a financial statement indicating gifts of only \$13,000 ⁵, but our vision and mission are much broader and so we envision requiring a budget of \$200,000 to operate all our programs and resources.

Testimonial

Just 3 months into our organization, we heard from Jan Townsend: “Dear FPCN, I had been a foster parent for over 10 years and was beginning to feel that I just couldn’t continue foster parenting due to the strain, the pressure to find resources, and the inability to find a network of people with which to commiserate in a productive way. When I found your organization 3 months ago, I thought I would see if it would benefit me before I quit foster parenting for good. I truly love and care for the children, but without any respite care or balance in my life, I just couldn’t see continuing. After utilizing your services, I can truly say I have been refreshed, reenergized, and reinspired to continue foster parenting the precious children in our community. Thank you for enabling me to continue in a mission I feel called to without having to do it alone!”

Our need

Currently, we have \$75,000 in a recurrent grant that we receive from Blue Cross Blue Shield and we have other efforts underway to secure another \$70,000. However, we are \$55,000 short of our current needs for

expanded warehousing facilities, respite care and visitation areas, and support for therapeutic groups, and administrative costs.

How you can help

To achieve our goal of supporting families, we invite you to partner with us in the following ways:

- Attend our annual gala
- Give a one-time or recurrent financial gift from your organization to FPCN
- Allow us to feature your partnership in our advertising materials
- Provide opportunities for our staff to share our mission with the community (corporate luncheons, organizational meetings, etc.)

This will help us achieve stability in the services and resources we provide to Foster Parents and gain their trust that we are not leaving the Chattanooga area and will always be there to support them.

Key contacts

Director: Sydney Shaw, 555-555-5555, Sydney.s@fpcn.org; Human Resources Director: Hannah Borstad, 555-444-4444, hannah.b@fpcn.org; Community Liaison: Brooke Holloway, 555-333-3333, brooke.h@fpcn.org, Program Director and Lead Therapist: Annette Metz, 555-222-2222, Annette.m@fpcn.org.

Thank you for your kind consideration! We are looking forward to partnering with you in serving the most vulnerable in our community.

Sincerely,

Foster Parent Care Network Team

1 From *The foster care crisis: The shortage of foster parents in America*, by J.DeGarmo, (n.d.), American Society for the Positive Care of Children (<https://americanspcc.org/the-foster-care-crisis-the-shortage-of-foster-parents-in-america/>)

2 From *A strain on resources: Too many foster kids in Tennessee, not enough homes for them*, S. Pena. 2022, News Channel 9, ABC., (<https://newschannel9.com/news/local/a-strain-on-resources-too-many-foster-kids-in-tennessee-not-enough-homes-for-them-adoption-child-abuse-oprhans-foster-parents>)

3 From A Project from the Imprint, (n.d.), (<https://www.fostercarecapacity.com/states/tennessee>)

4 From *TN ranks #1 for children repeatedly moved to different foster homes—experts say this has long-term impacts*, by A. Mintzer, 2023, WKRN: Channel 2 news, (<https://www.wkrn.com/news/local-news/tn-ranks-1-for-children-repeatedly-moved-to-different-foster-homes-experts-say-this-has-long-term-impacts/>)

5 From *Form 990-EOR for period ending December 2007*, by Tennessee Foster Care Associates, Inc, 2007, ProPublica, (https://projects.propublica.org/nonprofits/display_990/621868577/2009_04_EO%2F62-1868577_990EOR_200712)

Appendix E: Marketing Materials

Notebooks



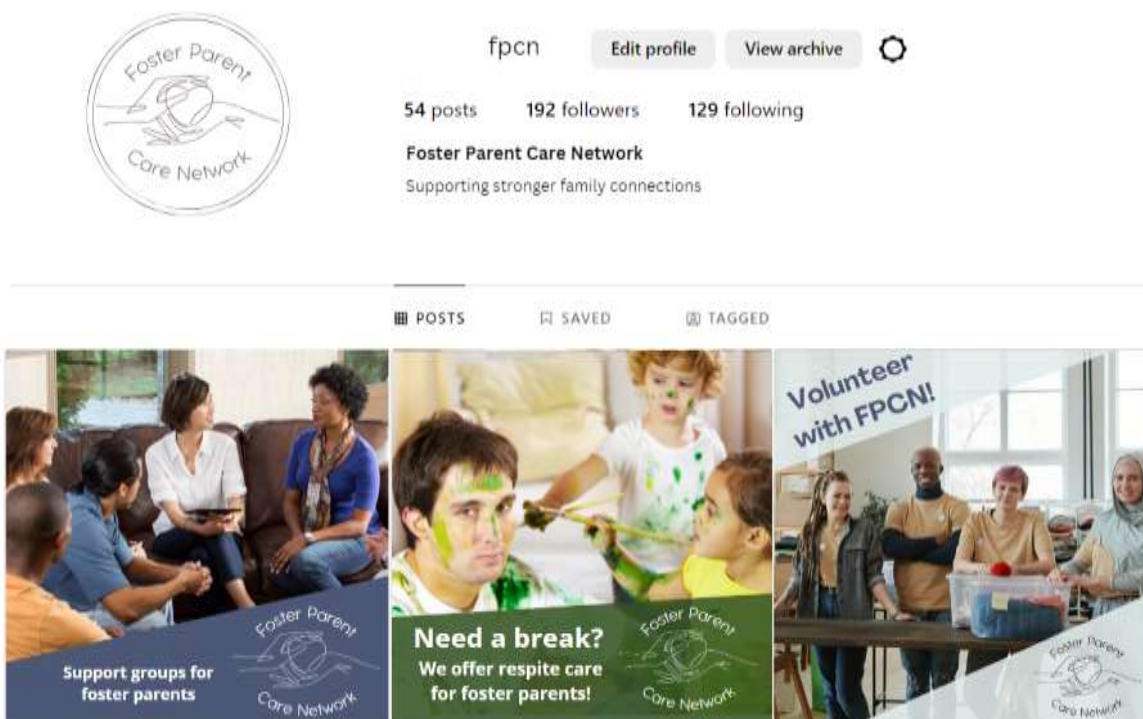
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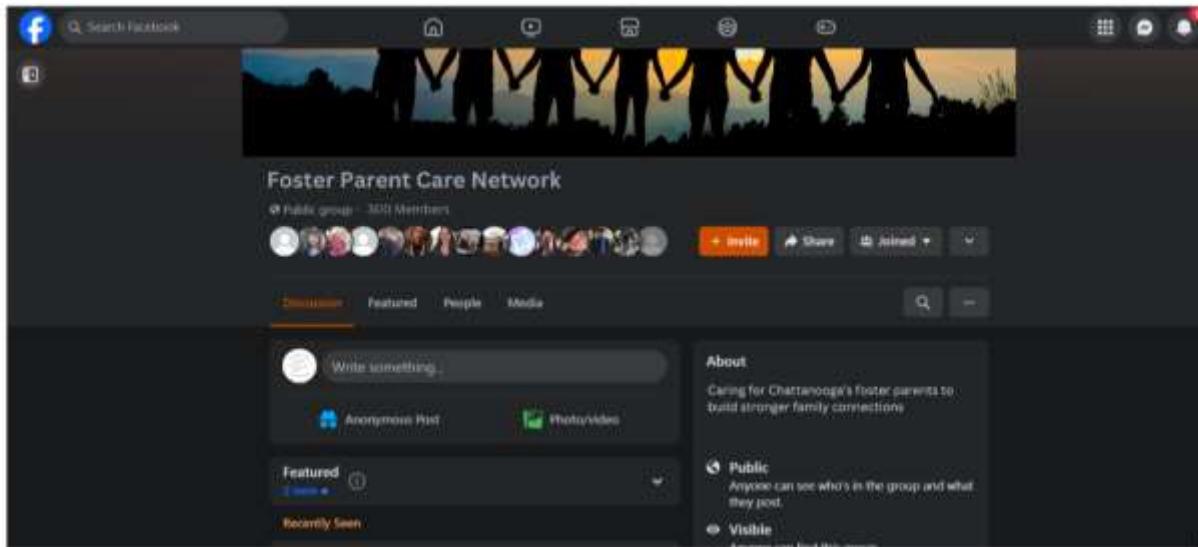
Tote Bags



Instagram Account



Facebook



QR Code to Linktr.ee Account – add disclaimer that the accounts are not real



Bifold Brochure Front



Contact Us

 423-596-0113

 412 McCallie Ave.
Chattanooga, TN 37421

 info@fpcnchatt.org

 fpcnchatt.org



Scan for more info

Caring for those who care.



Bifold Brochure Back

About Us

Foster Parent Care Network was founded to support the material, social, and emotional needs of foster parents in the Chattanooga area. We want foster parents to have the tools they need to continue caring for vulnerable children.



"I am so thankful for FPCN. They helped us find a bunkbed when we took in a sibling group."

-Kris J.

Our Services

Foster Parent Support Groups



Become part of a community that walks through life with you. Learn from other foster parents and be an encouragement to them too!

Respite Care



Our trained volunteers offer free babysitting services for when you need a short break.

Care Closet



Our care closet provides free clothes, furniture, and other supplies for foster families.

"I was so burned out until I joined the support group. The other parents in my group have become like family. I couldn't have done this without them."
-Laura K.

Supervised Visitation



Take the stress out of visits by having them at our Supervised Visitation Center where trained volunteers and staff oversee the interactions between children and their families.

Email to recruit volunteers:

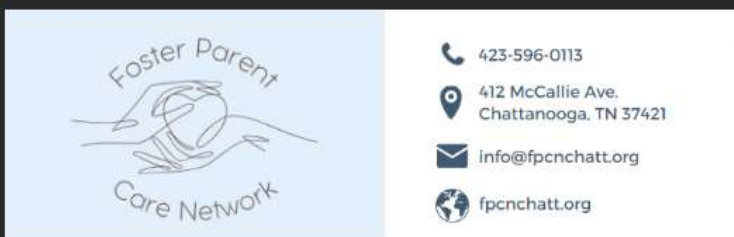
We need your help at Foster Parent Care Network!

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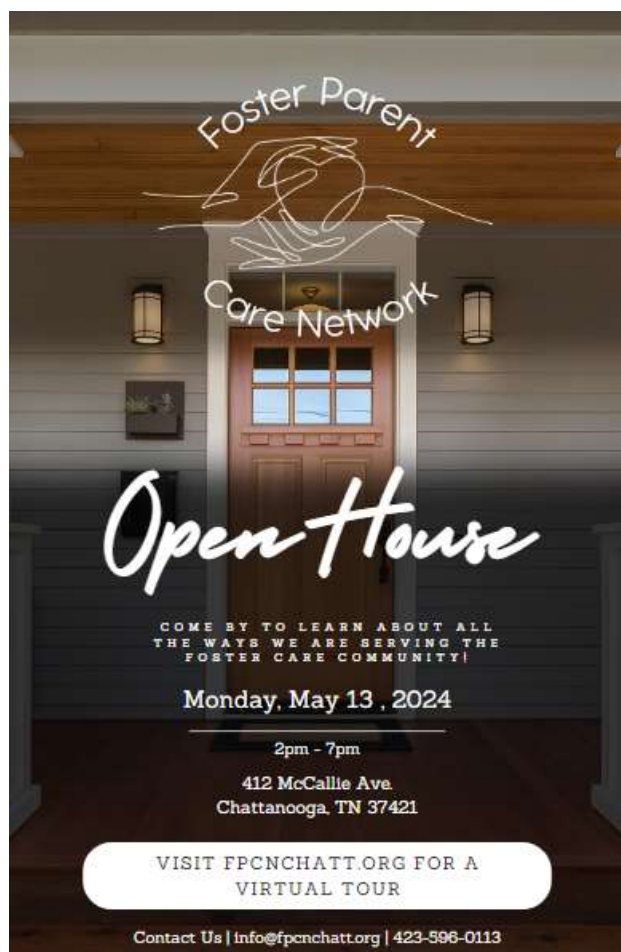
Good afternoon, Sara,

Foster Parent Care Network needs your help! We are a nonprofit organization that provides resources and support to foster families in our area. We have a care closet warehouse stocked with essential items that these families need. We are looking for volunteers to help us sort and distribute these items. Whether you can commit a few hours a week or a month, your time is valuable to us. If you are passionate about our mission and want to make a difference, please visit our website to learn more and sign up as a volunteer.

Thank you for your support!



Open House:



Appendix F:

Job Descriptions

Therapist

Introduction/Purpose: To determine the therapy needs and opportunities to fulfill those needs for foster parents. To use evidence-based practices in all interactions and modes of therapy selected at our organization and to vouch for the modes utilized. To select competent Support Group Case Managers to lead out in support groups and group therapy sessions in their areas of qualification and to conduct groups and individual sessions myself, as well.

Job Description:

The therapist will:

- Select therapy methods available at FPCN
- Determine whether the Support Groups Case Manager can also lead therapy groups
- Conduct one-on-one free therapy sessions with FPs
- Make individuals aware that you are a mandatory reporter
- Work in tandem with Support Group Case Manager to determine needs, schedule groups that they can lead out in, and schedule appointments for therapist to handle individually
- Provide support to Support Group Case Manager, debrief, and offer guidance
- Create a comfortable, welcoming environment for FPs and Support Group Case Managers
- Encourage confidentiality in all interactions
- Demonstrate experience with the challenges of foster parenting
- Demonstrate an understanding of how to positively respond to common scenarios within foster parenting
- Report sexual or physical abuse that FPs or others discuss having engaged in
- Determine whether foster children require in-patient care for any conditions or mental health scenarios they find themselves in
- Maintain warm relationships with all FPs, Support Group Case Managers, and other organization personnel

Education: Therapist should hold an MSW degree with licensure and have at least 5 years experience in group therapy.

Knowledge, Skills, Abilities: Therapist should be proficient with a computer and basic computer applications. Therapist should have a cell phone and laptop for use in this position. Therapist should have an amiable personality and be able to draw people out for conversation, without becoming pushy. Therapist should be able to connect with all different people and reflect cultural competency across a spectrum of cultures (or become informed of cultures not yet familiar with). Therapist should be able to manage a team of Support Group Case Managers that can adequately meet the needs of FP that seek help from our services utilizing the best and latest evidence-based practices.

Equipment Operated: Standard office equipment, including computers, fax machines, copiers, printers, telephones, etc.

Work Environment: Position is in a well-lighted office environment or in a large meeting room. Varied activities including sitting, standing, walking, and reaching.

Mental and Physical Requirements: Involves sitting approximately 80 percent of the day, walking or standing the remainder. Occasionally lifting and carrying files that can weigh up to 20 pounds. May require working under stressful conditions.

Support Group Case Manager

Introduction/Purpose: To lead out in support groups for foster parent groups. Foster parents face many of the same challenges and need encouragement in the work they do as well as some fresh ideas for negotiating challenging situations with the children they foster. These groups will enable these connections.

Job Description:

The support group therapist will:

- Conduct 2 support groups per week for 1.5 hrs/session
- Make group aware that you are a mandatory reporter
- Create a comfortable, welcoming environment for FPs
- Encourage confidentiality within the group
- Demonstrate experience with the challenges of foster parenting
- Demonstrate an understanding of how to positively respond to common scenarios within foster parenting
- Enable group members to share openly and help one another through the group cohesion
- Guide discussion toward suggestions that may be helpful to group members
- Report sexual or physical abuse that FPs discuss having engaged in
- Discuss whether foster children require in-patient care for any conditions or mental health scenarios they find themselves in with the Therapist
- Encourage weekly attendance
- Encourage a positive spirit so that FPs will feel more confident and satisfied with their experience and will inspire others in their sphere to begin foster parenting
- Maintain warm relationships with all FPs
- Work with Therapist to create a support group calendar
- Confer with the Therapist regarding any unique scenarios that warrant further consideration while maintaining confidentiality
- Suggest any new and unique therapy groups that may be useful with the Therapist

Education: Support Group Case Managers should hold a minimum of a BSW and have 2 years of experience in a therapeutic/clinical setting.

Knowledge, Skills, Abilities: Support Group Case Managers should be proficient with a computer and basic computer applications. They should have a cell phone and laptop for use in this position. They should have an amiable personality and be able to draw people out for conversation, without becoming pushy. Support Group Case Managers should be able to connect with all different people and reflect cultural competency across a spectrum of cultures (or become informed of cultures not yet familiar with).

Equipment Operated: Standard office equipment, including computers, fax machines, copiers, printers, telephones, etc.

Work Environment: Position is in a well-lighted office environment or in a large meeting room. Varied activities including sitting, standing, walking, and reaching.

Mental and Physical Requirements: Involves sitting approximately 80 percent of the day, walking or standing the remainder. Occasionally lifting and carrying files that can weigh up to 20 pounds. May require working under stressful conditions.

Community Liaison

Introduction/Purpose: To make connections with the community in order to gain access to any coupons or discounts that are made available for FPs or for the FPCN at large, to make connections for financial donations or furniture, food, and clothing donations, to provide a furniture warehouse swap program to meet FPs changing needs, to provide a clothing “closet” for foster families, and to provide food articles that would benefit the foster children they are soon to house (age-appropriate).

Job Description:

The Community Liaison will:

- Positively present the FPCN to community partners (who they will establish)
- Provide an opportunity for tax-exempt funds in the community to come to FPCN for the benefit of FPs directly or to benefit FPCN
- Be aware and have a general knowledge of the funding that is needed to operate FPCN
- Create Excel Spreadsheets outlining the trace of funds
- Create Excel Spreadsheets to track donors contacted and their donations
- Create Excel Spreadsheets to track furniture warehouse items and their current locations and the dates items are needed and will be returned
- Create Excel Spreadsheets to track food donors and items available to date
- Create Excel Spreadsheets to track clothing donations and items still needed for a functional pantry
- Direct a team of volunteers to establish an organized food pantry
- Direct a team of volunteers to receive food donations
- Direct a team of volunteers to establish an organized clothing pantry
- Direct a team of volunteers to receive new and used clothing donations in excellent condition
- Direct a team of volunteers to catalogue and organize a warehouse of beds and bedding for foster children
- Direct a team of volunteers to organize the delivery and pick-up of beds/bedding to FPs homes
- Maintain a cheerful, positive, uplifting attitude in the midst of high stress
- Direct a large team of volunteers

Education: A bachelor’s degree in any related field is preferred, but not required if sufficient skills are present related to the work of fundraising and establishing a suitable resource center for foster parents to utilize.

Knowledge, Skills, and Abilities: The community liaison should have excellent communication skills both verbally and in written form. The interpersonal skills possessed should be exceptional with positive interactions with most individuals. Organizational skills are also necessary in order

to organize the food and clothing pantries. Basic accounting is needed in order to track the donations entering the facility and the donations needed to run certain programs within FPCN. The community liaison must also be able to manage high rates of stress while still maintaining one's composure. The community liaison should also practice empathy and kindness in all interactions.

Equipment Operated: Standard office equipment, including computers, fax machines, copiers, printers, telephones, etc.

Work Environment: Position is in a well-lighted office environment and visiting in the community. Varied activities including sitting, standing, walking, reaching, bending, and lifting.

Mental and Physical Requirements: Involves sitting approximately 50 percent of the day, walking or standing the remainder. Occasionally lifting and carrying files, boxes, furniture that can weigh up to 50 pounds. May require working under stressful conditions.

Resource Case Manager

Introduction/ Purpose: The Resource Case Manager (RCM) is an essential part of the community resources team who interacts directly with clients to ensure they have what they need to be successful foster parents. This position assesses the needs of clients and connects them with available resources. The RCM is responsible for managing donations and ensuring that foster parents receive the resources they need to be successful. The RCM works directly under the Community Liaison.

Job Description:

The Resource Case Manager will:

- Meet directly with clients to assess needs
- Use trauma-informed care to help clients provide for the needs of their foster children
- Carry a case load of 20-35 clients, depending on need
- Use technology such as phone, email, Microsoft Office, and Google Suite to communicate with clients and document information
- Organize and categorize donations
- Maintain records of resources and community partners
- Regularly contact clients to follow-up on needs
- Place donations onto shelves and assist clients with carrying items to their car
- Direct volunteers and coordinate volunteer events
- Maintain records to meet grant requirements
- Perform other duties as required

Education: The Resource Case Manager must have a minimum of a Bachelor's degree in social work or equivalent human services field and at least 1 year of related experience.

Knowledge, Skills, Abilities: The RCM should have at least two years of experience working directly with clients in a human services setting. The RCM must have knowledge of required computer software such as Excel, Word, Google Sheets, etc. They must be able to operate a phone in an appropriate manner and demonstrate professionalism with communication.

Equipment Operated: Standard office equipment, including computers, fax machines, copiers, printers, telephones, etc.

Work Environment: This position will be in an office setting and in the stockroom for donations. The RCM will alternate between the office and resource distribution room.

Mental and Physical Requirements: This position requires sitting approximately 60% of the day, walking and standing. This position requires lifting and carrying supplies and donations approximately 50 pounds or less. This position requires working under fast paced, client-facing conditions that some may find stressful.

Respite and Supervised Visitation Case Manager

Introduction/ Purpose: The Respite and Supervised Visitation Case Manager (RSVCM) schedules visitation appointments for clients and connects for foster parents with respite resources. This position is essential for providing foster parents with a break and allowing biological parents with the opportunity to visit their children in a safe environment. This position works directly with foster and bio parents on a regular basis.

Job Description:

The Respite and Supervised Visitation Case Manager will:

- Maintain a calendar of appointments and schedule events
- Meet regularly with clients to assess needs and schedule visitation or respite services
- Maintain a record of respite homes and availability
- Schedule training for respite homes
- Schedule and direct volunteers during events
- Work with the Program Coordinator to maintain records of volunteers and client needs
- Communicate professionally with clients
- Maintain records to meet grant requirements
- Perform other duties as required

Education: The Respite and Supervised Visitation Case Manager must have a minimum of a Bachelor's degree in social work or equivalent human services field.

Knowledge, Skills, Abilities: The RSVCM should have at least two years of experience working directly with clients in a human services setting. They must have knowledge of child development and the impact of trauma on children and adults. The RCM must have knowledge of required computer software such as Excel, Word, Google Sheets, etc. They must be able to operate a phone in an appropriate manner and demonstrate professionalism with communication.

Equipment Operated: Standard office equipment, including computers, fax machines, copiers, printers, telephones, etc.

Work Environment: This position will be in an office setting. The RSVCM will alternate between the office and visitation room.

Mental and Physical Requirements: This position requires sitting approximately 80% of the day, with occasional walking and standing. This position requires working under fast-paced, client-facing conditions that some may find stressful.

Director

Introduction/Purpose: As the Director of Foster Parent Care Network, you will be responsible for oversight of the organization and be apprised of the everyday operations. Creating policies and supervising tiers of employees and managers in different program areas. The Director will ensure that the organization is following the mission/vision statement, demonstrate effective leadership, and build relationships with through community outreach.

Job Description:

The Director will:

- Ensure ongoing local programmatic excellence, rigorous program evaluation, and consistent quality of finance and administration, fundraising, communications, and systems; recommend timelines and resources needed to achieve the strategic goals.
- Actively engage and energize internal employees
- Lead, coach, develop, and retain high-performance senior management team
- Ensure effective systems to track scaling progress, and regularly evaluate program components, so as to measure successes that can be effectively communicated to the board, funders, and other constituents
- Expand local revenue generating and fundraising activities to support existing program operations and regional expansion while simultaneously retiring building debt.
- Deepen and refine all aspects of communications—from web presence to external relations with the goal of creating a stronger brand.
- Use external presence and relationships to garner new opportunities.
- Design the national expansion and complete the strategic business planning process for the program expansion into new markets.
- Begin to build partnerships in new markets, establishing relationships with the funders, and political and community leaders at each expansion site.
- Be an external local and national presence that publishes and communicates program results with an emphasis on the successes of the local program as a model for regional and national replication.

Education/Experience: 10 years of professional work in a social work setting at an office with at least 4 years in a supervisory position. Master of Business Administration degree required.

Equipment Operated: Standard office equipment.

Work Environment: Position is in a well-lighted office environment. Varied activities including sitting, standing, walking, and reaching.

Mental and Physical Requirements: Involves sitting approximately 80% of the day. Walking or standing the remainder. Occasionally lifting and carrying files that can weigh up to 20lbs. May require working under stressful conditions.

Human Resources Manager

Introduction/Purpose: As the Human Resources Analyst, you will be responsible for maintaining employee records, recruiting, payroll, benefits administration, manage employee relations, providing counsel on policies, and training/development.

Job Description:

The Human Resources Analyst will:

- Support the development and implementation of HR initiatives and systems
- Provide counseling on policies and procedures
- Be actively involved in recruitment by preparing job descriptions, posting ads and managing the hiring process
- Create and implement effective onboarding plans
- Develop training and development programs
- Assist in performance management processes
- Support the management of disciplinary and grievance issues
- Maintain employee records (attendance, EEO data etc.) according to policy and legal requirements
- Review employment and working conditions to ensure legal compliance

Education/Experience: Required bachelor's in human resource management or related field; 3 years experience in HR preferred.

Equipment Operated: Standard office equipment.

Work Environment: Position is in a well-lighted office environment. Varied activities including sitting, standing, walking, and reaching.

Mental and Physical Requirements: Involves sitting approximately 80% of the day. Walking or standing the remainder. Occasionally lifting and carrying files that can weigh up to 20lbs. May require working under stressful conditions.

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Program Coordinator

Introduction/Purpose: As the Program Coordinator, you will be responsible for maintaining and supervising one of the main programs offered. You will be responsible for supervising any case managers under you. Program Coordinators have free reign to shape the service that is offered. They will work closely with case managers to make sure that our organization's mission statement and values are upheld.

Job Description:

The Program Coordinator will:

- Reporting timesheets and leave, Scheduling for PTO, FMLA, or Workman Comp
- Performance evaluations, training, and development
- Hiring/ Termination Processes
- Review employment and working conditions to ensure legal compliance.
- Reporting attendance of groups to management, with various other tracking reports.
- Support planning and coordination of a program and its activities, Ensure implementation of policies and practices.
- Maintain budget and track expenditures/transactions.
- Manage communications through media relations, social media etc.
- Prepare paperwork and order material.
- Support growth and program development
- Evaluation of program standards and maintain program effectiveness.

Education/Experience: 2 years of experience in supervision. Required master's degree in social work.

Equipment Operated: Standard office equipment.

Work Environment: The position is in a well-lighted office environment. Varied activities include sitting, standing, walking, and reaching.

Mental and Physical Requirements: Involves sitting approximately 80% of the day. Walking or standing the remainder. Occasionally lifting and carrying files that can weigh up to 20lbs. May require working under stressful conditions.

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Appendix G:

Employee Evaluations

Employee Name:		Supervisor Name:	
Job Title:		Date:	

Competencies

Conflict resolution means being able to successfully mediate conflict between individuals and groups. To meet the competency, one must show evidence of stepping up to conflicts, seeing them as opportunities, reading situations quickly, being good at focused listening, can hammer out tough agreements and settle disputes equitably, and can find common ground and get cooperation with minimum noise.

Scale:	Unacceptable	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional
Score (mark X):					
Comments:					

Mission Driven will be described as showing through actions, absolute clarity as to the organization's purpose. To meet the competency, one must ensure the organization has a relevant mission that instills a sense of purpose, demonstrate focus on mission, goals, and priorities of the organization when making strategic decisions, clearly communicate the organization's mission to others, and balances daily operational responsibilities while implementing long-term mission-critical strategies.

Scale:	Unacceptable	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional
Score (mark X):					
Comments:					

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Customer Service will be described as making customers and their needs a primary focus. To meet this competency, one meets the expectations and requirements of internal and external customers, gets first-hand customer information and uses it for improvements in products and services, demonstrates active listening skills with customers, establishes and maintains effective relationships with customers and gains their trust and respect, and responds to customer feedback, criticisms, and complaints and appropriate actions

Scale:	Unacceptable	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional
Score (mark X):					
Comments:					

Work Outcomes

Work Outcomes: Training				
Goal: For the fiscal year ending X, complete the required number of training hours as referenced in Foster Parent Care Network policy and all other mandatory training. Action Steps : A. Complete required number of annual training hours per policy by end of fiscal year. B. Complete all mandatory required training courses by end of fiscal year. Reports used: Training Tracker				
Scale:				
Unacceptable: Less than or equal to 84% of required hours and mandatory courses are completed by deadline.	Needs Improvements: 85-99% of the required number of training hours and mandatory courses are completed by deadline.	Meets Expectations: 100% of the required number of training hours and mandatory courses are completed by deadline.	Exceeds Expectations: Completion of more than 125% of number of training hours and 100% of the mandatory hours by the deadline AND report out to leadership or	Exceptional: A. Employee achieved criteria and exceeds expectations and developed or delivered training for the agency, school and community partners that

			peers on how learning can be applied to enhance job performance.	affects community or organizational change.
Score:				
Comments:				

Work Outcomes: Quality Documentation				
Goal: Being prepared for job responsibilities and representing the department				
Action Steps :				
• Participate in Internal Meetings • participate in organizational needs • participate in cross program/regional areas/workgroups • Timely case recordings • Conducting work to eliminate error findings from data management software				
Reports Used: Complaints or compliments received and documented on data management system.				
Scale:				
Unacceptable: Employee has more than 2 documented incidents of concerns or issues from meetings, assistance in regional needs OR disciplinary action, or findings during the review period OR case recordings are entered within 30 days 70-80% of the time.	Needs Improvement: Employee has attended meetings and assisted in regional needs as expected with 1-2 concerns, disciplinary action, or findings during the review period OR case recordings are entered within 30 days 70-80% of the time.	Meets Expectations: Employee has attended meetings and assisted in regional needs as expected without concerns, disciplinary action, or findings during the review period and case recordings are entered within 30 days 80% of the time.	Exceeds Expectations: Employee has attended meetings, assisted with regional needs as expected without concerns, disciplinary action, has had at least 4 compliments to the supervisor/line of supervision during the review period and entered all documentation within 30 days 80-90% of the	Exceptional: Employee has attended meetings, assisted with regional needs as expected without concerns, disciplinary action, plus has had at least 6 compliments to the supervisor/line of supervision during the review period and entered all case notes within 30 days 90-100% of the time.

			time.	
Score:				
Comments:				

Work Outcomes: Job Specific Duties				
Goal: This will be created with supervisor and employee input and according to job description. Action Steps: This will be created with supervisor and employee input and according to job description. Reports: Excel Spreadsheet				
Scale:				
Unacceptable: Under 79%.	Needs Improvement: 80-84%	Meets Expectations: 85- 90%	Exceeds Expectations: 90%	Exceptional: 100%
Score:				
Comments:				

Employee Comments:	
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Supervisor Comments:	

Employee Signature:	
Supervisor Signature:	

Appendix H: Volunteer Evaluations

Oral Relational Evaluation questions:

- What would you do to make your volunteer experience more rewarding?
- In your opinion, how did your job contributions this past year match up with the job expectations?
- Did the contributions meet or exceed expectations?
- Did the contributions fall short of meeting expectations?
- What might you do differently in the coming year to make an even greater contribution to the organization?
- In your opinion, what could we do to help you become an even more accomplished volunteer?

Performance Evaluation and Feedback Questionnaire

(Circle the number representing your choice with 1 being Unsatisfactory and 7 being Outstanding)

Items:

Quality of work	1	2	3	4	5	6	7
Quantity of work	1	2	3	4	5	6	7
Job knowledge	1	2	3	4	5	6	7
Working relationships with others	1	2	3	4	5	6	7
Job attitudes	1	2	3	4	5	6	7
Overall performance	1	2	3	4	5	6	7

Note: Each item was rated on a seven-point scale with an anchor of “Unsatisfactory” at the low end and “Outstanding” at the high end.