

Giving a Hand Up to Youth Through:

Social Enterprise Program

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Abstract

In the past year, adults of the Lake Hills neighborhood have expressed discontent about the growing rate of low grades, school drop out, and engagement in high-risk behaviors among young adults; while young adults have complained that they are not given enough places to belong and express themselves. Most researchers agree that both grievances deserve attention, but nothing has been done to address all those needs. The purpose of this thesis project is to explain the challenges and the solutions that Jubilee REACH and the Lake Hills neighborhood is encountering with young adults between the ages of eleven and sixteen. The paper addresses the research that was conducted, the results, and the solution towards a holistic social enterprise program for young adults at Jubilee. The social enterprise program is just one solution to the problems reported by the adults and youth, but it encourages future replication and partnerships with others organizations and communities. A grant proposal and fundraising plan is submitted to further explain how it would be run, financed, and staffed.

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The question “who is my neighbor?” (1 Corinthians 7:21, The Holy Bible, New International Version, 1995) drives Jubilee REACH to offer over forty need-based programs to improve the lives of men, women, and children living in the Lake Hills neighborhood of Bellevue, Washington. According to the Bellevue School District, 50 percent of children between the ages of seven and eighteen are failing and 64 percent of children in that community qualify for free/reduced lunch (“About Us”, 2011). Additionally, in the city of Bellevue it has been estimated that there are over 300 gang members, with five prominent gangs (King County Gangs, 2012). With before and after school programs from Boys and Girls Club and Jubilee REACH being offered, parents have a safe place for their child to go. However, not every child has the opportunity to experience these programs being offered and oftentimes youth go unnoticed and left on their own. It is this very reason that Jubilee REACH seeks to expand their programs and create a social enterprise for middle-and high school age young adults.

For the past year, the Jubilee REACH staff, along with volunteers, teachers, and me has been engaging in dialogue and surveying parents, teachers, community members, and the youth about the problems young individuals are facing in the Lake Hills neighborhood. The consensus by the adults was that there are not enough programs that invest in the youth, and the programs are not engaging them enough, so they are resorting to hanging out on the streets (see Appendices C for survey results). Silvia, a parent of three with two children-attending Jubilee, feared that the after-school programs are not providing enough support for her children. She worries they will follow in the footsteps of their older brother, a convicted felon (Personal communication, June 8, 2011). The youth believe the adults do not place much stick

in them believing they do not contribute value to society. With contrasting views, it is important we bring the youth and adults together, bridge the gaps, and eliminate the negative stereotypes.

Adults are only seeing the problems of youth and not taking time to know them. There is a distinct difference between observation and interaction. In an interview with thirteen-year-old Saul, who attends Club Jubilee, he remarked that “adults think we are all a bunch of screw ups that do drugs, alcohol, and cuss” (Personal communication, November 28, 2011). In reality, that is not the case. There are simply a lack of opportunities offered to young adults through Jubilee and other similar organizations for opportunities to get involved and serve in their own community. This deprives them of developing roles in the community, gaining a sense of empowerment in their own lives, and leads them in the direction of living an unhealthy lifestyle. Feeling empowered in this context is defined by Jubilee as “the ability to recognize the value and abilities one has in themselves to make a difference in their surrounding neighborhoods and communities” (Personal communication, November 28, 2011). Benson (2006) believes that positive development, “. . . occurs because of two mutually reinforcing processes: young people act on their settings. . . and help to transform them into their settings that provide support and opportunity” (p. 26). The years between the ages of eleven and sixteen are a critical development period when the youth begin to think for themselves and react to their surroundings. Unfortunately, for some of the youth living in the Lake Hills community, the environment does not encourage their own development into confident and responsible young men and women. Jubilee REACH is a resource in this community of Bellevue, which could make a critical impact.

Tomkins (2003) remarked that a failure to invest in the lives of children would result in troubled and inadequate adults. While this is not true for all children, it does hold true for

many. If children are not being given the necessary development tools when they are younger, how can we expect them to be adequately prepared as adults? Times are tough in an economic downturn, but children keenly feel the effects of a recession most because they become almost like an afterthought to society. Parents work longer hours; school budgets are cut; and communities see children as a risk rather than an asset. This tends to put blame on the children. Adults need to model good leadership, but they also should let the young adults take the lead when appropriate. Ownership and responsibility should be key components in any program designed for youth. If it is Jubilee's belief in giving a hand up, then they should apply it to all the programs and not just to the adult programs. This is especially true in an urban context where youth often tend to experience more hardships like violence, alienation, drugs, prostitution, and gangs. Teitelman et al. (2010) identified that youth living in a city have greater amounts of stress and more difficulties in handling their stress. It is already difficult for youth and living in a diverse city can create even more challenges. Many challenges can be overcome if parents and educators are there to walk alongside them, to encourage and to teach. In an interview with the Wrap Around Coordinator for the Bellevue School District, Cecilia Vasquez acknowledged that the youth react positively to being given responsibility outside of their home and school because it does not feel as forced and that more organizations need to create systems where that happens. (C. Vasquez, personal communication, September 14, 2011). The social enterprise program is there to teach and to encourage young adults to become positive role models in their community with their peers, and to become active citizens in serving the community while transforming their lives and future.

Children across cultures are aware of the problems and injustices they face as young people; however, their communities do not give them the opportunities to voice their own

opinions and solutions (Ray & Carter, 2007). Allowing the children to identify what the greatest needs are for their peers and including them in the creation of programs will lead to active members in the community. Identification of the needs of a community is always a critical aspect to consider when working with the poorest people in the most difficult situations. Working with children is even more critical because they are one of the most vulnerable populations. Having at-risk children identify their own greatest injustices is the most effective way to empower to create change and prevent gang membership. Ray & Carter (2007) noted that, in order to act on the injustices of the children, one must understand the experiences of the children. Giving the children a chance to speak up lays a foundation of trust and a base for prevention and children's rights. In the Lake Hills neighborhood, it is easy to identify the basic outward needs, yet there are a lot of unseen problems that can only be found out by talking with the children. In observing, volunteering, working, and researching Jubilee, the injustices they are experiencing are not just the lack of basic needs, but issues of abuse, neglect, sexual exploitation, disease, starvation, gangs, and homelessness. Ray & Carter (2007) reasoned that, when making a decision, a society's fixed beliefs and opinions may not always be the best option. The support of community leaders, parents, nonprofit organizations, and local lawmakers are necessary, but children play the most critical role in creating programs that will prevent their peers from identified risks. Including children in decision-making not only empowers them, it gives them a role in their community and a chance to prevent other children from experiencing the same injustices they faced. Young adults are constantly looking for places to fit in. If we do not continue to create opportunities for them to get involved and belong to something, they might very possibly resort to gangs and prostitution. Jubilee hopes to fight this with their social-enterprise program.

The Lakes Hills neighborhood is comprised of immigrant families, single parent families, and families struggling financially in substandard and crowded housing. Principals, teachers, school district officials, parents, and residents of the Lake Hills community have all been concerned with increasingly large dropout rates among the youth, out-of-work immigrant youth, and increases in gang membership. The social enterprise program at Jubilee REACH plans to address those concerns with a holistic approach. Combining mentorship, leadership development, and job skills, the program will be reaching the heart of each individual involved to develop a sense of self-worth and encouragement towards the pursuit of a higher education leading to career fulfillment. Additionally, they will engage in what it means to be an active member in their community.

Giving a hand up and not a handout is not easy to incorporate into forty programs. Nevertheless, in the urban area where Jubilee REACH is located, it is evident how important that motto is, especially for the adolescents. Learning to live a self-sustained life requires strong leaders who are invested in the young adults. They face even more difficulties because of their age and lack of opportunities to be involved and participate in decision-making processes. Urban communities like Lake Hills are starting to give up on investing in the residing youth because of the high school dropout rates, low grades, and large gang population. However, this is when the youth need love the most. Jubilee REACH is attempting to address the needs of the young adults, but more action is needed. Lupton (2007) contends that, "betterment gives a man a fish; development teaches a man how to fish" (p.39). The social enterprise program is intending to teach the young adults how to fish. I am not looking for a temporary fix for the youth, but rather supporting a program that will have a long sustaining impact for the youth of this Bellevue community. Betterment will not keep the youth from failing, dropping out of school, running away, joining a gang, or going into

prostitution. Offering food and activities everyday will bring temporary fulfillment; teaching them what it means to engage in mentorship and serving others will bring value, worth, and a brighter future.

People living in a struggling urban community like Lake Hills are often met with handouts by local churches, organizations, and good-hearted volunteers with good intentions to meet immediate needs. However, this mind set creates an entitlement attitude, like what I have witnessed at Jubilee. White (2006) reminds us that, “by choosing forms of service in the city that are holistic, we ensure that the root causes of injustice are addressed and that the help we bring is sustainable” (p.177) In the city and urban areas it is easy to just give things to people as a form of charity, but it does a great disservice to the receiver and giver. Urban areas need to learn to live a self-sustaining life as much as the people living in the suburban and rural areas. With the alarming statistic of one in five youth believing their community does not value them, it is critical that the youth engage in their community by serving others and being a positive presence to their neighbors in order to change stereotypes (Benson, 2006). Lupton (2007) gives the example of an urban church ministry that created a clothing store for the poor in their community where originally they offered free clothing, but quickly realized how ineffective and harmful it was to both the ministry and to the receivers of the clothes. After modifying the program, they were able to create an exchange model where everyone would reap the benefits and the buyers of the clothing could feel ownership in buying their own things. This example illustrates how important exchange is in order for people to feel independence and pride, especially for young adults.

Making young adults feel valued in the diverse neighborhood of Lake Hills is a difficult task. Jubilee REACH is creating a safe environment for the youth that come to the organization and are attempting to engage in one of Perkins (2007) 3 R's of community

development and reconciliation. Lake Hills is comprised of many different ethnicities, races, and economic levels, which can create problems. Jubilee is bringing everyone together with many programs to be reconciled with one another and with Christ. Specifically looking at the youth programs again, Jubilee is neglecting to incorporate a sense of value in the children. Their mission to “bring Jesus’ healing, build community, and transform lives” is not being carried out with the youth (“About Us”, 2011). The staff and volunteers give their hearts and sometimes material gifts to these kids, but how is that giving them value? By not giving them the opportunities to earn, exchange, and take ownership in what they are doing, they are not truly providing them with a sense of value. Value begins with giving the hand up and not the hand out. Lupton emphasized that, “. . . the best giving is the kind that enables the poor to know the blessedness of being givers” (p. 55). While the children may be living on the margins and struggling, they can give back to their own community. A community thrives when everyone is reconciled together and working towards transformation. Benson contends that, “serving others can be the catalyst for internalizing values of caring, equality and social justice” (p. 40). Value stems from serving others regardless of their situation in life. Jubilee has the heart for serving others, but it needs to emphasize the importance of giving to one another. A social enterprise could offer the sense of value and belonging within a community that youth so desperately need and want.

Hart (1992) believed that the amount children will participate in their community and social settings starts with how the adults in their society engage a child. Respect and partnership are two key aspects of an empowering adult-child relationship. Mutual respect between an adult and a child can be difficult because of the age difference, but it is an important aspect in the participation of a child in a community. Reddy & Ratna (2002) emphasized that respecting a child with their current situation is difficult, but essential in

creating partnership and empowerment. A child looks to the adults in their families and community for guidance and for help in developing their attitudes and needs. When an adult talks down to a child rather than as an equal, it creates division among the young and old. However, an adult that takes the time to listen and assist a child with their desires will encourage participation and development of their ideas. The respect an adult shows for a child will determine the type of partnership, if any, the adult and child will have. Gourley (2003), warned that, “if we do not possess a genuine attitude of faith in the capacity of children to make a positive and meaningful contribution...their involvement will be reduced to mere tokenism at best” (p. 91). Collaborating with a child to form a plan, program, or law, creates a partnership, which is essential to help empower children. This proves to be difficult as adults, because our views and experiences may be a bit broader than that of a young adult, yet it is essential that we continue to bridge the division between adults and young adults to create a partnership.

Jesus led a life of serving the poor and those around him. If Jubilee is calling themselves a body of Christ and promoting Christian values, how can they not promote serving people in their community? Developing a sense of purpose in serving their community will promote positive opinions of the young adults and illustrate that the youth in the neighborhood have potential to rise above their struggles and hardships. The adults at Jubilee play the pivotal role in modeling what it looks like to serve and participate in mutual exchange. The World Health Organization (2001) reported that, “Positive behaviours are reinforced by the positive or negative consequences viewed or experienced directly by the learner” (p. 20). Positive behaviors begin with adults exemplifying what that looks like through leadership, service, and investing time with the adolescents in their community.

Another focus area that I found needs development in the building of young adults is social capital. Winter (2000) discussed that families have an impact in the development of social capital in a child. However, it is also my belief that beyond families, school and community also play a role in the development of a child. Social capital begins with social adjustment. The ability for a child to observe and internalize the norms they see in society and alter those norms into positive behaviors ultimately will help build a youth's social capital (Dufur, Parcel, McKune, 2008). Jubilee and the surrounding neighborhood pride itself on the organization being a family to the community. If Jubilee and the community is a family, then Jubilee itself plays a key role in the development of a child's social adjustment and social capital. Therefore, it is vital that this social enterprise works with the community to create something that is exemplifying positive behaviors and mutually beneficial. The social enterprise program aims to make it beneficial for all by using volunteers in the community from local businesses and schools to be a part of the program and encouraging the parents to be involved too. The research completed of the Lake Hills neighborhood found that most parents want their children to succeed. They are doing that by working long hours to make money to provide for their family; but then the youth are losing out on investment of time with their parents as they grow. Children are also losing out on educational opportunities and programs because their parents do not see the importance in education since many never received it themselves (Banerjee & Duflo, 2008). Jubilee wants the youth to attend college or work in a solid job building skills and social capital. Any apprehension parents feel for their children getting a higher education can be a challenge that is hard to overcome if they themselves have never had a college degree. But we would like the parents to also recognize that their children have strengths and gifts that can be used in a variety of settings. The social enterprise is just one significant place where they can go to utilize their abilities.

Bornstein and Davis (2010) define social entrepreneurship as “a process by which citizens build or transform institutions to advance solutions to social problems, such as poverty, illness, illiteracy, environmental destruction, human rights abuse, and corruption, in order to make life better for many” (p. 1). In a class lecture we learned that the characteristics of social enterprise are to promote change in both thinking and behavior, benefit a maximum number of people, and address the root cause of a problem (Inslee, 2011) The issues for young adults in the Lake Hills Neighborhood are beyond an increase in gang membership, low grades, and high-drop out rate. They are not seen as worthy or able, nor do they feel like they belong anywhere. The ages of twelve through fifteen are the average ages of when youth will join a gang (Green, 2011). In offering a social enterprise program for those ages, Jubilee is trying to provide an alternative to joining a gang and still give them a place to belong. Their social enterprise program aims to tackle the outward issues of involvement in gangs, high dropout rates, and bad grades while working on the internal issues of self worth and ability through engaging them in a program serving the community. In addition, the youth will also be able to gain job skills and grow their strengths. A former gang member and current volunteer at Jubilee, Vica, believed that the only reason he got out of the gangs when he was still a teenager was because he was given a job that required him to be responsible. People relied on him to fix their car problems (Personal communication, February 6, 2011). Social enterprise aims to create a sense of belonging for these young adults while building up their social capital and value with job skills and mentorship.

Creating a silk-screening social enterprise was a vision of the young adults at Jubilee. In doing surveys with the youth, we discovered that they had an idea to make t-shirts for sale. Making t-shirts was one concept that they all thought would be profitable in their community; and it is something they wanted to learn how to do. While I was involved in the decision

making process, I wanted to begin this journey of creating the program with them and be directly involved. Their participation is critical in making this program work. Bornstein and Davis (2010) stipulate that, “organizations that seek to advance change in the world must also create internal spaces for people to discover their potential through experimentation” (p. 61). Allowing for youth to have a say in the new program being created helps them to become invested in the project at its inception. Their direct efforts will drive the program forward. With the backing of many volunteers and donors for the social enterprise program, we can get it initiated, but it really depends on the youth and the effort they put into the project. Their names and ideas will be the ones that are put on the product.

The social enterprise program, which still remains nameless at this point, has five distinct core values: build relationships, leadership, community, respect, and empowerment. Each core value represents what the holistic program hopes to achieve. The program is meant to bring youth from all different backgrounds in the Lake Hills community to bridge gaps in culture and come together in unity to create t-shirts. Building leadership comes with the mentorship component of the program. Jubilee wants to capitalize on the strengths of the youth while creating confident and empowered leaders gifted and skilled in a variety of areas developing a positive influence on their peers. Lynch and Walls (2009) described leadership to be one of the most important disciplines as a social entrepreneur, and critical to the health of the organization. Leaders are right now in place at Jubilee, but it is necessary that we build the next generation of leaders able to take over organizations like Jubilee and run programs similar to this social enterprise. Fostering community comes with youth participating in the program, creating t-shirts, selling them in the community, and then having profits go back into the program, so other young adults can be a part of the program. It is a positive cycle that we hope will impact the community. Additionally, the community will be able to see that the

young adults are not bad kids but have worth and can be active citizens of influence in their sphere of influence. Building respect means the young adults learn to make a difference right where they live proving themselves to the adults that they are contributing members of society. Lastly, we want the youth to be empowered, allowing them to see for themselves that they are capable young adults with strengths and gifts that can make a difference in the world.

Jubilee creates programs that have a lasting impact and the social enterprise program is no different. Despite this program being only a one-year program, we want the youth to continue to remain involved if they so choose. Two of the core values of the program are building community and building relationships. While the youth complete the program in one year, it is important that we create an environment where their participation is valued even after completion. Additionally for those who are not of age to work, we would like to eventually create a way for these youth to continue in the program but in a different leadership role. The social enterprise is all about doing good in the community, and that does not mean making an impact for a year and then leaving, it means continuously investing in the lives of youth at different levels. The hope of the future is to eventually expand the program and offer more opportunities for more youth. The plan is to make a sustainable enterprise where profits will help this program to expand, build, and transform lives.

A child comes home from school to an empty house where the parents return hours later and do not show much interest when they finally do arrive home. A young adult shows up at the after-school program where they are given food and a place to hang out, but no one asks how his or her day was. To some this may seem normal and not a problem; but for a child, this shapes the way they develop into young men and women. It affects their emotional, educational, spiritual, physical, and mental development. At a young age, they are impressionable and if they are not encouraged, supported, loved, disciplined and invested,

they run the risk of becoming “at risk” and susceptible to high-risk behaviors never knowing what it feels like to be loved. Daniel J. Monti believes that youth engage in high-risk activity because they never found any other place where they could belong. (D. Monti, personal communication, January 18, 2012). Thus, the question that is driving the social enterprise program is how do we, as adults, caretakers, guardians, parents, volunteers, and neighbors, ensure that children are being given these necessities for development and creating an environment where everyone feels like they belong? With the research conducted, Jubilee’s presence in the neighborhood, and the drive of the community to create a better place for youth, the holistic social enterprise program is a foundation for young adult transformation. It is no longer acceptable that children go home to empty houses or that young adults find belonging and worth in gangs, drugs, and alcohol. The youth of Lake Hills are the future of their community; and instead of addressing the surface level problems, it is time that Jubilee goes deeper and tackles the root of the problems. The social enterprise program will never be able to satisfy all the issues of young adults, but it is hopeful that by beginning one program, others will follow so all youth are being transformed finding their worth and finding a positive place where they can belong.

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Appendix A Grant Proposal



April 12, 2012

Dear Mr. Shoemaker,

Before there was Jubilee REACH, there was the sidewalk in front of Bellevue's Lake Hills Elementary School. Kids showed up as early as 6 a.m., dropped off in the dark by parents hurrying to early work shifts. There the children waited, sometimes as many as 20, sitting under a breezeway or chasing each other for up to an hour alone in the cold, dark and wet. In 2005, when Jubilee was still just an idea, its leaders asked the principal how they could help. Her response was swift, a program to get those kids somewhere safe and warm, where adults were present. A year later, the idea became a reality. Jubilee was born as an ongoing community project with a local Bellevue church. What began with a commitment by church leaders to serve their community has bloomed into the center, a nonprofit with programs that now serve 1,100 families with help from over 2,000 volunteers recruited through a network of local churches and social service agencies.

We want to continue the transformation of a community with the creation of a new social enterprise program. The program will offer after school care at the Jubilee REACH center, yet with mentoring, leadership and job skill development. We are asking for \$30,000 to include with our other donations for the start up cost of this program. It is our goal to be a sustainable enterprise in three years with the sales of our t-shirts.

Thank you for taking the opportunity to read this grant proposal. Jubilee REACH is currently doing great things with the forty programs already in place and we hope with the addition of the social enterprise program that it will begin a larger transformation in the whole community.

Sincerely,

Brent Christie
Executive Director



Jubilee REACH Center is a non-profit 501 (c)(3) organization, EIN 20-4074712.

Resources Education Assistance Community Hospitality
14200 SE 13th Place ~ Bellevue, WA 98007 ~ 425-746-0506



Letter of Inquiry

April 12, 2012

Dear Mr. Shoemaker,

On behalf of Jubilee REACH, we wish to thank you for all you have done for children in King County. We applaud your recent work with Summer Search and the success of the new program. We understand that Social Venture Partners currently seeks to award a grant that will make a significant impact on a nonprofit program. With this query letter, we invite your support of our related work in King County.

Jubilee REACH, a 501c3 organization, founded in 2006, provides tools and resources for the adults and children in the city of Bellevue that are economically, academically and culturally stressed. Located in the Lake Hills neighborhood of Bellevue, Jubilee is able to reach and offer services for over 1,100 men, women, and children. Our mission is to Love, Listen, and Learn and step in the gaps for neighbors in need.

We serve about 1,100 families from the city each year, with over half of those being children. The children specifically are being served through:

- medical and dental care with our medical and dental vans;
- free morning and after school programs at the different schools for elementary, middle, and high school aged youth;
- internship and mentoring programs in the summer;
- after school sports programs for middle school aged youth;
- art classes after school in the donor funded art studio; and
- music classes after school for a low cost.

As with similar programs in the Seattle region, the average age of youth we are serving is between 5 and 16 years old. This is a critical development age of a child. Due to budget cuts in education, the economic crisis, and the lack of protection for refugees, children in elementary, middle, and high school are losing out on critical development skills such as



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fine arts, physical education, and job skills. Schools such as Stevenson Elementary, Highland Middle, Odle Middle and Lake Hills Elementary School, where the majority of students come from low-income families, rely on our health, vans, before/after school programs, and tutoring services for the children to continue on with school. The parents rely on our ESL program, computer class, medical clinic, luncheons, and transitional housing in order to support their families. Jubilee REACH is able to offer programs that cater to young adults with art, music, and sports programs, however, youth are still missing out on learning job and life skills. Financial constraints should never determine the quality of education a child receives, and this is especially true for the programs offered at Jubilee REACH and the new unique social enterprise program that is being created..

Last year, strategic research was conducted in the Lake Hills neighborhood to determine the greatest needs of the youth. Surveys and interviews were administered to school board members, teachers, community leaders, local business owners, families, youth, Jubilee staff and volunteers. We determined that one of our top priorities is ensuring that the youth are developing a sense of responsibility, worth, dignity, and being empowered through a new social enterprise program, with a part time staff member and five volunteers dedicated to running this program. Jubilee staff members, local school officials, and a full time graduate student studying community development in an urban context designed the social enterprise program. The main purpose of the social enterprise program is to:

- Engage youth in the Lake Hills Neighborhood to create and produce something by themselves and
- Teach young adults job skills and responsibility;
- Empower young individuals to see the worth in who they are.

The social enterprise program will engage twenty young men and women between the ages of 11-16 from Highland and Odle Middle School and Sammamish High School to participate in a year long after school program with the option of continuing on as a leader after completing 12 months. Under the supervision of a hired social enterprise coordinator and five volunteers, the twenty young adults will learn and participate in the silk screening of t-



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shirts using their own designs and ideas. Additionally, they will be able to sell their t-shirts at Jubilee’s thrift store, Heart N’ Home and at local businesses. Our coordinator and volunteers would be trained to use the silk screening machines and would also include the assistance of the full time art teacher at Jubilee. Our social enterprise-learning model cultivates students’ ability to see their own work on something tangible, profitable and eventually sustainable.

We anticipate that setting up and running this program for the first year will cost \$38,000. In addition to the \$5,000 we agree to absorb in our operating budget, we have garnered \$1,000 from two local churches, and a local silk screening business has donated a silk screening machine.

Your guidelines state that your top priority is improving the lives of at-risk youth living in urban settings. Our program will provide an opportunity for at-risk youth living in an urban community to give them hope for a sustainable future. We seek approval to submit a full proposal for a grant of \$30,000.

We intend to raise the remaining money from individual donors, yearly fundraiser, and local businesses. Funds to sustain the program will be generated by grants, donors, and fundraisers for the first two years, then through the profits of the t-shirts the following year.

If you have any questions about our organization, our new program or this request, please contact our Social Enterprise Coordinator, Julia Block, at (951) 837-7431. Thank you again for supporting youth in our community. And thank you for your consideration.

Sincerely,

Brent Christie
Executive Director



Jubilee REACH Center is a non-profit 501 (c)(3) organization, EIN 20-4074712.

Resources Education Assistance Community Hospitality
14200 SE 13th Place ~ Bellevue, WA 98007 ~ 425-746-0506

Jubilee REACH Social Enterprise Program Budget: 2012

Revenues

Independent Donations	\$11,400
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Grants

Foundations	\$4,600
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Corporations	1,000
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Special Events	9,000
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Other	12,000
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Total	\$26,600
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Total Revenue	\$38,000
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Expenses

Salary	\$17,500
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Consultants/Professional Fees	3,000
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Materials Cost	6,900
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Insurance	1,000
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Equipment	2,500
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Travel	2,000
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Supplies	2,000
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Printing/Copying	1,000
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Postage	100
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Marketing	2,000
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Total Expenses	\$38,000
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(See Appendices A for a complete fundraising plan)

Executive Summary

Jubilee REACH plans to expand their youth programs with a new social enterprise opportunity for young adults to participate in, create, and sell. Twenty young men and women, between the ages of 11-16 will work for two hours after school, two days a week designing, silk screening and selling their completed t-shirts at various outlets in the Bellevue area.

The majority of the young men and women who will participate in the social enterprise are already attending after school programs at Jubilee; however, the program will also invite youth from the surrounding middle and high schools that are part of other programs such as Boys and Girls Club and the YMCA. The social enterprise program is taking a holistic approach where the youth will learn job skills, responsibility, meet local business owners, yet, also be mentored and empowered to see their full potential and worth. After completing the program, the young adults that are of age at that time will be placed in a job.

Participants will be selected based on interest by those already attending Jubilee programs with an application and interview. In addition we will work closely with the four surrounding middle and high school teachers that will recommend students that may benefit from the program. Criterion that Jubilee staff and teachers may use includes disinterest in school, poor grades, low self-esteem, first generation immigrant family, and family ties to gangs.

Each working day the youth attend, they will be assigned to a certain task for that week. Then the following week they will rotate assignments, thus getting experience in all the roles. The participants will have an opportunity to participate in each step of the creation of the t-shirts including marketing it to local businesses, delivering and displaying of the completed t-shirts. Additionally, each participant will meet weekly with his or her assigned adult that will act as a mentor. During the one on one time the individual can ask questions, express fear, angers, or successes in addition to being encouraged and empowered. The mentor will offer advice, prayer (if asked) and provide resources. The social enterprise will make the youth use critical thinking, attention to detail, creativity, safety, leadership, and responsibility. The young men and women are encouraged to be creative in their designs, ask questions, build relationships, and use open communication with the staff and fellow participants.

Raising \$38,000 will allow Jubilee REACH to hire a part time staff member to run the social enterprise program and work with the surrounding businesses. It will also enable Jubilee to purchase the remaining materials needed that were not donated. With the addition of a new staff member to run this program and five volunteers to oversee and mentor the youth, we will pursue the following program goals for the coming year:

- Continue to develop the program and expand the program.
- Develop the relationships with local businesses to sell the t-shirts.
- Engage more community members to get involved in the youth programs at Jubilee, especially the social enterprise program.
- Evaluate the program through surveys, observations and communication with parents, teachers, youth, and staff.

Evaluation

The goals of the program are to increase the number of youth pursuing higher education, a vocation, raise low grades, decrease the number of youth choosing to join a gang, empower the youth to feel they have worth and enable the young adults to create and produce something on their own.

- The evaluation will be a multifaceted approach: pre and post program measures, short term, long term, and post-program measures. Surveys, observations, and communication with parents, businesses, and teachers.
- Surveys will be conducted before the program starts. Parents, teachers and youth will be interviewed before the program begins by one of our staff members.
- A survey will also be conducted with the teachers, youth, and parents at six months, and after the completion of the program.
- Volunteers will also be given a different survey to evaluate their view on the program and how it is developing.
- Additionally, every month a local business official will observe and give feedback to Jubilee staff and the youth about the work.
- Every month the local businesses that are selling the t-shirts will give comments about how the t-shirts are selling, what designs are selling, and the quality of work.
- The board members will evaluate the first three months with volunteers, school officials, parents, and with the youth to have an open discussion and dialogue.
- Lastly, after three months, six months, and a year, Jubilee and teachers will evaluate the participant's grades, then compare with the previous months to see if there was any improvement.

Organizational Information

Jubilee REACH, a beacon of light in the city of Bellevue's Lake Hills neighborhood, recognized a need to love their neighbors and provide resources to their struggling community. Founded in 2006 as a 501(c) (3) non-profit corporation, the founders saw a need to assist the undeserved and overlooked families on the Eastside. Their mission is to "Bring Jesus' healing, build community, and transform lives." Over the past six years they have broken down the walls and built bridges in the community. They have connected with local schools, businesses, service organizations, government, and churches in the community to provide a hand up, not a hand out, building interdependent, sustainable, and productive life paths for men, women, and children. Currently, Jubilee has forty staff members, over 2,000 volunteers, and active board of directors.

Since opening their doors in the Lake Hills neighborhood, Jubilee has served over 10,000 people through health care, computer classes, meals, ESL programs, recreational activities for all, before and after school programs for the elementary, middle, and high school youth. Jubilee does research and community based forums to encourage the community to discuss their needs, helping Jubilee know what programs and resources to provide.

The Lake Hills neighborhood is a community diverse in nature and rich in culture. With a mix of old large houses and low income housing, the neighborhood is not your average community. Across the 405 freeway there are large upscale centers where expensive dining and shops can be found. In Lake Hills there are old buildings and local shops that line the streets and shopping centers. There is quite a distinct difference between the two sides of the freeway. With 8.1% of children under the age of seventeen living below the poverty line in the Lake Hills neighborhood alone, this illustrates the difference how one city can be so unique.

The diversity of the ethnicity and culture found in Lake Hills neighborhood is known to be higher than any other neighborhood in Washington State. Over 35% of the current population is foreign born. 60% of the students in Lake Hills speak another language at home. The community is comprised of Yugoslavian, Armenian, Russian, Hispanic, Indian, Mexican, Italian, and East Asian. There are over ten first languages spoken in the community.

Jubilee REACH is at the heart of bringing the diversity together. Their unique ability to encourage and welcome all cultures to come to their center and share their culture is what makes them a growing successful organization. Every Thursday you can walk into the center at 11:30 AM and observe a sea of faces with all different ethnicities sharing an international meal with one another. They encourage acceptance, love and empowerment for all. Their programs are about providing a service, but it is also about wanting to see the individuals grow and see their worth. Other organizations like the YMCA and Boys and Girls Club offer great programs for the youth and adults, but Jubilee's mission is to go beyond the programs and reach the heart of each individual. Nevertheless, they acknowledge they cannot provide all the resources, thus, always communicating with other local organizations that can provide what they cannot. At Jubilee it is not about the organization, but about the community and their needs.

Statement of Need

The question “who is my neighbor?” drives Jubilee REACH to offer over forty “need based” programs to improve the lives of men, women, and children living in the Lake Hills neighborhood of Bellevue, Washington. According to the Bellevue School District, 50 % of children between the ages of 7-18 are failing and 64% of children in that community qualify for free/reduced lunch. Additionally, there are five prominent gangs in Bellevue alone that fill the streets. Gangs make the youth feel like they belong to something, even if it is unhealthy. Parents are working early morning or late night hours in order to provide for their families, leaving children unsupervised for long periods of time. However, with before and after school programs from Boys and Girls Club and Jubilee REACH being offered, parents have a safe place for their child to go. Not every child has the opportunity to experience these programs being offered and oftentimes youth go unnoticed and left on their own. It is this very reason that Jubilee REACH seeks to expand their programs and create a social enterprise for middle and high school age young adults.

The Lake Hills neighborhood is comprised of immigrant families, single parent families, and low-income families. Principals, teachers, school district officials, parents, and residents of the Lake Hills community have been concerned with the increasingly large statistics of drop out rates among the youth, out-of-work immigrant youth, and an increase in gang membership. Additionally, many children at Jubilee REACH have taken on the role as caretaker for their younger brothers and sisters while the parents are gone and at work. These older siblings are taking on serious responsibilities at a young age. Setting goals for their future is put aside for the young individuals. The failure of adults investing in the youth and helping them see their worth is allowing the young adults to turn into “at risk” youth.

Young adults need to have healthy responsibility that can pave the way for their future plans and need to know they belong. It is critical that they are given opportunities to visualize, create, build and produce things on their own. Healthy responsibility will help develop a sense of worth and hope for a future beyond their current situations. A social enterprise program where they are able to design their own product, make, produce, and sell it, will help them tangibly see their skills, talents, and gifts and apply that to their future. In addition, building up their worth and leadership skills will provide confidence in planning for their future.

Project Description

The high drop out rates, low grades, and increase in gang membership is the stereotype of the youth in the Lake Hills neighborhood. The youth in middle and high school in the Lake Hills community are our future and if we are not careful we will have a lost generation. Children truly are the future and need consistency, need to learn responsibility, love, care, and job skills that can carry them into the future. Combining mentorship, leadership development and job skills, Jubilee REACH is creating a social enterprise program for the young adults.

The social enterprise program will provide four key development areas; mentorship, leadership, job training, and responsibility. Developing job skills is very important, but Jubilee is about more than just programs, their mission is to bring healing, community and transformation to each individual that walks through their doors. This program is aligning with the motto, “give a hand up, not a hand out”. Young adults will learn that responsibility and using their talents can be used for good. The whole concept of this social enterprise program is doing good in the community and for others while helping youth learn to be responsible and sustainable at a young age. A unique component about this program is that the job training is for the young adults and it is a holistic approach, with a Christian leadership perspective. However, the youth are not required or asked to convert. The young adults need to be invested, to be developed into great leaders and mentored along their journey of transformation. Having skills will only allow for so much development. Youth’s hearts need to be touched and transformed.

The social enterprise itself is a silk screening business that will make t-shirts that can be sold at local shops in the area. Each time the youth comes into “work” they will check in with their mentor for their assignment for the day. Each assignment has components to develop job skills, responsibility, and leadership. Every week students will have the opportunity to deliver the t-shirts to the businesses that are selling them. The incentive for the youth is that after completing the program for a year, if they are of age, we will help them transition into a part time job that aligns with their strengths. If they are still under the legal age for working, then they will be offered an internship opportunity at Jubilee, where they expand on their skills and strengths. Once they are able to work, we will assist in finding them a job.

A distinguishable quality about this program is that we are engaging the students with the community and encouraging the community to engage with this program. Since Jubilee is about building community and making transformation we find it is important that the young adults have a hand in making the change in their own life and in their community.

There will be one part time employee to run the program with five volunteers committed to mentoring and helping with the program in the first year. The part time employee will also be trained in silk screening. The part time staff member has her masters degree in community development work with an emphasis in youth development. She additionally, has four years experience in creating mentorship and leadership programs for at-risk youth. The staff member has lived in Bellevue for the past two years and has lived in East Los Angeles for three years. While in Los Angeles she created a mentorship program for two East Los Angeles high schools. These institutions had high drop out rates, increased teen pregnancy, and gang membership. Jubilee’s art teacher has already committed to spending some time with the young adults to teach them basic art techniques for the t-shirts. The volunteers would go through extra training in silk screening, as well as, in leadership and mentorship. Additionally, everyone involved in the program, including the youth, will be

taught the silk screening business by a local silk screen business owner. Additionally, some of the volunteers are proficient in speaking Spanish.

The proposed timeline of the program is as follows:

- **Month 1-** We will recruit students from the different middle and high schools with the recommendations of the school teachers.
- **Month 2-** Begin to accept applications and conduct interviews with the potential individuals.
- **Month 3-** Collect the necessary materials for the program like the t-shirts, silk-screening machines, and art supplies.
- **Month 4 -** Mentors involved in the program with the exception of the youth will go through the appropriate training with the silk screening machine. Leadership workshops will be held during this period. Initial program surveys will be distributed to youth, teachers, and parents
- **Month 5-** The program would launch and the twelve month program begins.

Conclusion

Jubilee REACH is transforming a community that is in need of a helping hand and loving heart. We are giving them a hand up, not a hand out. With over forty programs for men, women, and children we are making great strides in creating hope for a sustainable future for families. Yet, the youth are in great need of hope. These young adults are all talented and gifted, but because of factors beyond their control, like economic crisis, lack of healthcare and a disconnect in adult mentorship, youth are struggling to find who they are and where they fit into society. With the establishment of the social enterprise program, Jubilee will be meeting the needs of the youth in the community. The program will teach them job skills, responsibility and allow for their own participation in creating the products. Additionally, our caring and trained volunteers and staff will be able to invest and mentor the youth through their struggles and successes. This program will empower the youth to see that they are capable of doing great things with what they have been given. In collaboration with churches and businesses, we will be able to provide training, mentoring, and guidance for their future.

The funding requested will support the purchase of materials, time, and staff for the social enterprise program. This project will provide empowerment for a group of at-risk youth to see a future of hope, possibilities and sustainability. Despite the many obstacles the young adults are facing on a daily basis, the youth will be able to overcome them and thrive with Jubilee and this social enterprise program.

Appendix B**2012 Jubilee REACH Social Enterprise Funding Plan****\$38,000**

The purpose of this plan is to expand and enhance Jubilee REACH's programs with a holistic social enterprise opportunity for the young adults in the Lake Hills neighborhood in order to empower and give young adults opportunities to gain business and life skills, while building a sustainable enterprise.

This program is strictly a social enterprise program, with it becoming sustainable in the next few years. The funding is intended to (1) provide the materials needed to design and silk -screen the t-shirts; (2) Bring hope, worth and empowerment to the young adults living in the Lake Hills community; (3) Give a sense of responsibility and accomplishment to the youth; (4) Improve the grades of the participants in the program.

Executive Summary

Since 2006, Jubilee REACH has been able to offer over forty programs to families to improve their quality of life. Jubilee plans to expand their programs with a new social enterprise opportunity for young adults to participate in, create, and sell. Twenty young men and women, between the ages of 11-16 will work for two hours after school, two days a week designing, silk screening and selling their completed t-shirts at various outlets in the Bellevue area. The majority of the young men and women who will participate in the training are already attending after school programs at Jubilee; however, the program will also invite youth from the surrounding middle and high schools that are part of other programs such as Boys and Girls Club and the YMCA. The social enterprise program is taking a holistic approach where the youth will learn job skills, responsibility, meet local business owners, yet, also be mentored and empowered to see their full potential and worth. With the addition of this new program, we are looking to fund this program for the first three years with the hope of making it sustainable after three years.

With a year of research and discussions, the board and business community anticipate the start up cost to be \$38,000. We understand this cost is only an estimation and realize that the actual amount will vary, but we are hoping to stay within that budget. Through a large donor and volunteer base we have the support and donations of many of the start up costs for the necessary materials. Additionally, we have many volunteers eagerly wanting to be trained to help run the program.

The program will run during the week. Since that requires an additional staff member that is trained in silk screening and making connections with businesses and donors in the community, we plan on using the relationships Jubilee has already built with the local community, churches, and businesses to create partnerships. The annual fundraiser through Jubilee will also have a new component where they will market the new social enterprise program and use 15% of the funds raised towards the new program. We also have been given a silk screening machine and a local silk screening business has already volunteered to train staff, volunteers, and the youth in how to do silk screening. The on staff art teacher at Jubilee will also be available throughout the week to help with the design of the t-shirts. With the donations we still need to raise more funds to aid in the start up costs. With the annual auction/fundraiser, Jubilee's budget allocation of a certain amount of funds yearly for this program, grants, and funding from individual and corporate donors we will be able to create a social enterprise program that will make the youth use critical thinking, attention to detail, creativity, safety, leadership, and responsibility. With the t-shirt sales going back into the program, we will eventually create a sustainable program where the youth are benefiting and Jubilee has a program that is sustaining itself. The young men and women will be able to be creative in their designs, ask questions, build relationships, and use open communication with the staff and fellow participants, creating community and a future.

Raising \$38,000 will allow Jubilee REACH to hire a part time staff member to run the program and work with the surrounding businesses to make the program sustainable in three years. It will also enable Jubilee to purchase the remaining materials needed that were not donated. With the addition of a new staff member to run this program and five volunteers to oversee and mentor the youth, we will pursue the following program goals for the coming year:

- Continue to develop the program and expand the number of participants.
- Develop the relationship with local businesses to where we can sell the t-shirts in five local businesses.
- Engage more community members to get involved with the youth programs at Jubilee, especially the social enterprise program.
- Evaluate the program through surveys, observations, and communication with the teachers, youth, staff, and parents.

Depiction of Needs

Jubilee REACH, a center for hope and healing is meeting the needs of families throughout the Lake Hills neighborhood with their forty programs. However, there are still some needs that have not been met, especially with the youth. Physical needs are being met, before and after school care is being provided, but the vocational, emotional, intellectual, and spiritual development of the children is lacking. Lake Hills neighborhood is plagued with high drop out rates, low numbers of young adults moving onto higher education, an increasing rate in gang membership and an overall a low socio economic community. The youth in middle and high school in the Lake Hills community is the future of Bellevue and surrounding communities and if we are not careful, we will have a lost generation. Young adults need consistency, responsibility, love, care, and job skills in order to thrive in the future.

On the outside the public sees at-risk youth that are trouble, but really these youth are voided of necessary developmental assets, which the public does not see. They need love, responsibility and investment. Time and money investments are imperative for the development of a child. With over a year of research, interviews, and discussions with the youth of the Lake Hills neighborhood, it has become evident that youth want to feel like they have value and are able to accomplish things on their own. Young adults see their parents struggle with money and supporting a family, that oftentimes they feel like a burden and unable to contribute to the family.

Jubilee is constantly fundraising for new materials or programs that are applicable to the youth. The newest social enterprise program that is in progress is no exception. The greatest need is the start up cost in order to begin the program. Marketing the program to the volunteers and current donors has already been very successful with commitments from local businesses to contribute their time, money, services, and equipment. Yet, more money is needed. We are not short of talented volunteers and staff members ready to be trained and invest in the youth, but, unfortunately with not enough money to carry the program until it is sustainable, we will create more problems than success. The youth are in need of a program, but we are also in need of a yearly renewable grant and a commitment of donors to fund the program for at least three years.

Differentiation

There are no other local organizations working in the Lake Hills neighborhood that are offering such a specific program. Additionally, there are no other social enterprise programs for the youth in the area, except a few programs in downtown Seattle that build job skills with homeless youth. This program is different from any local programs like the YMCA, Boys and Girls Club, and even Jubilee, because it is teaching them responsibility, empowering them to

express their creativity, preparing them for the future and using their talents and gifts. A social enterprise is not a new concept, but this specific program will assist in job placement after completing the program for a year in addition, to strength and character building in the young adult participants. The program is also offering a spiritual component to it. This program is aligning with the motto, “give a hand up, not a hand out”. Young adults will learn that responsibility and using their talents can be used for good. The whole concept of this social enterprise program is doing good in the community and for others, helping youth learn to be responsible and sustainable at a young age. A unique component about this program is that the job training is for the young adults and it is a wholistic approach, with a Christian leadership perspective. As part of the program the youth will learn and identify their strengths and gifts. The mentors will then help build those specific strengths and gifts so they can be assets in their future careers. However, the youth are not required or being asked to convert. While this may cause issues with certain donors, we are following the mission of Jubilee which means using Christ as an example in all programs.

Demonstrating Impact

Evaluating and demonstrating impact can be difficult to measure, but is an essential part of this program. We will demonstrate the impact of the donor’s time, money, and materials through a number of outlets. The first way to demonstrate impact is to have those involved with the program evaluate it. We need to ensure that not only is the donor’s money and time making an impact, but that we are making an impact in the live of others’s, especially the youth. The first thing we will do is conduct surveys with the parents, youth, and teachers before, during and after the program is complete. It is essential that we are constantly trying to better the program to make it applicable for the youth. Despite doing the research before we began creating the program, we realize things are constantly changing, thus, we need to keep up with the changes. Also, issues come up once the program starts, so we need to be aware of those problems and be able to correct them. By hearing from the youth, parents, and teachers we can evaluate the surveys to make comparisons from before and after the program started to see if the program is making an impact and if we are achieving our outcome goals. Criteria and topics the surveys would cover is the attitude and actions of the youth at home and in the classroom. Also, we would ask for teachers and parents for any changes either positive or negative since beginning the program. It is vital that the youth, as well as, the others that have a vested interest in the program are evaluating the work too. Investors, funders and donors also could benefit from seeing statistics and responses on paper, as well as, hearing from the youth.

Another way we will be evaluating the program is to look at the student’s grades after completeing the initial six months of the program and after the completion of the year long program. With one of the main goals of this program is to improve the youth’s grades and to promote them to start thinking about their future, we will look at their grades to see if there has been improvement. 50% of the youth in the Lake Hills neighborhood are receiving failing grades, thus, making it really important to see if there has been an improvement of their grades since being part of the program.¹ Jubilee will work closely with the teachers and school district to be able to see the change in the student’s work in the classroom. If the grades do improve, then it is a testimony of the impact the program is having on the youth and their

¹ Jubilee REACH Center. (2011). About us. Retrieved from <http://www.jubileereach.org/joomla/index.php/about-us>

education. If improvement is not seen in the grades we will re-evaluate as a group and on an individual basis to see what can be altered or if the program is even right for the participant.

In addition to surveys and looking at student's grades, we will also have an open door policy where donors will be allowed to come in and observe and interact with the youth with signed permission by both the parent and young adult participant. We want to allow for open communication among all parties involved. The open door policy will let donors become more invested in the program and also give them a chance to see the lives they are impacting. We would like to include a monthly meeting where all donors, Jubilee board and staff members, volunteers, parents, teachers and young adults can come to have an open forum and discussion about the positive and negatives of the program. This makes it available for all to participate and have a say in the program. Since Jubilee is focused on serving the community, we want to ensure that this program is also creating a community environment. Funders will have a chance to see and hear the impact that the program is having not only on the youth, but in their families, as well. The monitoring, design and evaluation can show if we are being sustainable, if the kids are thinking more about their future, how are they at home, in the classroom, and if local business owners believe we are making a positive impact and prepping the youth to work. The focus is not just building skills, it is about building up the young adult through weekly meetings with the mentor.

Donor Value

Donors are playing an essential role in this program. They are not only providing funding, materials, time, and training, but they are also playing a huge role in changing the lives of the youth. Their service, time, effort and money need to be valued, acknowledged and appreciated. Klein (2007) contended that, "to keep donors interested in your group requires showing some interest in the donor, particular interest in why the donor is interested in your group." (p. 247)². Their contributions is what allows for the youth to improve their grades, give them worth, help them plan for a future in higher education or in a vocation, and improve the quality of their lives.

We will show value to the donor through inviting them to come visit the program anytime the youth are there. They are allowed to observe, ask questions, and interact with the youth. Additionally, we want to show that their input is valued, so we will encourage and invite the donors to attend our monthly open forum meetings where the positive and negatives of the program are discussed. All who are involved in the social enterprise are encouraged to attend and to speak out about any concerns, comments, or questions they have. We want to acknowledge that regardless of your role in this program, you are part of this process of transforming lives.

Donors will also be sent our monthly newsletter. Each month the newsletter will feature one of the youth that is going through the program. The young individual will give his/her perspective on the program and hopefully how it is making an impact in their life. At the end of each newsletter there is a part where the donors are thanked. We will include all the donors who are contributing to this program in this section.

Lastly, all donors will receive ten t-shirts each that were created by the youth, each one unique from the other. Included on the t-shirt will be customary design of whatever the donor would like on it, whether it be their company name, their own name or a random design. Also, each t-shirt being sold, will have a tag with a little explanation about Jubilee and the program,

² Klein, K. (2007). *Fundraising for social change*. San Francisco, CA: Jossey-Bass.

as well as, a list of the donors that are sponsoring this program. We will ask first if the donor would like to be included on the list.

Market of Donors

Jubilee REACH will be targeting six groups of donors. The groups include local businesses, churches, current volunteers, school district officials, local community officials, and local corporations with grant programs. We want to target people that have a stake in the community, since these youth are potential leaders in this neighborhood and city. Jubilee would first target local businesses because they will eventually be hiring some of these youth. If we were to have the training and input of the local businesses, it could help prepare the youth now with job skills needed to be better candidates. The local businesses also will be the ones selling the t-shirts, so we not only want to appeal to these donors for their investment in building up the youth's skills, but also, for their help in selling the t-shirts in their businesses. For the first three years or until it is sustainable, the businesses will give all profits of the t-shirts back to the program. Local churches will also be a targeted donor because they have a stake in their local community too. While this is a profitable business, churches would be supporting and investing in the transformation of young adult lives through a business model. Churches are called to care about their community, the poor and the needy, why not market to a group that can support a group of youth in need? Jubilee is committed to "loving your neighbor" is that not what churches are committed to as well?

Current volunteers are invited to be a part of this program because they are already invested in the mission and current work of Jubilee. It would be wise and important to include the current volunteers to be a part of something new and transformational. This gives them value and makes them feel like they are an important part in transforming lives. Additionally, we have already met with several current volunteers that have already committed to donating materials to the program. This illustrates a commitment volunteers have to Jubilee already and their willingness to help when they believe in a certain cause.

The last groups of people we will market to is local school and city officials. Jubilee already has built great relationships with both groups and as a result, we already have their support and backing. While they may not be able to give money, they still are able to endorse and market the program to local businesses, churches, and individuals. School and city officials are in this specific line of work in order to better the lives of the people in their community and this program aligns with their mission.

We are targeting a variety of different donors with different strengths that can bring valuable things to Jubilee and the new program. Yet, it is important to have open communication with the donors about their expectations of their involvement and ours. We will not compromise Jubilee's mission in order to gain a dollar.

Fundraising Methods

We want to appeal to current donors because they are already invested in Jubilee's mission, nevertheless, we also want to invite other types of people that want to help in the community, but are not sure how to be connected. We will talk with local businesses that sell apparel or local products and ask if they would like to get involved in this project. Since Jubilee already has such a strong support and donor system, we will appeal to current donors through word of mouth and personal solicitation. We have already been fortunate enough to speak with a few current volunteers that have already committed to donating materials and

money. Yet, we acknowledge that word of mouth is not enough, so we will also advertise through social media outlets, give presentations at local community clubs and organizations, target people involved at Jubilee who are involved in silk-screening businesses and apply for various grants.

The social enterprise program funding will use several different methods for support and donations. We will also be targeting some current Jubilee funders and new donors. Currently, we have a volunteer grant writer that is actively applying for several different grants that are specific for job training and enterprise programs. The grant writer will conduct the necessary research in finding the different foundational grants that are focused on youth development and social enterprise. For the institutional grant we are asking for \$30,000. Within three years Jubilee plans for the enterprise to become sustainable through t-shirt profits, where it will just be another Jubilee program without a need for funding, just support, volunteers, and involvement of the board members. Additionally, a local silk screening business has donated a silk screening machine and materials to begin the process. An individual volunteer has already agreed to donate 5,000 shirts to begin with and give another 100 shirts a month until the program is sustainable. However, we are aware of how fickle the economy is, so we will not rely only on this donor for t-shirts, rather we will maintain communication with local businesses, churches, and donors that have expressed interested in contributing to this program. Lastly, we have two churches donating \$1,000 to be used for whatever necessary materials needed. This is just the current donations we have thus far, but we hope to begin communication with more churches in the area. They have also offered to market the t-shirts being sold at Jubilee's Heart n Home Thrift Store.

Jubilee will be raising these funds through their annual auction/fundraiser, current volunteers and donors, churches, local businesses, grants, and social media. The annual fundraiser draws in a lot of potential and current donors, local businesses and churches. With the annual auction coming up in June, we will officially be launching the campaign for the new social enterprise program at the fundraiser. While we have already had many discussions with current volunteers, staff members, and families about the new program we will be unveiling it at the fundraiser to give an overview of what the training will entail and who the enterprise is serving. We hope this will get the donors excited about this new possibility in their community and to encourage them to start asking questions and take an interest in this new program. Jubilee will have a sign up sheet at the auction for a follow up presentation/meeting about the new program if people are interested in more information. There also will be a booth set up at the annual fundraiser where people can talk with the coordinator and ask for donations.

Other methods we are going to use to promote and market this new program is through personal solicitation at various community events. For instance, Jubilee hosts a monthly pastor's luncheon where we will give a presentation. We can give the pastors an overview about the program so they can speak about it at church and their different ministries to encourage donating or getting involved. We will also begin to advertise at the Heart n Home Thrift Store, the weekly Jubilee Newsletter and create a section on Jubilee's facebook page. We will use all of these outlets to try and get the word out that Jubilee is adding a new program and needs support whether it be through prayer, time, money, or material donations. The first step in our fundraising plan is to get the word out there that Jubilee is creating a unique program, that is not being done anywhere else in the area and then invite them to learn more. We want people who believe in this cause and want to see youth's lives transformed. While we need the money, we want the right donors and individuals to be a part of the program.

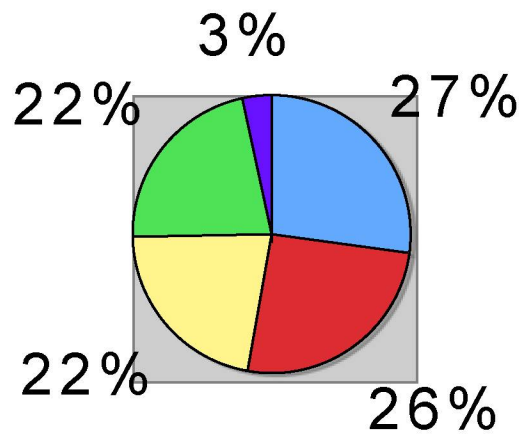
Conclusion

Jubilee REACH is a thriving organization even in the midst of an economic crisis. Jubilee offers programs that are actually transforming the lives of men, women, children and a community. By working with other organizations, schools, businesses, and the city they are able to expand and create more programs that are catering to the needs of the community. The huge donor base and network is a testament to Jubilee's commitment to their own mission and to making a positive impact in the Lake Hills neighborhood. The social enterprise program will offer an opportunity to be a part of a program that will transform a young adult's life. A young adult will be empowered, mentored, be given responsibility and opportunities to better their future. Youth are the future and should be invested in, both time and money; they are worth it.

Appendix C

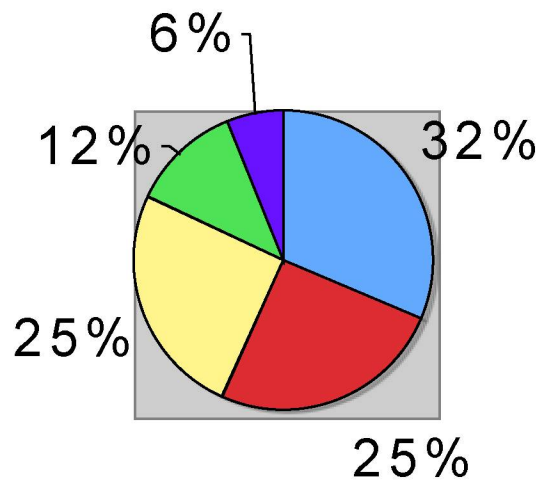
Highland Teacher and Staff Survey Results

What Service currently being offered do you find benefit your student and families the most?



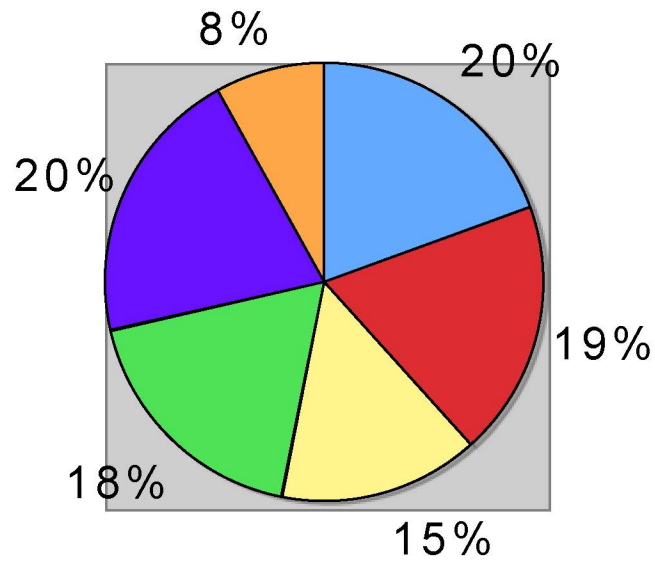
- School to Home Liason
- Interpretive Conferences
- Family Connection Center
- Read Strong
- Jubilee REACH

What is your wish list of programs and services for students, families and the Highland community?



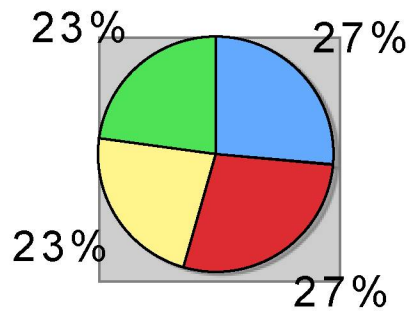
- Homework Club
- More programs offering adult support
- Parenting Classes
- Mentoring programs
- Reading and Math clubs

In what ways do you believe the surrounding neighborhood could contribute to the success of the youth attending?



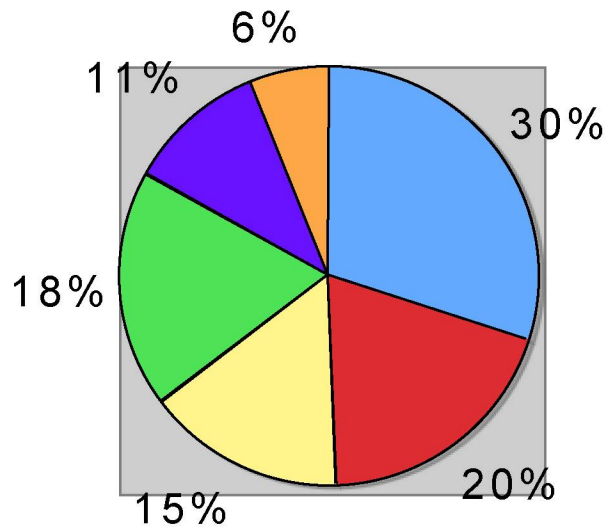
- Volunteers to provide tutoring
- Volunteers to provide mentoring
- Opportunities for parents and teens to get help
- Provide additional safe places for kids
- More programs with adult attention
- Service opportunities for students

What do you believe are the most important challenges facing the families living in the surrounding neighborhood?



- Poverty and economics
- Parents working multiple jobs
- Gangs, drugs, alcohol
- Job opportunities

What types of support do you think would be the most help in enabling the students attending Highland Middle School to succeed in school?



- Tutoring
- Mentoring
- More ways to connect students and teachers
- More ways to connect parents and teachers
- ESL Classes
- Academic after school program