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Final Course Project: Resource Development Plan Proposal

Resource Development for Nonprofit Organizations

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Organization: WITH Grace Initiative
<https://www.withgraceinitiative.org/>



Mission, Goals & Objectives

WITH Grace was created to make an impact by supporting pediatric cancer research initiatives and families when they need it most. Wanting no one to feel alone, we connect and support pediatric cancer warriors. We collect supplies and gifts to give to less fortunate cancer families so they can focus on the fight. We gather funds to support pediatric cancer research initiatives and provide cancer family support as well as actively participate in driving awareness for the need for pediatric cancer funding so no one else has to feel the pain of this disease. We inspire acts of kindness towards others WITH Grace.

It is important for me to do this work and raise awareness, as not everyone I have met on this childhood cancer journey can.

Our mission is built on three pillars of direct care, research, and awareness, all for childhood cancer. We are also spreading good vibes and kindness always.

Grace Eline
Survivor | Founder | CEO

The chosen nonprofit organization for this group project is WITH Grace. The main aim of this organization is to fight pediatric cancer in the community. It works to support children with cancer and their families. WITH Grace's mission is clearly stated on its website (<https://www.withgraceinitiative.org/>). The organization's mission focuses on supporting pediatric cancer families and research initiatives so as to create a meaningful impact when needed. It supports and connects pediatric cancer warriors in order to remove loneliness among them. The organization gathers gifts, supplies, and funds to support cancer families and pediatric cancer research activities meant for fighting childhood cancer. Additionally, WITH Grace actively works to drive awareness so as to show people the importance of helping children with cancer and their families. All in all, this organization's mission is designed to motivate people to be kind towards others, especially those battling pediatric cancer.

It is clear from the mission statement above that WITH Grace has three main objectives. The first one is to raise funds that can be used to research less-toxic treatments (WITH Grace, 2024). At the moment, highly toxic procedures like chemotherapy are used to treat cancer. Such procedures have adverse side effects that can potentially harm children. WITH Grace raise funds to support research that can yield less harmful treatments capable of curing all children with cancer. The second objective is to provide direct care to children with cancer and their families (WITH Grace, 2024). WITH Grace ensures that no child with cancer feels alone. It supports and connects pediatric cancer warriors with individuals who can provide emotional

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support and other acts of care. The third objective is to create awareness (WITH Grace, 2014). This nonprofit organization has events that help inform people about the importance of helping children and families who struggle with a childhood cancer diagnosis.

WITH Grace's goals can be derived from its vision statement. As mentioned by Reichard-Eline (2024), WITH Grace's vision is to support as many pediatric cancer warriors as possible by spreading kindness and good vibes and working to get a cure for all children with cancer. It is clear from this vision that one of the long-term goals of this nonprofit organization is to get a less-harmful and effective cure for all pediatric cancer warriors. Another goal is to ensure that no child with cancer feels alone while he/she is undergoing treatment.

Human Capital and Resource Mobilization

WITH Grace has sufficient human capital that works strategically to help it achieve its mission, goals, objectives, and overall vision. Wesemann (2024) defined human capital as the knowledge, skills, and experiences that an organization's labor force provides to assist it in accomplishing its goals. The human capital that is crucial for WITH Grace is comprised of the Board, the leadership team, support staff, and volunteers. The Board provides oversight to ensure that every dollar donated is put into good use. Board members are responsible for ensuring that the leadership team efficiently, effectively and transparently perform their roles as much as possible. As mentioned on WITH Grace's website (<https://www.withgraceinitiative.org/our-board>), this organization's Board members include the President, founders, Vice President, medical advisors, legal advisors, and marketing advisors. The President, founders, and Vice President present to the board their plan for mobilizing resources, including donations, fundraising, and recruitment of volunteers. Other Board members scrutinize the plan to check whether it adheres to relevant legal and ethical principles.

The leadership team oversees all the activities at WITH Grace. As articulated by WITH Grace (2024), team members of this organization's leadership team consist of founders (President, Vice President, and founder), executive director for action committee, chief legal counsel, and executive director for kids committee. Individuals in this team who are responsible for mobilizing resources are founders and the executive director for action committee. They plan events for raising funds and invite people from different locations to provide donations for supporting WITH Grace's activities. On the other hand, the chief legal counsel ensures that this organization adheres to all relevant regulations governing operations of nonprofits. Lastly, the executive director for kids committee plan activities that can positively impact the lives of pediatric cancer warriors.

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Apart from the leadership team, support staff and volunteers significantly contribute to resource mobilization. Support staff include specific volunteers to help WITH Grace carry out its activities. They execute the plan established by the leadership team. Likewise, volunteers assist specific support volunteers performing day-to-day operations. They volunteer to provide direct care to pediatric cancer warriors, raise awareness, or perform various tasks needed for organized events and programs to be successful.

Program Implementation and Beneficiaries

WITH Grace runs at least three programs that align with its mission. The first one is Warriors of Wellness. Reichard-Eline (2024) noted that Warriors of Wellness program was created to connect people in treatment with those who understand their situations and are capable of providing support. A therapist, a licensed clinical social worker, and two cancer survivors run this program. These individuals offer an important support network to pediatric cancer warriors through empowerment, education, validation, connection, and emotional support. Warriors of Wellness program has so far managed to benefit individuals affected by childhood cancer from six different states. This program aligns with the organization's mission of creating an impact in the community by supporting pediatric cancer families.

The second program is Care Bags. As noted by Reichard-Eline (2024), Care Bags program offers gifts and other useful items to pediatric cancer warriors who are undergoing treatment. These items are meant to give them smile and keep them going through their hospital days. WITH Grace has managed to provide more than 5,000 care bags to individuals and hospitals in 22 states (Reichard-Eline, 2024). This program also aligns with the organization's mission of creating an impact by supporting children with cancer and their families. It offers financial relief, practical assistance, emotional support, and a sense of togetherness to pediatric cancer families.

The third program is Holiday Lights. This program was created to bring festive decorations to places where pediatric cancer warriors are receiving care (WITH Grace, 2024). It was meant to help WITH Grace accomplish its mission of supporting individuals affected by childhood cancer so as to create a meaningful impact. The program provides emotional support to pediatric cancer patients and their families by showing them that they are not alone. It gives them the opportunity to enjoy festive holidays during their difficult moments.

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Stakeholders, Community & Strategic Partners

There are several key stakeholders, community and strategic partners that are crucial to the success of this nonprofit. The first of these are the donors, which are individuals, corporations, or foundations that provide financial support for this work. Their contributions are crucial for the execution of this organization's mission of funding research, supporting families, and raising awareness. Their involvement and support ensures the sustainability and growth of the nonprofit. The next key stakeholder is the community that they serve. These are the direct beneficiaries of the WITH Grace programs and services. The input and experiences of the childhood cancer community continue to guide the organization's programs and initiatives, ensuring they are relevant and effective. The stories from the community, regarding their personal experience with childhood cancer and the impact they felt from this organization, also serve to raise awareness and inspire donors and volunteers. Oncologists, pediatricians, nurses, and other healthcare providers play a vital role in treating childhood cancer patients. Their expertise and collaboration contributes information on what is needed and what is a priority in the childhood cancer community that can help shape research priorities and patient support programs that this organization focuses on.

The importance and impact of community partners highlights that engaging with local businesses for awareness, sponsorship, fundraising events, or cause-related marketing can provide financial support and increase community awareness about childhood cancer issues as well as what this organization does to positively impact this community. Schools, from pre-school through to universities are also key stakeholders for supporting and implementing this organization's mission through collaboration on awareness campaigns, fundraising events, and programs aimed at informing their audiences about the reality of the issues of childhood cancer and why it is so important to take action for this cause.

This is an all volunteer run organization and therefore rely on their volunteers and community members to execute their mission pillars. Community members who dedicate their time and skills to support this nonprofit's activities have the opportunity to truly build something to make an impact in the childhood cancer community that the organization serves. The involvement of volunteers, amplifies the organization's reach and impact, from organizing events to providing emotional support to families and everything in between.

Other key partners for this organization is other nonprofits. Collaboration with organizations that share similar missions maximizes efforts and allows those working together to increase efficiency through the sharing of resources and information. Another area that this organization could use to increase support is through working with local, state, and federal government agencies which can provide access to grants, policy advocacy opportunities, and regulatory insights that support the nonprofit's objectives.



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There is a high level of value in the involvement and collaboration efforts of this nonprofit, which also serves as a good example for other organizations. Collaboration with stakeholders, community members, and strategic partners brings together diverse expertise and perspectives, fostering innovation and informed decision-making as well as several other benefits to maximize efforts and support the mission. Sharing and pooling resources, whether it's funding, knowledge, best practices or networks, allows for more significant impact and efficient use of resources. This can also reduce duplication of efforts and costs, both of which are extremely valuable to small non profits.

Community engagement where involving various stakeholders and community members in the nonprofit's activities builds a sense of ownership and commitment. This grassroots support is essential for long-term sustainability and success. Through all of this, it is about fulfilling the mission with collaborative efforts and partnerships for the mutual benefit of the participants and the communities that they serve. An example of this is a local business could enhance its corporate social responsibility image by supporting a childhood cancer nonprofit, while the nonprofit gains financial support and increased visibility in the community.

In conclusion, the success of a childhood cancer nonprofit, and any nonprofit, relies heavily on the involvement and collaboration of diverse stakeholders, community members, and strategic partners. These collective contributions, expertise, and support not only drive the organization's development but also ensure that efforts are aligned with the needs of community that they serve. Emphasizing collaboration and mutual benefit creates a strong foundation for achieving shared goals and making a meaningful difference in the lives of those affected by childhood cancer.

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Technology Resources and Organizational Infrastructure

WITH Grace is a grassroots organization that efficiently operates with a robust volunteer team to provide various direct-support services. Unlike traditional organizations, WITH Grace operates without physical offices, which eliminates the need for standard technology requirements. Instead, the organization relies on a volunteer team and a steering committee, allowing them to operate effectively. WITH Grace volunteers work remotely, using their personal devices and utilities, which significantly reduces overhead costs.

The volunteer staff is organized into several committees, each with specific responsibilities:

- The Adult Committee manages day-to-day execution.
- The Kids Committee focuses on awareness and event execution, overseen by the Adult Committee.
- General volunteers handle data management, email communications, and distributions, as well as developing strategies and campaign content. They also maintain the organization's website and assist with other tasks and projects as needed.

This streamlined infrastructure has enabled WITH Grace to remain agile and allocate more resources to patient support and its mission. The organization utilizes four main technology resources:

1. **Classy:** Used as a fundraising platform, Classy manages fundraising campaigns and hosts the WITH Grace website. As part of the GoFundMe family, Classy connects nonprofits with supporters and provides access to a community of 150 million philanthropists, offering a comprehensive view of fundraising opportunities (Our Story, 2024).
2. **Wix:** An online platform used to manage the organization's email database and facilitate mass distribution for marketing, donor communication, and fundraising campaigns.
3. **QuickBooks:** Utilized to manage the organization's income and expenses efficiently.
4. **Canva:** Used for creating and sharing social media campaigns, designing graphics, and developing marketing materials.



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Multiple Resource Strategies

WITH Grace has successfully implemented a multifaceted funding strategy, leveraging online platforms and hosted events to secure over \$80,000 in annual funding. This amount not only covers administration costs but also supports research and direct service programs. Building on this success, WITH Grace is excited to announce the launch of Gala WITH Grace, a formal fundraiser featuring purchased attendance, tables, silent and live auctions, and more. The goal is to raise over \$25,000 at each Gala, enabling the organization to expand its support for children and families nationwide.

In addition to fundraising events, WITH Grace is focusing on in-kind donations to reduce the cost of direct patient support. For example, the organization provided \$7,000 worth of holiday lights through its program to facilities, patients, and their families. Partnerships with companies like Walmart, Lowe's, and Home Depot enable WITH Grace to receive significant donations of holiday decorations and seasonal items such as costumes. By minimizing spending on programming, WITH Grace can allocate more funds to research and direct support.

WITH Grace's strategic use of digital fundraising, grant funding, events, and in-kind donations has established a sustainable organization that provides direct support and funds life-saving research. The implementation of new strategies ensures continued diversification and enables growth in both direct support and research funding.

Key Performance Indicators (KPI's)

Because WITH Grace was created with the intent to spread awareness, advocate for, and support pediatric cancer research initiatives and programs for children and families affected by the disease, we have seen firsthand the crucial role that this nonprofit plays in providing emotional support, medical care, and financial relief to those who need it most. To adequately fulfill our mission and goals while continuing our operations, we will use the following key performance indicators (KPIs) in order to assess and evaluate success as defined in this resource development plan. This section will not only provide the tools and barometers for measurement and evaluation but we hope to use these indicators as means for maximizing our fundraising efforts, engaging with different donors and stakeholders, and most importantly educating and bringing awareness of pediatric cancer. We want these key performance indicators to be our guide in evaluating organizational performance, giving us insight into areas for which we can improve upon, and showing our donors, supporters, and the community-at-large the impact and success of our mission.

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The first key performance indicator (KPI) that we will use is probably the most essential to our mission, which is, awareness and advocacy. This key performance indicator allows us to mobilize and engage with communities most affected by pediatric cancer while also recognizing the importance of systems and policies in place to not only raise awareness but to foster support to address the issues they face. Awareness and advocacy is a twofold approach in that it aligns with our mission in providing care and assistance to families who need it most while also promoting policy and systemic change to address the need for more funding into pediatric cancer research and the inequities within communities who may feel alone and face financial hardships because of it. We hope to measure this KPI by conducting surveys and polls to gauge public interest in awareness and research, sharing stories and testimonials of those families our organization supports and continues to support, and examining the engagement we have within the affected communities to see if we are carrying out our mission.

The second key performance indicator (KPI) that WITH Grace will use to measure results and impact is the effectiveness and significance of our programs and initiatives. We pride ourselves on providing programs, executing initiatives and fostering partnerships as our programmatic efforts such as care bags, Warriors of Wellness, and Good Vibe Jars are the bedrock of our organization. Our programs not only provide valuable emotional and monetary support to those families in need during this most critical time but are fundamental in reaching communities and stakeholders who may not be affected but who want to support our cause. We will measure this KPI by seeing if there are improved financial and health outcomes for families we serve, evaluating and surveying those who participate and are direct beneficiaries of our programs and initiatives to see if they have been impacted by them, and lastly, analyze data to see if we are allocating the appropriate resources and funds to best elevate and execute our programs and initiatives.

The last key performance indicator (KPI) we will use to measure results and impact are fundraising and donor benchmarks and support. This will help us to continue our mission in providing support and assistance to families in need while they care for children diagnosed with cancer and also help us to see if we have the financial backing to continue and expand our programming and support. Ways in which we plan to measure this KPI is seeing first and foremost who are major gifts and donors are, if a donor continuously and majorly contributes to our organization and mission we want to see how we can cultivate and grow those relationships and recognize their contribution and see how and why they may be invested. This KPI is a way to track donations and their sources to see what partnerships we want to strengthen and what outreach may need to be done to maintain and grow continued financial backing and support. We also may get to see if continued growth in funding opportunities and resources has a substantial impact on the children and families that we serve as we believe there is a correlation between higher fundraising and program efficacy.



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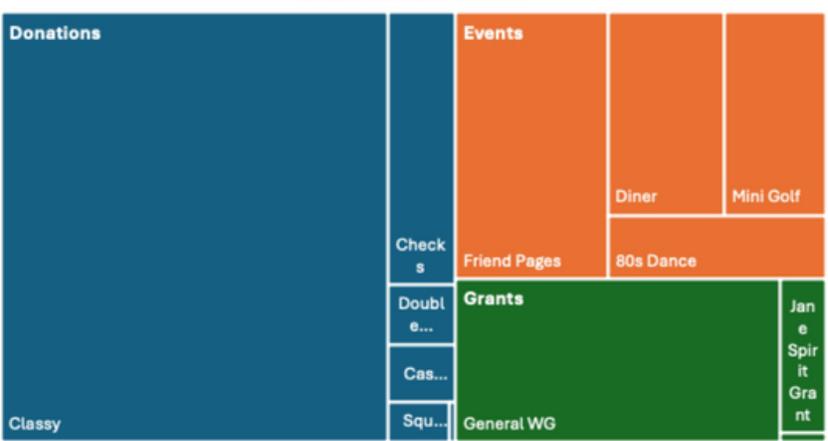
We understand at WITH Grace that key performance indicators provide important insight into our continued awareness and advocacy, our program efficiency and effectiveness, and the support of our fundraisers and donor base. We hope that with the continued success our our organization as well as the measurement and evaluation that these KPIs will address, we can make better decisions, appropriate funds where they are most useful and beneficial to the families that most need it, and build and maintain meaningful connections with our funders and stakeholders who support our advocacy and research efforts.

Resource and Budget Allocations

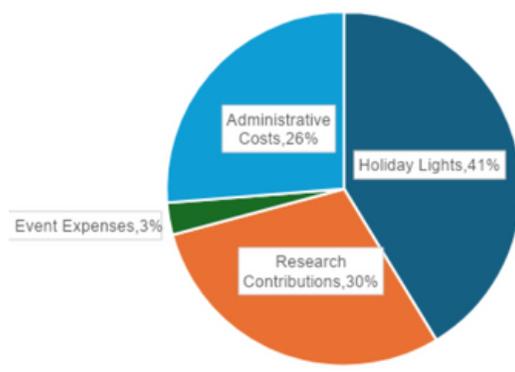
The primary sources of revenue for WITH Grace are donations and contributions from individual donors, with income from fundraising events as the second major revenue stream. This information was gathered from their 990 form and discussions with the organization to understand their current state and future strategy. Officially established as an independent entity in 2022 after being part of a larger organization since 2020, WITH Grace carried over \$64,164 from 2021, with 77% of this amount coming from individual donors and 23% from a grant.

In 2022 and 2023, WITH Grace's expenses remained below \$20,000. These expenses included the holiday lights program (\$7,000 worth of lights), an annual \$5,000 research contribution, event expenses, and approximately \$4,500 in administrative costs. As WITH Grace expands its scale and number of hosted events, operating costs are expected to increase. However, the organization's substantial donor base and other funding sources ensure that WITH Grace remains financially sustainable.

2023 Contributions



Expenses 2023



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Funding Goal

Our funding goal at WITH Grace is to raise \$100,000 over the next year to support our comprehensive plan in raising awareness for pediatric cancer research as well as helping to relieve the financial burdens that affected families face. This total will grant us the maximum ability to make our Resource Development Plan come to life, while also providing cushion to fund other services and programs that align with our mission. In order to execute our plan, we will use the funds as follows:

- \$10,000 towards our administrative and operational costs which may include overhead, program management, and fundraising work. We want to ensure that we sustain our operation costs and administrative efforts to be able to carry out our mission and provide sufficient funding to assist with our functional needs.
- \$45,000 for our programmatic efforts (Warriors for Wellness, Good Vibes Jars, Care bags for patients and caregivers, Direct Support for family needs). We hope to alleviate some of the financial and emotional stress for families dealing with pediatric cancer by providing programs and services that can help with day-to-day support and even month-to-month support. Our programmatic efforts will help to not only build and provide community and a shared space for families grappling with pediatric cancer, but also provide resources for them in their time of need.
 - \$25,000 to assist with research funding. This has been the bedrock of our organization with the hopes that advancement in treatment and the hope for a cure will come to fruition. This allotment of funds will go to the leading researchers and well-known research facilities that are primarily focused on pediatric oncology/cancer. We recognize that the funds we give to support the science behind our mission is just as important as the support we give to our families and overall operations.
 - \$20,000 for fundraising efforts/measurement and evaluation. We want to make sure that we evaluate our programs/services and overall impact within the community as we strive for continued development and improvement. We want to build up our donor/funding base while also assessing the effectiveness and efficiency of our initiatives. These can go hand and hand as we want to be transparent amongst our valued donor base while also letting them know the continued impact their donations have on our community and our mission at-large.

This funding goal will allow WITH Grace to continue our purpose and mission of providing direct care, research funding and spreading awareness for pediatric cancer and those families who need support while dealing with this disease. We are working towards a future where no child or family has to suffer at the hands of cancer. This breakdown outlines how we plan to use our \$100,000 funding goal for our continued programs, initiatives, and how this money will achieve its maximum impact and outcome.



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