



“Empowering and promoting the success of youth who have been negatively impacted by parental incarceration”

Nonprofit Business Plan

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What is CHIP?

The Children of Incarcerated Parents (CHIP) Program is a nonprofit youth organization based in Nashville, Tennessee. We serve children ages 0 to 18 who have been impacted by parental incarceration. The purpose of CHIP is to help prevent the negative effects that parental incarceration has on children as well as alleviate issues that children with incarcerated parents may face. We provide a variety of services and programs to children of incarcerated parents in the Nashville and Middle Tennessee region. CHIP is the only program in Tennessee dedicated solely to children with an incarcerated parent.



Our Mission Statement

“To empower and promote the success of youth who have been negatively impacted by parental incarceration.”

Guiding Principles

The Children of Incarcerated Parents Program is guided by the principles of unity, education, and access. We believe all children and their families should be allowed to preserve family unity with their incarcerated loved one. Through visitation services to teaching kids about healthy communication, CHIP places the importance of unity first in its operations. Education directs our programs and is key to countering the negative effects of parental incarceration on children. Last but not least, access is something repeatedly denied to the youth we serve, from resources such as food and funds to attention to transportation. Providing access to a variety of resources is central to CHIP’s mission.

Our Vision

CHIP seeks to become a safe haven for children in Nashville and Middle Tennessee who have been impacted by parental incarceration. We hope to provide programs and services for every child in the region who needs CHIP. In the future, we hope to expand our programs and services not only in the Nashville and Middle Tennessee region but to the West Tennessee and East Tennessee regions as well.

Keys to Success

At CHIP, we emphasize six keys to success to ensure our organization is effective and efficient:

The Kids Come First

The staff of CHIP agree to always place the needs of the youth we serve before ourselves.

Active Communication

CHIP believes active, honest communication is important in our relationships with the youth we serve and their families, our donors, among our staff, and with partner organizations.

Be Willing to Improve

CHIP is always ready and able to improve as an organization. We value adaptability and positive change.

Leadership

The staff of CHIP agree to serve as positive role models and leaders for the youth we serve, at all times. We will work together to best achieve our common purpose.

Sustainability

We must conduct CHIP programs and services in a sustainable manner so that our resources may reach all youth in need for a long time.

Look Ahead

We must always look ahead and work towards our vision to expand our programs and services for the benefit of more youth throughout the state of Tennessee.

Market Research

Approximately 5 million children and teens, or one in every 14, have experienced parental incarceration at least once in the United States (1). In Tennessee alone, 144,000 youth, or one in every 10, have experienced having a parent in prison or jail (2).

Children who have experienced parental incarceration face an increased number of barriers and issues as compared to children who have not experienced having a parent or guardian in prison or jail. For example, children of incarcerated parents experience three times as many Adverse Childhood Experiences (ACEs) than youth who have not experienced parental incarceration (3).

Additionally, children of incarcerated parents are more likely to have behavioral problems than their unexposed peers as well as mental health issues. They also face problems with attention, depression, anxiety, social stigma, and shame (4). Studies have shown that having a parent or guardian in jail makes youth more likely to experience "expressive delinquency" such as getting into fights, seriously harming someone, damaging property, or exhibiting even more aggressive behavior.

Finally, children of incarcerated parents often have strained relationships with their parent because it is often difficult for the child to obtain or afford transportation to visit their parent and maintain communication while the parent is incarcerated (5).

Children of incarcerated parents are disproportionately poor, racial minorities who have either no access or very limited access to resources that alleviate the aforementioned effects of having an incarcerated parent. Without those resources (such as counseling, transportation, financial aid, etc.), the impact of having an incarcerated parent or guardian can be detrimental to youth (6).

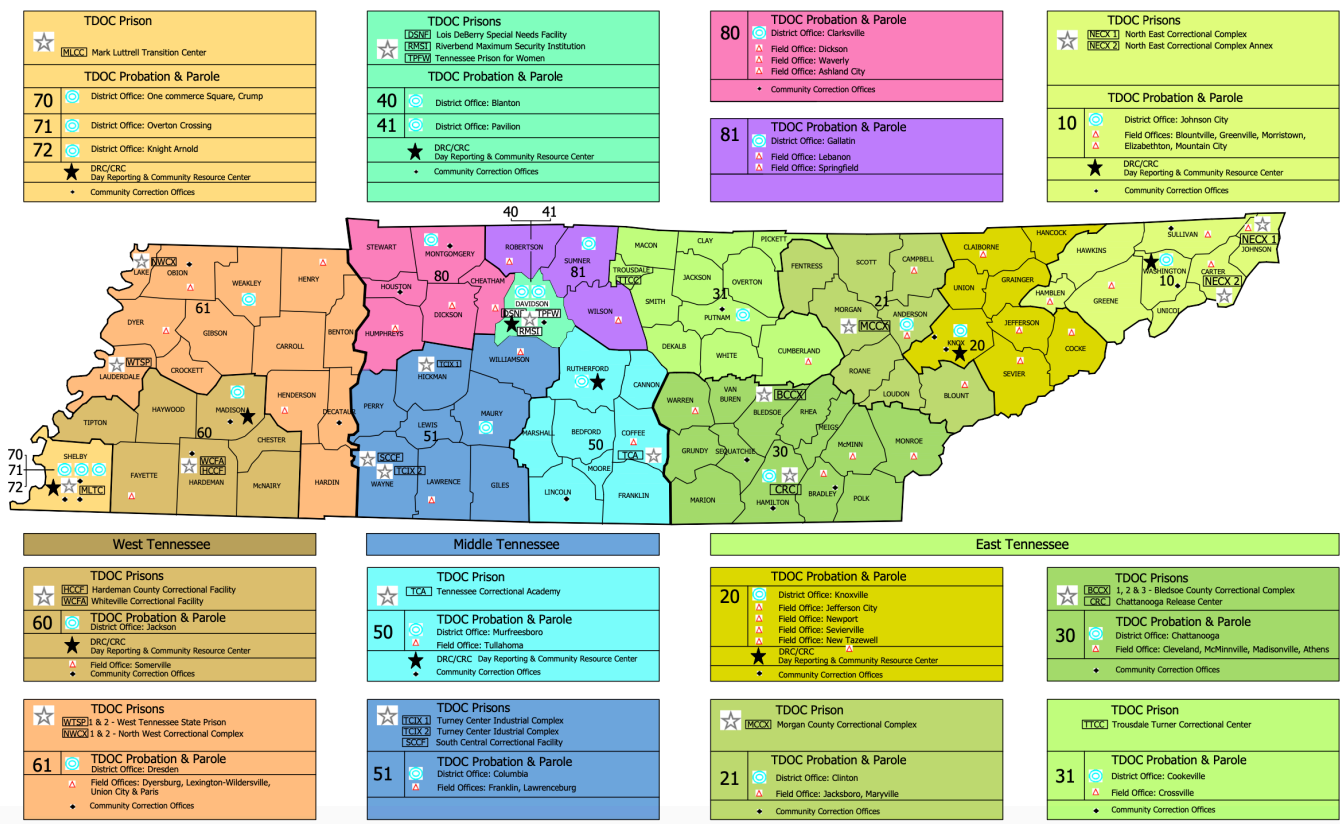
CHIP is designed to meet the needs of these youth by providing the necessary, hard-to-access resources they need.

Location

CHIP is strategically located in Nashville, Tennessee, for several reasons. First of all, there were 30,612 prison inmates in Tennessee as of September 2019 (7). Of that population, 3,733 are parents. Incarcerated mothers in Tennessee have an average of 2.4 children each while incarcerated fathers have an average of 2.1 children. There is an approximate total of 19,198 children who currently have an incarcerated parent.

These are high numbers, which makes Tennessee tied with five other states for the third highest parental incarceration rate in the United States (8).

There are 17 prisons in Tennessee with three prisons in the Nashville area alone: Lois M. DeBerry Special Needs Facility, Riverbend Maximum Security Institution, and Tennessee Prison for Women. CHIP serves all of Middle Tennessee, which is home to 5 prisons in total, all of which are within 2 hours of driving time (9).



Constituency

Children of incarcerated parents are the most at-risk, vulnerable populations yet one of the least visible populations (11). CHIP is dedicated to serving the children of Nashville and Davidson County who have a parent incarcerated in one of the 6 prisons in Middle Tennessee.

Because having an incarcerated parent affects children aged 0 to 18, CHIP serves all ages of children from age 0 to age 18, with services and programs specific to different age groups within the specific age range (12).

CHIP serves children of incarcerated parents who are disproportionately poor, come from financially strained families, and are unable to afford or access necessary resources on their own.

Although CHIP does not turn away any child who needs the program, CHIP anticipates to serve mostly African American, Hispanic, and white children because those ethnicities overwhelmingly represent the incarcerated parent population (13).

Additionally, CHIP serves all children regardless of gender identity, sexual orientation, religion, or disability. Any child who has been negatively affected by a parent's incarceration will be eligible to participate in CHIP.

Marketing and Outreach Strategy

As a start-up nonprofit organization, CHIP has three target populations for marketing, recruitment, and outreach: children and families, donors, and employees and volunteers (14). Additionally, and to a lesser degree, CHIP will market to potential collaborators. Children and families are who we serve, so they are our first priority in our marketing plan. Our second priority is reaching donors. CHIP is a nonprofit, so we rely on donations, fundraising, and grants in order to operate. In addition to funds, CHIP cannot operate without employees or volunteers, and as a start-up, recruitment of both is a priority. Last but not least, CHIP plans to expand our services and programs in the future, and establishing relationships with potential collaborators will help us to do so. CHIP has established a marketing and outreach strategy for each population.

To successfully attract children and their families, CHIP has a two-tiered approach that will combine indirect or customer-oriented marketing with direct marketing. The first tier of our approach includes marketing to individuals or institutions that are oriented to our target customers: children with an incarcerated parent. This will include schools, juvenile courts, social workers, youth pastors within churches, and daycare facilities. To reach these individuals and institutions, CHIP will establish relationships with them by sending emails, conducting information sessions and meetings, and sending flyers to post within the institutions or individuals' workplaces.

The second tier of our approach includes direct marketing. In addition to creating a website and a social media presence, we will market to incarcerated parents in the prisons in Middle Tennessee and encourage them to sign up their children to participate in CHIP. We will also publish advertisements in media within Middle Tennessee and post flyers throughout neighborhoods in Nashville.

To market potential donors and sponsors, CHIP will target individual or private donors, companies and businesses, national organizations focused on children, local churches, the Tennessee state government, and the Tennessee Department of Corrections. Similar to our method for targeting customer-oriented individuals and institutions, CHIP will send emails, call, set up information sessions and meetings, advertise, write letters, and grant applications to these individuals and institutions.

Marketing and Outreach Strategy (Cont.)

Recruiting employees, interns, and volunteers is CHIP's third step in our marketing, recruitment, and outreach strategy. We plan to post job opportunities on a variety of job search websites as well as advertise job opportunities through social media. We will also contact universities and colleges within Tennessee and surrounding states in order to attract potential interns, new graduates, and soon-to-be graduates who would be interested in working at CHIP. Our recruitment process for volunteers is similar to our recruitment process for employees and interns. We will post volunteer opportunities on volunteer websites, advertise volunteer opportunities via social media, and contact universities and colleges within or near Middle Tennessee.

Finally, marketing to potential collaborators is another priority of CHIP. Collaborators will be beneficial not only to our future expansion but during our launch as well. We plan to primarily email, call, write letters, and set up meetings and information sessions with potential collaborators establish and maintain a working relationship with one another.

CHIP plans to market to these populations separately, but we also plan to host open houses or other events once we are established in Nashville. We will invite members of each population discussed above, along with whoever they wish to bring, in order to reach a large variety of each population. We will send invites through the mail, email invites, advertise the event(s) through traditional media and social media, announce the event(s) on our website, as well as post flyers throughout neighborhoods and at local businesses that give us permission to do so.

Competitive Advantage

CHIP has a unique competitive advantage because there is no other program solely dedicated to helping children of incarcerated parents in Tennessee. There are a few other organizations (which will be discussed in the following sections) in the state that provide some programming for this specific population, but it is not their sole purpose. CHIP is the only program solely focused on these children, and this specific focus will help us in recruitment and gaining traction in the community.

Competition

There are a few other organizations in Middle Tennessee that offer programming for youth of incarcerated parents that could be considered competition to some degree for CHIP.

The first competitor is Tennessee Prison Outreach Ministry. This organization focuses on three matters: programming for the incarcerated, reentry services, and programming and services for children of incarcerated parents. For youth, they offer an annual summer camp as well as collect and distribute school supplies and Christmas gifts. They also host an annual Christmas party for mothers at local jails and their children. While this organization is a competition because it has services for youth, TPOM only serves children aged 17 and under whereas CHIP serves children and teenagers aged 18 and under. Additionally, TPOM's programs for youth are much different than CHIP's programs and are not as extensive.

Competition (Cont.)

Another competing organization is the Family Reconciliation Center in Nashville. It is a nonprofit hospitality house that provides free overnight rooms to anyone visiting an incarcerated loved one in the area. Families and children benefit from this service, but this organization does not specifically cater to the children of incarcerated parents. The third competing organization is the Youth Opportunity Center (YOC) in Nashville.

The YOC is home to several nonprofit organizations dedicated to youth, including those with parents in prison or jail. The YOC is comprised of STARS, Big Brothers Big Sisters, Boys & Girls Club of Middle Tennessee, Mid-Cumberland Human Resource Agency, Nashville Prevention Partnership, three in-house psychiatrists, and the Oasis Center.

The YOC and its sub-organizations are competitors for CHIP because of the wide variety of services and programs offered to youth. Children of incarcerated parents aren't specifically targeted because these organizations serve a variety of children and teenagers, but children with incarcerated parents are inevitably served by these organizations.

The last competitor of CHIP is an organization in Nashville called Free Hearts. It was founded and is led by formerly incarcerated women, and it provides support, education, and advocacy to families impacted by incarceration. Its main focus is reuniting families and keeping families together. This organization serves whole families more than it serves the children.



Collaborators

CHIP has potential for collaboration as well as competition. The organizations discussed in the 'Competition section' (TPOM, Family Reconciliation Center, YOC, and Free Hearts) could also be potential collaborators for CHIP.

Because they don't focus solely on youth with incarcerated parents and they don't offer the same programs as CHIP, CHIP could partner with them to expand its services and programs.

While partnering with local organizations would be easier and more effective, CHIP could also partner with national organizations, such as the Children's Defense Fund, The Angel Tree Program, the Sesame Workshop, SKIP, Assisting Families of Inmates, Children of Inmates, Hour Children, and Foreverfamily.

Additionally, CHIP could also partner with colleges and universities in Middle Tennessee, such as: Tennessee State University, Middle Tennessee State University, Nashville State Community College, Austin Peay State University, Tennessee Technological University, Columbia State Community College, Motlow State Community College, Volunteer State Community College, Belmont University, and Vanderbilt University.

In addition to recruiting volunteers and staff, a partnership with a higher education institution could result in expanded services and programs and additional resources.

Lastly, CHIP could partner with the Tennessee Department of Corrections or even the individual prisons within Middle Tennessee to expand services and programs, secure additional resources, help with already-existing programs and services, and make the visitation easier and smoother.

Overview

CHIP is designed to meet the needs of children with an incarcerated parent so that they may overcome the negative effects of parental incarceration. Specifically, CHIP seeks to (1) maintain and strengthen parent-child relationships, (2) educate youth on mass incarceration and the criminal justice system, (3) destigmatize parental incarceration, and (4) provide necessary resources for children and their families. To accomplish this, CHIP has three major programs detailed in the following sections.

Saturdays with Mom/Dad

The first, and most notable, special program conducted by CHIP is coined "Saturdays with Mom" or "Saturdays with Dad." This program is available to any child with an incarcerated parent, regardless of age or participation in other CHIP programs. The visitation program allows children, along with their legal guardian and families, to visit with their loved one who is incarcerated at one of the Middle Tennessee prisons served by CHIP on a Saturday.

Children and their families are asked to sign up for the Saturday they wish to visit at least two weeks in advance in order for CHIP to get a headcount and to ensure enough buses or vans will be available. There is no limit on how many Saturdays they may sign up for; CHIP will accommodate any child and family who wishes to participate in this program.

Children and families are separated by which institution they are going to for visitation, and they are picked up by the CHIP van or bus at their home then transported to the institution as long as they live in Nashville. If they live outside of Nashville, they will need to meet the van or bus at CHIP headquarters by public transportation or other means (CHIP will provide the necessary money or pass) or arrange a pick-up with a CHIP staff member.

Saturdays with Mom/Dad (Cont.)

Each van or bus will leave CHIP headquarters promptly at 6:00 a.m. to ensure everyone is picked up and arrives at the institution when visiting hours begin, around 8:00 a.m. Each family is given a prepaid card to use for the vending machines within the institutions to purchase snacks and lunch.

Children and their families are able to visit with their incarcerated loved one until 3:00 p.m., when the CHIP vans or buses are scheduled to depart and return to Nashville. Each family will be dropped off at their home, unless other arrangements are made.

CHIP has made this program its number one priority because visitation is crucial in maintaining the relationship between children and their incarcerated parent. Visitation is often difficult for children and families because of lack of transportation and funds. Additionally, visitation reduces the negative effects of parent-child separation, which is a very traumatic experience for children.

Not only is visitation a critical intervention, but it also has several beneficial effects on children with an incarcerated parent. For example, children who regularly visit their mother or father in prison have a better well-being, higher IQ scores, and an increased emotional adjustment than children who do not visit their incarcerated parent (15).

Overall, visiting with incarcerated parents plays a critical role in the child's development and his or her relationship with their parent and other family members. Visitation is also important for parents. Up to half of all incarcerated parents do not have visitation with their children, which negatively affects their morale and decreases their parental influence (16).

By making "Saturdays with Mom/Dad" a priority at CHIP, we hope to make it possible for every child with an incarcerated parent in Middle Tennessee to visit their loved one. Doing so accomplishes our goal of decreasing negative effects of parental incarceration and strengthening parent-child relationships.

After School Success Program

Our second program is called the After School Success Program. It is an afterschool program operating Monday-Friday, from 3:00 p.m. to 7:00 p.m. for ages 13 to 18. It is a place for youth to go after school in order to address some of the needs and issues facing children of incarcerated parents as well as a way to deter any after-school delinquency.

Programming varies on a daily basis. On Monday, CHIP invites guest speakers from the community to speak to youth about different subjects, from school to stress management to health and wellness, as well as hold a discussion about the topic. This gives youth a chance to hear from a role model in the community as well as voicing their own thoughts and experiences about the subject.

Tuesday is one of the homework help/tutoring/college preparation days. CHIP brings in volunteers, certain staff members, and even local teachers and college admissions counselors to help students with homework, classes, ACT/SAT study, and college applications.

Wednesday's programming is a mix of group therapy, social education, discussion, and letter-writing workshops. Students sit down in small groups with a counselor or certified CHIP staff member and talk about their situation of having an incarcerated parent. The counselor guides the conversation to focus on students' emotions, reactions, thoughts, and feelings about their situation. This is a way for youth to work through the traumatic, stressful, and emotional aspects of parental incarceration and to adjust emotionally, which is a struggle for most children of incarcerated parents (17).

The facilitator, along with a social educator, teaches students about mass incarceration, the criminal justice system, mental health, and other aspects of crime and incarceration so that students can gain a better understanding of their situation and of their parent's situation. Additionally, students have the chance to write letters to their mom or dad. This helps strengthen communication between the student and the parent.

Thursday is the other homework/tutoring/college preparation days and operates like Tuesday sessions. CHIP emphasizes these days because school success and academic achievement has been shown to be impacted by parental incarceration (18).

After School Success Program (Cont.)

Friday is a fun day. Students have the entire afternoon to relax and participate in recreational activities. These can include games, exercise, sports, arts and crafts, video games, reading, etc. Having a fun day is a chance for students to unwind, destress, and relax with their peers. Occasionally, CHIP will arrange for a field trip on Friday to a local college or university, museum, zoo, library, or a youth recreation center.

In addition to daily programming, CHIP also provides snacks and transportation. Students are picked up from their schools in Davidson County; students outside of the county who wish to participate in the After School Success Program must be transported to CHIP independently. CHIP will arrange for certified volunteers to pick up students or provide funding for public transportation, Uber, or Lyft services.

A Helping Hand Program

CHIP's third program is called the Helping Hand Program. It is a food and funds assistance program for not only children but their families as well. Families, regardless of the child's participation in other CHIP programs, can sign up to receive food assistance, such as donated canned goods, non-perishable items, and occasional meals made by CHIP staff, volunteers, and sponsors.

If needed, families can sign up for funding, which can help pay for or at least offset the costs of bills, rent, clothing, transportation, or other financial obligations the family is struggling to afford. All CHIP requires is that the child or family can show that they have been financially affected by the incarceration of a loved one as well as a list of what they need. CHIP will do its best to accommodate all needs.

This program is crucial for children and families with an incarcerated caregiver/provider. Many families struggle financially after a spouse or parent goes to prison, and CHIP seeks to alleviate this issue with the Helping Hand Program (19).

Community Benefit

In addition to benefitting youth of incarcerated parents, CHIP benefits the Nashville community as well as other communities in Middle Tennessee in several ways. First, CHIP increases volunteerism in communities because we utilize many volunteers in our programs. Second, CHIP takes some strain away from other youth organizations whose resources are dwindling and may have too many children to support. Third, CHIP helps to prevent juvenile delinquency and crime by addressing the issues and needs of youth with incarcerated parents that typically lead them to delinquency. Fourth, CHIP indirectly improves local schools by helping students improve their behavior and academic success. Lastly, CHIP helps to increase the morale of incarcerated community members.

Future Programs and Services

CHIP is excited and prepared to offer the three special programs described above. As CHIP becomes more established in Middle Tennessee and forms relationships with other organizations and individuals, we plan to create additional programs as well. These include: mentoring, individual counseling, and an in-house family attorney.

In the future, we want to provide a one-on-one mentoring program where youth are matched with mentors in their communities. Children and teens benefit from the social support, guidance, and quality time spent with a mentor, and CHIP will screen potential mentors to make sure they are positive role models for youth (20).

We want to offer individual counseling to youth who are interested and in need of private, one-on-one time with a therapist or counselor. In addition to introducing two new CHIP programs in the future, CHIP also wants to retain a family attorney to help youth and their families with any legal issues they may face as a result of having an incarcerated parent. There are a few options for this service.

CHIP may reach out to a local family lawyer and ask them to take cases of CHIP children, or we may recruit a special staff member who also holds a law degree and has studied family law.

Operations

CHIP decided to establish itself as a 501(c)(3) nonprofit organization for funding and taxation purposes. It is a youth organization based in Nashville, Tennessee. We operate with a board of three directors that help to smoothly operate CHIP's programs, suggest improvements and changes, and advise on the development of future programs. As CHIP grows, our board of directors may grow as well to accompany any future needs of the organization.

We have one office building in which all of our programs are operated. The building requires enough space for each activity offered during our after school program as well as staff offices, a small kitchen, a gymnasium, and restrooms. We have two passenger vans for our programs. All of our staff members, volunteers, and interns work on-site.

CHIP has a six-day work week. On Monday through Friday, staff begin their one-shift workdays at 11:00 a.m. and end at 7:00 p.m. when the after school program is over. (They may work later if a child needs transportation home). On Saturday, they work from 6:00 a.m. to 5:00 p.m. in two shifts. Volunteers work from 3:00 p.m. to 7:00 p.m. on weekdays and from 6:00 a.m. to 5:00 p.m. on Saturday in two shifts.

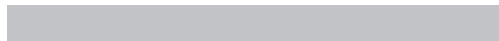
Organizational Structure and Staff

At the head of CHIP's organizational structure is the board of directors: the director of operations, the director of finance, and the director of marketing. Under the director of operations are program leaders for the three established CHIP programs with assistant leaders under them. For each program, there is a team of volunteers and other program staff members.

The program leaders and assistant leaders are in charge of running their respective programs. This includes programming, securing resources, and other logistic operations. They also manage program volunteers and program staff members. The program staff members include a licensed counselor to lead the group therapy sessions during the after school program, a social educator for the after school program, and designated van/bus drivers.

Under the director of finance are staff members responsible for the budget and financial aspects of CHIP. They reach out to donors, write applications for grants, and secure funding for all of the programs and operations of CHIP. They are also in charge of the recordkeeping requirements for the IRS.

The director of marketing and his/her staff is in charge of recruiting new participants for programs and reaching out to institutions, potential partners, and other entities described in the marketing section of this business plan. Each director and his/her staff work closely with each other to ensure each part of the organization is running smoothly and efficiently.



Legal Considerations and Required Licenses

As a nonprofit organization that works with sensitive populations (children, families, and incarcerated people), there are many legal considerations for CHIP as well as required licenses and permits that must be acquired prior to launching the program. If feasible, CHIP plans to hire an attorney specializing in nonprofit start-ups so that our organization is thorough in meeting all of the legal requirements.

First, CHIP must apply for 501(c)(3) status with the Internal Revenue Service to receive tax benefits, exemptions, and charitable contributions. Our organization plans to be classified as a private foundation under the 501(c)(3) status. As we apply for 501(c)(3) status, CHIP must also fill out these forms: Form SS-4 (Employer Identification Number form) and Form 1023 (the general application for 501(c)(3) status). Each year after approval, CHIP must keep up with the IRS recordkeeping requirements, filing requirements, and disclosure requirements (21).

Next, CHIP must meet the Tennessee state requirements for nonprofits. We must register our charter with the Secretary of State's office, request a certificate of existence, and submit an annual financial report each year. CHIP will also register with the Division of Charitable Solicitations and Gaming since we are a nonprofit organization that solicits contributions. Additionally, we must register with the Tennessee Department of Revenue and the Tennessee Department of Labor and Workforce Development. CHIP will also need to open a bank account and submit account reports each year. CHIP may need to obtain a business license from the Davidson County Clerk's Office as well as from other counties as we expand in the future (22).

Once we secure a building for CHIP, we will need to purchase liability insurance. We do not plan on constructing a building as of yet, but if we do in the future, we will need to abide by Davidson County building codes. After finding a building, we will need to purchase at least two passenger vans which will require insurance as well. Staff members will drive the vans and will not require any special license or certification, but in the event that we need to rent a bus for our visitation program, at least one staff member will hold a valid commercial driver's license (CDL). Any staff member that transports children will be required to have a clean driving record.

Legal Considerations and Required Licenses (Cont.)

In order to work with children, CHIP will register as a child care facility with the Tennessee Department of Human Services. As per DHS regulations, the CHIP board of directors will attend a pre-licensing orientation meeting, be assigned a program evaluator, and obtain a use and occupancy permit, business permit and any other required permits.

CHIP will undergo visitations from DHS for inspections and we will submit a floorplan of our building. We will also need to submit proof of insurance, a proposed budget, a written statement of purpose, and passed inspections from the state fire marshal, local fire department, and the local health department (23).

CHIP will also need to submit the directors' qualifications to work with children, such as proof of education, work experience with young children, three written references, and a physical exam. Each director, staff member, and volunteer will require a complete criminal background check as well as clearance letters (24). Each person working or volunteering for CHIP will also be CPR certified and will take part in food allergy-sensitivity training since we will provide snacks to the children.

Prior to their participation in any CHIP program or activity, children and parents will fill out a waiver as well as any known-allergy forms, medication forms, and emergency contact forms. In order to visit their incarcerated loved ones, each person will require visitation approval from the institution. Children will need their other parent, guardian, or caretaker to be present during visitation, as per TDOC regulations (25).

Once we secure a building for CHIP, we will need to purchase liability insurance. We do not plan on constructing a building as of yet, but if we do in the future, we will need to abide by Davidson County building codes. After finding a building, we will need to purchase at least two passenger vans which will require insurance as well. Staff members will drive the vans and will not require any special license or certification, but in the event that we need to rent a bus for our visitation program, at least one staff member will hold a valid commercial driver's license (CDL). Any staff member that transports children will be required to have a clean driving record.

Specific Goals and Objectives

To fulfill our mission to empower and promote the success of youth who have been negatively impacted by parental incarceration in Middle Tennessee, CHIP has established several objectives for our program:

- 1) To strengthen the bonds between children and incarcerated parents**
- 2) To emphasize the importance of academic and social education**
- 3) To satisfy the basic needs of food, clothing, shelter, and money for children and their immediate family**
- 4) To serve as positive, supporting role models to all children involved with CHIP**

CHIP will meet these objectives by providing access to our programs and services to all interested children affected by parental incarceration in Nashville and Middle Tennessee.

We will strategically market to schools, youth ministries, juvenile centers, and other institutions to ensure CHIP is reaching all children in the area who may have an incarcerated parent.

We want all children in the area who are experiencing parental incarceration to know that CHIP is available to them.

By working hard to meet these objectives, CHIP will battle the adverse effects of parental incarceration, specifically in the behavioral, emotional, mental, and academic aspects.

Measurement of Impact

Measuring the impact of CHIP and its programs is crucial in maintaining transparency and accountability to all of our stakeholders (26). CHIP must be able to evaluate the effectiveness of our programs so that we may improve them as needed, which ensures our commitment to improving the lives of children and families. Additionally, measurement of impact is an important factor in securing and maintaining funding from our private donors as well as government funding. Finally, measuring the impact of CHIP helps our staff stay on track to accomplish our mission, and it ensures that we are meeting our objectives. In addition to our impact we measure our ability and progress towards meeting these objectives.

In order to measure impact, CHIP focuses on each objective and employs tactics specific to each objective. To measure our impact on strengthening family bonds, CHIP will conduct interviews and surveys with the incarcerated parent, the children, and the non-incarcerated caregiver. To measure academic performance, CHIP will ask students and teachers to take surveys as well as review students' grade reports and performance trends. To measure the satisfaction of basic needs as well as the presence of role models, CHIP will issue surveys and conduct interviews with children and their caregivers regarding the child's personal performance and improvement (emotional, behavioral, etc).

It is often difficult to record empirical measurements of impact of nonprofit organizations, so CHIP has designed surveys that will ask for open-ended, write-in answers as well as scaled, numerical answers (27). We also keep track of the number of children participating in our programs, the frequency in which each child participates, and the number of CHIP programs each child participates in.

CHIP will conduct surveys and interviews twice a year and report our findings to all shareholders. We will also use our findings to make necessary adjustments or improvements to our programs. To promote transparency, our findings will be published on our website as well as in the form of statistics on our recruiting and fundraising materials.

Since CHIP is a start-up, income and expenses are estimated using data from current trends in Nashville, TN. Adjustments will need to be made after the first fiscal year. Any leftover income will be budgeted towards the next fiscal year's expenses. If a deficit occurs (as anticipated for 2022 and 2023 below, the board of directors will increase their personal investments or take out a loan, as needed.

Three-Year Financial Statement			
Income	2021	2022	2023
Individual Donations	\$50,000	\$100,000	\$100,000
Corporate Donations	\$150,000	\$180,000	\$180,000
Grants	\$100,000	\$100,000	\$100,000
Fundraising & Events	\$50,000	\$60,000	\$70,000
Sponsorships	\$15,000	\$15,500	\$16,000
Personal Investments	\$300,000	-----	-----
Total	\$665,000	\$455,500	\$466,000
Expenses	2021	2022	2023
Building Rent	\$115,000	\$115,000	\$115,000
Utilities	\$15,000	\$15,000	\$15,000
Transportation*	\$140,000	\$80,000	\$80,000
Salary & Wages	\$240,000	\$240,000	\$240,000
Food**	\$5,000	\$5,000	\$5,000
Marketing	\$3,000	\$2,000	\$2,000
Insurance & Licensing	\$1,200	\$1,000	\$1,000
Misc. Office, Restroom, & Kitchen Supplies	\$2,000	\$2,000	\$2,000
Study Materials	\$500	\$100	\$100
Recreational Materials	\$3,000	\$300	\$300
HHP (A Helping Hand) Family Fund Allotments	\$30,000	\$25,000	\$20,000
Total	\$554,700	\$485,400	\$480,400

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