



# Strategic Planning 2006

## Overview

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**Issue Question:** “How do we continue to execute our mission while competitively compensating our employees to levels that ensure SAFE Haven can attract and retain high quality personnel?”

### Introduction

This document contains the 2006 Strategic Planning Process for SAFE Haven of Racine, Inc. There are three major sections: the Situation Review, the SWOT Analysis, and the Strategic Plan.

The Situation Review is a collection of relevant facts within categories pertinent to the Issue Question. Categories are designated as Internal or External to the agency. Within each category (see Table of Contents) data have been collected that are referenced in conclusions. Each conclusion is supported by more than just one fact. A single “take away” statement has been generated from the conclusions in each category. These statements have been designated as positive, negative or neutral, and form the basis of the traditional Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

The SWOT analysis places the Take Away statements designated as positive or negative and internal or external into respective quadrants—Strengths (internal, positive), Weaknesses (internal, negative), Opportunities (external, positive) and Threats (external, negative).

From the SWOT Analysis, the actual Strategic Plan is generated, which consists of Action Plans to leverage identified internal Strengths against external Opportunities, and Barrier Reduction Plans which seek to mitigate internal Weaknesses.

### SAFE Haven Mission

Our mission is to improve the quality of life for youth & families by providing information and referral services, safe living environments and community intervention.



## **Situation Review**

**Issue Question:** “How do we continue to execute our mission while competitively compensating our employees to levels that ensure SAFE Haven can attract and retain high quality personnel?”

### **Introduction**

This is the first part of the 2006 Strategic Planning Process for SAFE Haven of Racine, Inc. This Situation Review is a collection of relevant facts within categories pertinent to the Issue Question.

Within each category (see Table of Contents) facts have been collected that are referenced in conclusions. Each conclusion is supported by more than just one fact.

A single “take away” statement has been generated from the conclusions in each category. These statements have been designated as positive, negative or neutral, and form the basis of the traditional Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis.

The Situation Review was facilitated by Greg Schutz, a well known local authority on the Strategic Planning process. Input was obtained from members of the Board of Directors, administration, management and line staff. Following each meeting of the core planning group throughout the spring and summer of 2006, drafts of the Situation Review were forwarded to all agency personnel for their input.

## SAFE Haven 2006 Strategic Planning Process

### Building and Grounds (internal)



SAFE Haven  
1030 Washington Avenue



SAFE Passage  
1600 West Sixth Street



Thelma Orr COP House  
1009 Davis Place

1. The agency owns two 100+ year old buildings, known as SAFE Haven and SAFE Passage.
2. The agency leases space at the Thelma Orr Community Oriented Policing House at \$7,200 per year.
3. The SAFE Haven facility is tax-free.
4. The agency pays taxes on the SAFE Passage facility (the City considers it to be an apartment building).
5. \$1,919.81 is allocated for building and grounds maintenance at SAFE Haven, \$3,712 at SAFE Passage.
6. \$721 is allocated for SAFE Haven and \$939 for SAFE Passage building insurance.
7. \$5569.44 is allocated for utilities at SAFE Haven, \$5,607.58 at SAFE Passage (heat, electricity, water).
8. The locations are excellent for the clients served.
9. There are no paid buildings and grounds personnel, two men of retirement age volunteer occasionally.
10. Only the Thelma Orr facility is handicapped accessible.
11. Three cars parked on agency properties have been broken into over the past 15 years.
12. The three facilities support, in total, more than three dozen employees; and as many as 30 clients at any one time.

### Conclusions

1. The agency operates programs on three properties (two of which are occupied 24/7) without any paid buildings and grounds personnel. 1, 2, 9, 12
2. The agency budget for facilities costs is nearly \$26,000. 2-7
3. Building locations are ideal for serving poor minority urban youth, but these sites come with security issues. 8, 11

### Take Away

Buildings and grounds management issues are beyond the capacity of the organization.

## SAFE Haven 2006 Strategic Planning Process

### Clients (internal)

1. Although most programs serve youth, most clients are adults due to 211 Racine.
2. Most clients (exclusive of 211) are minorities.
3. There have been recent dramatic increases in numbers served (+30-40%).
4. There have been recent increases in the numbers of Hispanics served.

### Program Statistics from the last Annual Report (2005)

<u>Program</u>	<u>Prior</u>	<u>Current</u>	<u>% change</u>
A. Youth Shelter Clients	147	205	+39%
B. 211 Racine Calls	11,480	14,590	+27%
C. Gang/Crime Diversion Task Force	126	78	-38%
D. SAFE Passage	15	26	+73%
E. SAFE Streets	7,773	3,507	-55%

5. Based on an estimate of 1 to 3 million runaway and homeless youth in the 2000 US census data, and assuming an even distribution, the projected annual incidence of runaway and homeless youth within Racine County ranges from 671 to 2,013, and from 291 to 873 within the City of Racine.
6. According to National Runaway Switchboard statistics, Wisconsin had 1,596 runaway related calls in 1995, of which 297 came from the local 262 area code.
7. According to NEORHYMIS statistics, typically 99% of Youth Shelter intakes are from the State of Wisconsin, 95% from the County of Racine, and 90% from the City of Racine.

### Conclusions

1. About 80% of the agency's more than 20,000 clients are served by the 211 Racine program, with no directed marketing effort. 1, 3, 4B
2. Programs other than 211 Racine, which involve intensive face-to-face and residential services, primarily serve minority clients. 2, 4, 7
3. The Youth Shelter program has done well in penetrating the target market in the City of Racine, with opportunities for program development within the rest of the County. 4A, 5, 6, 7

### Take Away

Programs which deliver services in face-to-face settings (Gang/Crime Diversion Task Force, SAFE Haven Youth Shelter, SAFE Passage and SAFE Streets) primarily serve minority youth, and account for less than ~20% of total agency clients, yet consume more than ~80% of agency resources. The 211 Racine program serves the majority of total agency clients, which are largely Caucasian adults.

## SAFE Haven 2006 Strategic Planning Process

### Culture & Dynamics (internal)

1. The agency is a rough mix of formal and informal cultures.
2. Most employees are minorities (African American and Hispanic).
3. Two staff are bilingual (English and Spanish).
4. Most employees are female.
5. There are no grant writing, information technology, maintenance or administrative support personnel.
6. Agency bureaucracy has increased in the past five years (Policy & Procedure, forms, routing, etc.).
7. Please see attached Board List and Organizational Chart.
8. The Board is slightly under the “ideal” number of 18 members.
9. There is one minority member of the Board.
10. Data collection and reporting requirements (both fiscal and programmatic) have increased dramatically.
11. When last measured, 211 Racine wages and salaries were in the 97<sup>th</sup> percentile nationally.
12. Compared to other roughly similar agencies, SAFE Haven personnel are under-compensated.
13. SAFE Haven staff do not have a “Cadillac Health Plan.” There is a \$5,000 deductible. Most employees work part-time and do not receive any health care benefits at all. Last year, SAFE Haven actually *reduced* expenditures on health care.
14. All SAFE Haven staff are required to complete one of Racine’s most rigorous human services training programs, and many are required to carry additional certifications or licenses.
15. Full time staff have an average tenure of about five years.
16. Part time staff have an average tenure of less than a year.
17. There have been long term openings for Relief Staff.
18. Most full time staff often work more than 40 hours per week, and many are essentially “on call” 24/7.
19. Most key administrative and managerial positions lack qualified internal successors.
20. If the agency hires about 12 more employees, additional ADA and other regulations come into play.  
Please also see attached Organizational Chart and Board List.

### Paid Staff by Gender & Race

Program	Race	Gender	Total
211	B	F	3
	H	M	1
	W		6
BC	B	F	2
	W	M	3
G/CDTF	B	F	5
	W	M	1
M&G	W	F	3
		M	1
SOP	H	M	1
TLP	B	F	4
	W	M	2

### Conclusions

1. Increasing regulations, including data reporting and collection, and training standards, coupled with increasing funding restrictions, is stretching organizational capacity. 5, 6, 7, 8, 9, 10, 11, 12, 17, 20
2. Administrative and management staff, many of whom are on call virtually 24/7, have a long tenure, but there are no qualified internal successors to replace them. 15, 16, 19
3. Staff compensation is well below that of comparable agencies. 11, 12, 13, 14
4. Agency staff reflect the diversity of the client base while the Board does not. 2, 3, 7, 9

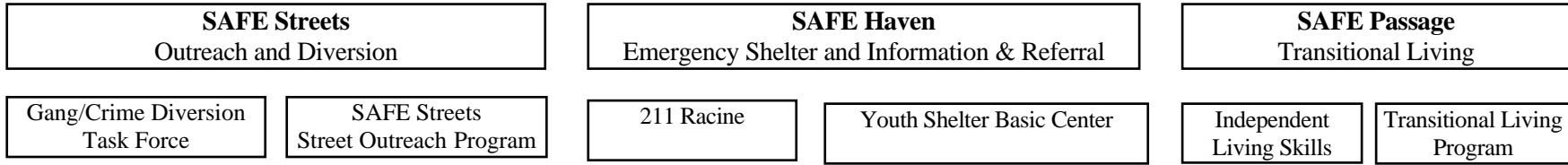
### Take Away

Despite being under-compensated and holding stressful positions, staff are committed to the agency and its clients. However, staffing is thin, under-compensated and organizational capacity is stretched.

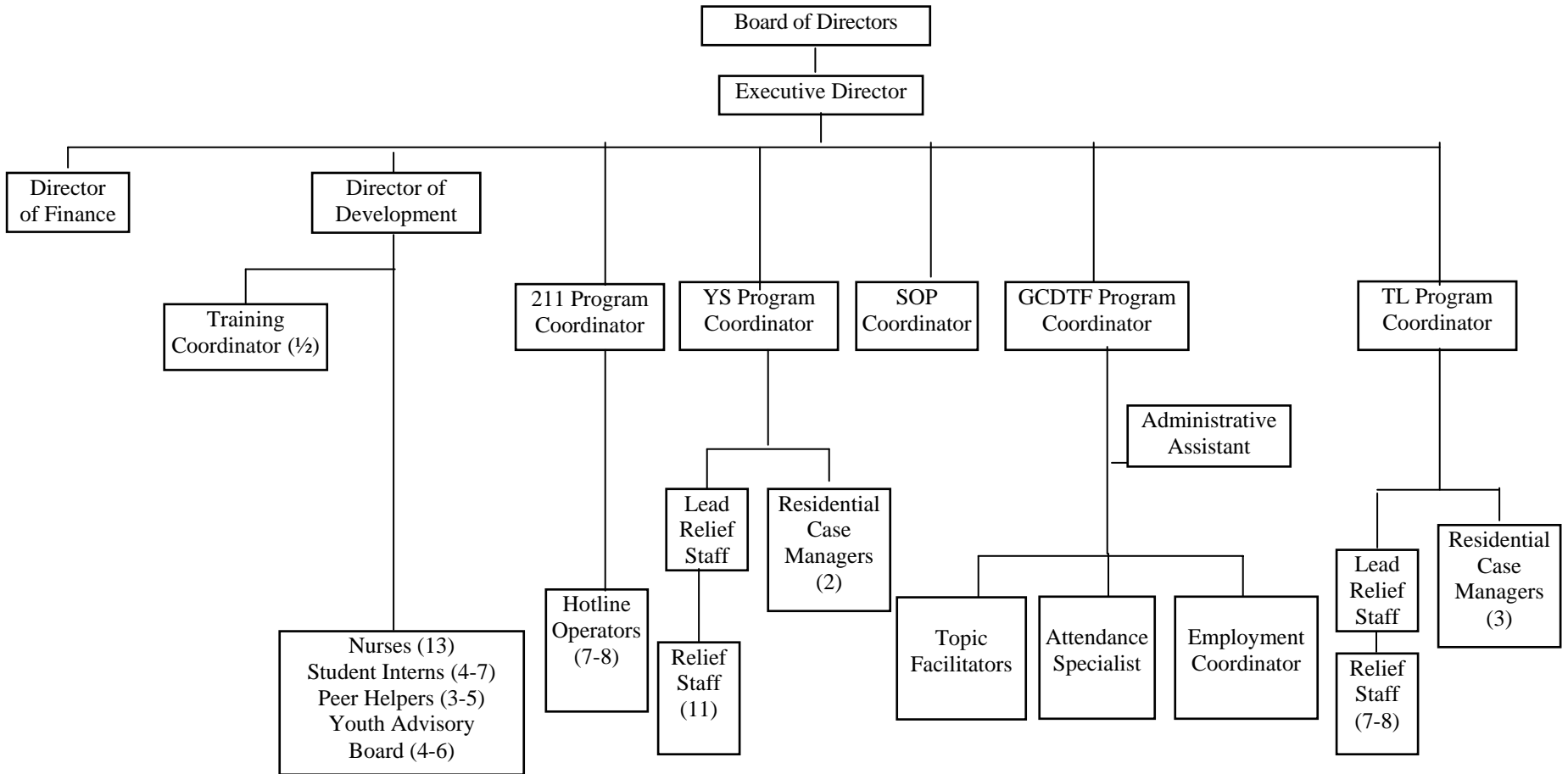
**SAFE Haven 2006 Strategic Planning Process**

SAFE Haven of Racine, Inc.

**Organizational Chart of Programs**



**Organizational Chart of Personnel**



# SAFE Haven 2006 Strategic Planning Process

## SAFE Haven of Racine, Inc. Board of Directors Listing 5/18/2006 9:23 AM

### Paul O. Baumann

Job Title: President/CEO  
Company: RTC Technologies  
Mailing Address: 2818 25th Street  
Kenosha, WI 53140  
Business Phone: (262) 925-1300  
Home Phone: (262) 551-7848  
E-mail: paul.baumann@rtctech.com  
E-mail 2: paul.baumann@rtctech.com  
Notes: May 2002 elected to the board. On Program team, Executive and Finance committees. Elected Vice-President of the Board of Directors in October 2003-2005. Current term expires 10/2008.

### Margaret Borkin

Mailing Address: 24 StonewoodCourt  
Racine, WI 53402  
Home Phone: (262) 681-3677  
Notes: Elected to board in December 2000. On Program team and Chairperson of the Personnel Nominating committee. Retired from City June 2003, so no email address. Current term expires 10/2006.

### Ronald S. Burns

Job Title: Architect  
Company: Architectural Associates Ltd.  
Mailing Address: 5915 Finch Lane  
Racine, WI 53402  
Business Phone: (262) 886-1700  
Home Phone: (262) 681-3150  
E-mail: ronb@aaltbd.com  
Notes: Elected to the board in May 2006. Term expires in 2009.

### Sharon Campbell

Job Title: Principal  
Company: Dr. Beatrice O. Jones Elementary School  
Mailing Address: 3300 Chicory Rd.  
Racine, WI 53403  
Business Phone: (262) 554-3060  
Home Phone: (262) 639-9503  
E-mail: scampbel@execpc.com  
Notes: On Alliances team and Marketing committee. Current term expires 10/2008.

### Thomas J. Christensen

Job Title: Deputy Chief - Patrol Division  
Company: City of Racine Police Dept.  
Mailing Address: 3134 Rudolph Drive  
Racine, WI 53406  
Business Phone: (262) 635-7804  
Home Phone: (262) 634-8521  
E-mail: thomas.christensen@cityofracine.org  
Notes: Elected to board in May 2002. On Development Team, Executive, Bylaws/Strategic Planning committees and Chairperson of Finance committee. Elected Treasurer 10/2004 & 10/2005. Current term expires 10/2008.

### Michael F. Cuccia

Job Title: CPA  
Mailing Address: 6701 Ptarmigan Rd.  
Racine, WI 53406  
Business Phone: (262) 886-1352  
Home Phone: (262) 884-9785  
E-mail: mikac@mfcc-cpa.com  
Notes: Elected to the board on 12/20/05. Current term expires 10/2008.

### Aleisha Djuricic

Mailing Address: 218 Lombard Ave.  
Racine, WI 53402  
Business Phone: (262) 619-2686  
Home Phone: (262) 681-9439  
Notes: Elected to board in April 2000. On Program team and Chairperson of the Marketing committee. Elected board Secretary in December...

### Janet Exner

Mailing Address: 3115 N. Wisconsin Ave.  
Racine, WI 53402  
Home Phone: (262) 681-0981  
E-mail: exnerjmb@netzero.net  
Notes: Chairperson of the Program team and on the Finance committee. Vice-President of board from 2002-2003. Current term expires 10/2007.

### David Fox

Job Title: Director, Human Resources  
Company: Warren Industries  
Mailing Address: 2331 Hayes Ave.  
Racine, WI 53405  
Business Phone: (262) 639-7800  
Home Phone: (262) 632-9006  
E-mail: dfox@wrmind.com  
E-mail 2: dfox@execpc.com  
Notes: Elected to board in January 1994. Current term expires 10/2008. In January 2002 elected as Board President. On Development team...

### Barbara Jarapko

Mailing Address: 2232 Kinzie Ave.  
Racine, WI 53405  
Home Phone: (262) 633-3187  
E-mail: bjarapko@hotmail.com  
Notes: On Alliances team and the Executive, & Property, Building & Grounds committees. Elected Secretary in November 2002. Re-elected Secretary in October 2005. Current term expires 10/2006.

# SAFE Haven 2006 Strategic Planning Process

## SAFE Haven of Racine, Inc. Board of Directors Listing 5/18/2006 9:23 AM

### Thomas C. Krohn

Job Title: Attorney  
Company: Dye, Foley, Krohn & Shannon, S.C.  
Mailing Address: 1300 S. Green Bay Rd.  
Suite 104  
Racine, WI  
53408-1518  
Business Phone: (262) 637-1260  
Home Phone: (262) 552-8920  
E-mail: tck@dfks-law.com  
Notes: Elected to board in January 2003. On Development team and Chairperson of the Bylaws/Strategic Plann committee. Current term expires 10/2007.

### Tammy Rosenberg

Job Title: Vice President of Sales  
Company: P.A. Staffing Service, Inc.  
Mailing Address: 4501 Washington Ave.  
Racine, WI 53405  
Business Phone: (262) 635-2901  
Home Phone: (262) 884-9775  
E-mail: trosenberg@pastaffing.com  
Notes: Elected to board in January 2005. Chairperson of the Development team and on the Personnell Nominating committee. Current term expires in October 2007.

### Alvie Stephenson

Job Title: National Account Manager  
Company: Husson Inc.  
Mailing Address: Husson Inc.  
1860 Renaissance Blvd.  
Sturbevant, WI 53177  
Business Phone: (262) 884-4669  
Home Phone: (262) 681-0671  
E-mail: astephenson@hussoninc.com  
Notes: Former Director of Development. Elected to the board in May 2006. On Development & Marketing committees. Term expires 2009.

### Alicia R. Tanguma

Job Title: Industrial Corporate Recruiter  
Company: P.A. Staffing Services, Inc.  
Mailing Address: 4501 Washington Ave.  
Racine, WI 53405  
Business Phone: (262) 635-2901  
Home Phone: (262) 681-9289  
E-mail: atanguma@pastaffing.com  
Notes: Elected to the board in March 2006. Current term expires in 10/2009.

### Julie A. Thompson

Job Title: Grants Development Specialist  
Company: Gateway Technical College  
Mailing Address: 4934 High Meadows Terrace  
Racine, WI 53406  
Business Phone: (262) 564-2306  
Home Phone: (262) 632-8546  
E-mail: thompsonj@gtc.edu  
Notes: Elected to board in October 2005. Current term expires 10/2008.

### Debra Veenstra

Job Title: Vice President - Benefits  
Company: CRB Insurance  
Mailing Address: 3637 Hennepin Place  
Racine, WI 53402  
Business Phone: (262) 884-6166  
Home Phone: (262) 681-8188  
E-mail: dveenstra@crbins.com  
Notes: Elected to board in May 2002. Chairperson of the Alliances team and on the Personnell Nominating committee. Current term expires 10/2008.

### Staff Roster

Barrett, Theresa A SP Program Coordinator  
Bean, Anthony L SP Relief Staff  
Bueno, Margarita D 211 Racine Operator  
Cikel, Jeffrey E. 211 Racine Operator  
Crawford, Shauntee SHYS Relief Staff  
Dolley, Damian B. G/CDTF Topic Faciliator  
Fitzgerald, Barbara A 211 Racine Program Coordinator  
Goodwin, LaRhonda S G/CDTF Topic Facilitator  
Hansen, Katy E Director of Development  
Harris, April C 211 Racine Operator  
Helmick, Ronald L. G/CDTF Topic Facilitator  
Hooks, Murphy D. Lead Relief Staff  
Horton, Maurice M. G/CDTF Program Director  
Huck, Laurence D YS Residential Case Mgrn C  
Huycke, James D. Executive Director  
Lovelace, Mykicia O G/CDTF Administrative Assistant  
Miller, Annette M SP Residential Case Mgrn B  
Moore, Neal S. G/CDTF Topic Facilitator  
Person, Yvonne C 211 Racine Operator  
Rangel, Sammy J. Street Outreach Program Coordinator  
Russell, Terressa D 211 Racine Operator  
Sacles, Vivian 211 Racine Releif Staff  
Schondelmaier, Elizabeth A 211 Racine Operator  
Schroeder, Theresa A SHYS Program Coordinator  
Sherrrod, LaKausha Q YS Relief Staff  
Siefert, Sara A YS Relief Staff  
Sierra, Denise L. Director of Finance  
Vallejo, Tina 211 Racine DBRS  
Vobeda, Karrie J SP Residential Case Mgrn A

**SAFE Haven 2006 Strategic Planning Process**

**Board of Directors Assets**

<b>Board Member</b>	Development	Diversity	Finance	Human Resources	Legal	Law Enforcement	Management & Administration	Marketing	Program/Direct Service Volunteer
Paul Baumann	X						X		
Margaret Borkin					X	X			
Ron Burns							X		
Sharon Campbell							X		
Tom Christensen						X	X		
Michael Cuccia			X						
Aleisha Djuricic								X	
Janet Exner			X						X
David Fox				X			X		
Barbara Jarapko									X
Thomas Krohn					X				
Tammy Rosenberg				X			X	X	
Alvie Stephenson				X			X	X	X
Alicia Tanguma		X		X					
Julie Thompson	X								
Debbie Veenstra				X					

## **SAFE Haven 2006 Strategic Planning Process**

### **Finance** (internal)

1. The budget has grown from ~\$200k to ~\$800k in the past six years.
2. The number of funding sources has increased in the past five years (see below).
3. About 14 of these funding sources are government-related.
4. The tight cash flow over the past few years has recently improved.
5. There are no medium or long range investments (CDs, planned giving, endowment).
6. There is only one employee in finance.
7. She has been recruited as a trouble shooter by other businesses.
8. There is an existing wage and salary policy that sets ranges based on job requirements.
9. Despite the jumps in outputs (not to mention being able to maintain the same high level of outcomes), the unallocated management and general expenses (overhead) at SAFE Haven were only 8%.
10. SAFE Haven staff do not have a “Cadillac Health Plan.” There is a \$5,000 deductible. Most employees work part-time and do not receive any health care benefits at all. Last year, SAFE Haven actually *reduced* expenditures on health care.
11. Despite spending less than 2% of its income on its own fund raising, SAFE Haven still managed to set an all-time record for funds raised in the Year End Campaign, not to mention the Golf Classic.
12. Fiscal reporting requirements have increased.
13. Financial functions include general ledger, payroll, accounts receivable and payable, as well as some grants management and most benefits management.
14. The agency manages much of its financial records with QuickBooks Pro.

### **Conclusions**

1. The complexity of the financial function has increased significantly. 1, 2, 3, 12, 13
2. Increases in functional capacity with improved software (QuickBooks Pro) are more limited by having only one staff person. 1, 2, 3, 6, 12, 13, 14

### **Take Away**

The growing complexity of fiscal management will soon overwhelm the capacity of the organization.

## SAFE Haven 2006 Strategic Planning Process

### Programming (internal)

1. SAFE Haven of Racine, Inc. currently has 5 programs: 211 Racine, G/CDTF, SAFE Haven Youth Shelter, SAFE Passage, SAFE Streets
2. Only the SAFE Haven Youth Shelter is not operating at or above capacity
3. The agency does well at outreach, including direct street outreach, printed materials, the use of press releases, and use of electronic communications (Web sites, email, weekly newsletter, and periodic hard copy newsletter).
4. Programs are of a high level of quality.
5. The agency has a long history of innovation, including: providing services by and for youth since 1971 which focus on solutions rather than problems (now a nationally recognized model); recognition in 1975 as a model program by NIDA, being one of the few agencies in the nation to hold a RHYP DAPP grant; being in the forefront of computerization; the only nonprofit in Racine to issue a weekly newsletter; the fourth community in Wisconsin to have access to 2-1-1 dialing.
6. The agency has not expanded prevention or aftercare programming as indicated in previous plans.
7. No other local agencies offer the same program benefits as SAFE Haven.
8. SAFE Haven has maintained excellent relationships with local law enforcement, particularly in comparison to other similar Wisconsin organizations. The Youth Shelter was considered a model for building relationships with local law enforcement in a recent statewide effort.
9. In the 2005 Annual Report: 55% of total clients were female, 45% male; and minority clients accounted for 60% of all intakes. (Census Data indicates that the County of Racine is about 20% minorities).
10. Average age was 14.6. In comparison to the previous Annual Report, the number of non-residents served in the Youth Shelter increased by 25%.
11. 60% of Youth Shelter youth returned home, and 91% returned home or to a legally acceptable alternative (safe exit).

### SAFE Haven of Racine, Inc. Programs

<b>211 Racine</b>	2-1-1 information and referral hotline and Web services
<b>Gang/Crime Diversion Taskforce</b>	12 week after school program to divert at-risk youth from gang related issues
<b>SAFE Haven Youth Shelter</b>	8 bed group home facility for ages 10-17
<b>SAFE Passage</b>	8 bed community living facility with on-site ILS service for ages 18-21
<b>SAFE Streets</b>	Street Outreach Program

### Conclusions

1. SAFE Haven is the only Racine County agency providing a range of survival and crisis related services such as 24/7 information and referral, emergency shelter, transitional housing, street outreach and gang diversion. 1, 2, 3, 6, 10
2. The quality of SAFE Haven programming is recognized as a benchmarking standard. 2-5, 7-11

### Take Away

SAFE Haven's adaptive and innovative programming provides exclusive benefits targeted to the most needy persons of the Racine community.

## **SAFE Haven 2006 Strategic Planning Process**

### **Technology** (internal)

1. There are more than 20 computers in use by staff.
2. There are about 8 computers designated for use by clients.
3. There are no information technology staff, a Board member volunteers time.
4. The SAFE Haven and G/CDTF facilities have operating networks; G/CDTF is wireless.
5. The SAFE Haven facility phone system will be significantly upgraded shortly.
6. The SAFE Haven and SAFE Passage facilities need new copiers.
7. The agency maintains two Web sites, one with an “Extranet” functionality.  
<http://www.safehavenofracine.org/>  
<http://www.211racine.info/>  
<http://www.safehavenofracine.org/internal%20pages/agencyindex.htm>
8. There is an existing policy on Electronic Access.
9. The SAFE Haven facility is equipped with a perimeter detection security system, infrared motion detectors, closed circuit video surveillance, hard-wired smoke detection, and a “panic button” to contact a private security firm.
10. The SAFE Passage facility has received a bid for a roughly similar system, with the exception of the hard-wired smoke detection.
11. The agency has started a comprehensive Technology Plan, which could be considered a subset of the Strategic Plan.
12. The agency is currently mandated to use three different databases for 211 Racine, RHY MIS for the Youth Shelter and SAFE Passage, and WISP for SAFE Passage.
13. The agency has dozens of data collection and reporting requirements.

### **Conclusions**

1. SAFE Haven data management requirements are large, complex and growing, stretching organizational capacity.
2. Technology will play an increasing role in data and facility security.

### **Take Away**

The increasingly data-driven mission and nature of services provided is stretching the technological capacity of the organization, requiring an immediate and ongoing investment.

## SAFE Haven 2006 Strategic Planning Process

### Community (external)

1. In 2005 there were 336 cases of physical abuse, 139 of family sexual abuse, 392 cases of non-family sexual abuse, 428 cases of neglect and 157 threats of abuse or neglect in Racine County (Racine County).
2. There were 451 divorces in Racine County in 2005 (DHFS).
3. 25.3% of children in Racine County live in single parent families (21.5% statewide) (Wiskids Count Databook, 2005).
4. Gang related activity continues to be common place, with significant local populations of Latin Kings, Vice Lords and Gangster Disciples. In the past month, three individuals with MS-13 tattoos had contact with the Racine Police Department. In the past week, a well-known Vice Lord member was killed in a drive-by shooting downtown, with a retaliatory broad daylight drive-by shooting days later.
5. The biennial Youth Risk Behavior Survey (YRBS) was completed by 2,389 ninth-through 12th-grade students in 52 Wisconsin public high schools in spring 2005.
6. WEAPONS. 15% of Wisconsin students reported carrying a weapon in the past 30 days; 7% reported that the weapon was a gun, 4% carried their weapons on school property. 7% had been threatened with a weapon on school property.
7. VIOLENCE. 32% had been in a physical fight in the past year. 13% reported being in a fight on school property. 8% had been hit, slapped or physically hurt by a boy or girlfriend. 30% had property damaged or stolen on school grounds (YRBS, 2005).
8. Among Wisconsin communities of comparable size, Racine has the highest rate of violence involving youth.
9. Only 46% of Wisconsin students reported always using a seat belt, only 26% used seat belts most of the time (YRBS, 2005).
10. SUICIDE. 18% of Wisconsin students seriously considered suicide within the prior year; 15% had formed a plan to do so, 4% actually attempted (YRBS, 2005). In Racine County, mental health hospitalizations increased from 7.9 per 1,000 children in 2000 to 8.2 in 2003 (2005 Wiskids Count Databook). An astounding 27% of Racine County youth reported attempting suicide in the 2002 Search Institute Survey.

### Racine County Trends 2005 Wiskids Count Databook

	<u>2000</u>	<u>2003</u>
Unemployment	5.4%	8.1%
Abuse & neglect reports	18.1 per 1,000	20.3
Mental health hospitalizations	7.9 per 1,000 children	8.2
Births to single mothers	36.8%	38.6%
Births to mothers <18	4.1%	4.4%
Low birth weight babies	7.2%	7.8%
Infant deaths	6.4 per 1,000	10.2
Students in school	95.1%	94.4%
Students taking ACT	54.6%	51.6%
Juvenile arrests	72 per 1,000	75.2
Drug arrests	2.7 per 1,000 children	3
Child placement in correctional institutions	20.7 per 10,000	25.6
Eligible for a free/reduced lunch	25%	29%

## SAFE Haven 2006 Strategic Planning Process

11. SEXUAL ACTIVITY. 40% of Wisconsin students reported having sexual intercourse. 16% had intercourse by the age of 14. 9% had used AOD during the last time they had intercourse. Only 27% used a condom during their last intercourse. 21% reported physical or verbal behaviors of a sexual nature that made them uncomfortable. 10% were forced to take part in sexual activity (YRBS, 2005). The 2002 Search Institute Survey indicated that 23% of Racine County youth reported being sexually active. Births to single mothers in Racine County increased from 36.8% in 2000 to 38.6% in 2003. Births to mothers under age 18 increased from 4.1 to 4.4%, while low birth weight babies increased from 7.2 to 7.8% over the same period. Racine County infant deaths jumped from 6.4 per 1,000 to 10.2 (2005 Wiskids Count Databook). According to Sexual Assault Services, 70% of the victims of reported sexual assaults in 2004 in Racine County were under 15 years old; 77% were under 18. 45% of all sexual assault victims receiving counseling at Sexual Assault Services are under 18 years old.
12. **Economic and Financial**. The 2000 Census indicated 58% of residents in Tracts 1 - 5 are of low or moderate income as defined by HUD. Racine County children eligible for a free/reduced lunch increased from 25% in 2000 to 29% in 2003 (Wiskids Data).
13. UNEMPLOYMENT. In February of 2006 unemployment for the City of Racine was at 9.8%. "The city's [Racine] persistently high unemployment rate can be attributed to two major factors: a lack of basic education, such as high school degrees and job experience for younger residents..." "Racine has had the highest unemployment rate in the state for years. For much of 2005, the Racine unemployment rate was more than double the statewide average and nearly triple the rate for the entire county" (Milwaukee Journal-Sentinel, February 5, 2006).
14. AODA. 26% of Wisconsin students first used alcohol at age 14. 31% reported riding with a driver who had been drinking at least once in the past 30 days. 15% were drinking while driving in the past 30 days (YRBS, 2005). 14% of Wisconsin students first used marijuana at age 13 or 14, 35% used marijuana by age 16. 17% used marijuana within the past 30 days. 22% had been offered, sold or given illegal drugs on school property within the prior year. 17% attended school under the influence of AOD in the prior year (YRBS, 2005).
15. SMOKING. 52% of Wisconsin students have tried smoking, 27% try by the age of 14. 17% smoked at least one cigarette every day for 30 days. 16% tried to quit in the prior year. 6% bought cigarettes illegally in a store (YRBS, 2005). The 2002 Search Institute Survey indicated that 12% of Racine County youth were smoking, 24% were drinking alcohol, 21% acknowledged driving after drinking, and 22% reported using drugs.
16. SCHOOL. 2000 Census data reported that 23% of Racine residents in Tracts 1 - 5 had no high school diploma, and only 83% of Racine County youth finished 4 years of school. 25% of Racine County residents had not finished high school in 2002 (DHFS). The 2002 Search Institute Survey indicated that 28% of Racine County youth reported skipping school. Students in school dropped from 95.1% in 2000 to 94.4% in 2003. Racine County students taking the ACT dropped from 54.6% in 2000 to 51.6% in 2003 (2005 Wiskids Count Databook). The Racine Unified School District (RUSD) dropout rate in 2002-03 was 4.8%, the worst among nine comparable Wisconsin districts. The state average is 2%. RUSD had the highest number of habitual truants in 2002-03 among those districts. The truancy rate was 21.3%. 2,539 students received out of school suspensions, also the highest among comparison districts. 14% of youth served in the BC identified education as an issue at exit (RHY MIS).

## **SAFE Haven 2006 Strategic Planning Process**

17. ARRESTS. Total Racine County juvenile arrests increased from 72 per 1,000 in 2000 to 75.2 in 2003. Drug arrests increased from 2.7 per 1,000 children in 2000 to 3 in 2003. Placements in correctional institutions soared from 20.7 per 10,000 children to 25.6 (Wiskids Data).
18. Wisconsin consistently ranks among the top three states for disproportionate minority confinement. Within the City of Racine, both a new juvenile detention center and a new juvenile correction facility were erected within the past decade.
19. The agency has very little “presence” west of I-94.
20. The community has several groups working on sustainability (SR, RAMAC, RCEDC).
21. There have been some recent increases in community activism.
22. Racine is generally segregated, but the area just southwest of downtown is the most integrated in Wisconsin.
23. At the most recent calendar year end, more than 25% of 211 Racine basic needs calls were from people seeking food, 11% from those seeking medical services, 10.5% in need of utility assistance, and 10% seeking help with housing.

## **Conclusions**

1. Due to child abuse and neglect, gang related incidents, weapons and criminal activity in schools, Racine has the highest rate of violence involving youth among comparable Wisconsin communities. 1, 4, 6, 7, 8, 16, 17
2. The Racine community has a higher than average number of youth with mental and other health issues. 1, 10, 11, 13, 14
3. The poorly performing educational system and lack of employment create an environment conducive to youth crime, violence and mental health issues. 2, 3, 12, 13, 22
4. Similar to other major metropolitan areas in the United States, persons within the inner city struggle to meet basic needs such as shelter, housing and income. 12, 13, 23

## **Take Away**

Racine’s culture of violence, unemployment and under-valued education has created an environment that is toxic for youth, and a need for food, shelter and economic assistance.

## SAFE Haven 2006 Strategic Planning Process

### Funding Sources (external)

1. The number of sources has increased in the past five years.
2. Government funding has generally been stable or declining.
3. Nongovernmental funding has increased in that time.
4. There have been increases in donations every year for the past decade.
5. There has been increased funding from banks (Chase and TCF).
6. Demands for data collection and reporting have increased.
7. The major sources of Youth Shelter funding are capped by a revenue sharing agreement.
8. Despite spending less than 2% of its income on its own fund raising, SAFE Haven still managed to set an all-time record for funds raised in the Year End Campaign, not to mention the Golf Classic.
9. Most funding sources do not support management and general (M&G) costs.
10. There are about two dozen local nonprofit organizations that have started endowments with the Racine Community Foundation.
11. SAFE Haven raised sufficient funds between February and August to purchase the SAFE Passage facility.
12. SAFE Haven receives no funding from the federal Departments of Education, Justice or Labor.

### SAFE Haven Funding Sources

- 4200 · Special Events Income
- 4220 · Youth Advisory Board-Special Event
- 4800 · Racine Area United Way
- 5010 · Federal Basic Center
- 5020 · Federal Street Outreach Program
- 5024 · Federal SAFE Passage TLP Program
- 5030 · FEMA
- 5035 · WHEDA
- 5040 · State Runaway IVB
- 5050 · HUD ESG State
- 5060 · HUD ESG City
- 5062 · RCHSD DWD-211
- 5085 - Racine-JAIBG-GCDTF
- 5086 - WI Juvenile Justice Funds
- 5090 · Racine CDBG Grants
- 5091 · Racine Safe & Sound Grants
- 5092 · Racine Weed & Seed Grants
- 5099 · Miscellaneous Grants

### Conclusions

1. Existing government funding sources are generally stable or declining, but the agency has yet to explore the full range of federal government funding sources. 2, 12
2. Racine nonprofits have established endowment funds, and SAFE Haven has demonstrated the capability to raise funds that could support an endowment. 4, 5, 8, 10, 11

### Take Away

Government funding is generally declining, and many local funding sources may not be sustainable. There are community resources available for an endowment.

## **SAFE Haven 2006 Strategic Planning Process**

### **Government** (external)

1. Government funding has generally been stable or declining.
2. Regulations and reporting requirements have been increasing at City, State and Federal levels.
3. There are generally good relations with the City of Racine.
4. There is a much lesser involvement with the County of Racine.
5. There have been increasing contacts with the State of Wisconsin (largely due to G/CDTF).
6. SAFE Haven receives virtually no income from the federal Departments of Education, Labor or Homeland Security (with the exception of DHS FEMA).
7. Most SAFE Haven federal funds come from DHHS, some indirectly from HUD.
8. SAFE Haven of Racine, Inc. is a private nonprofit corporation tax exempt under IRS 501(c)(3).
9. SAFE Haven of Racine Inc., is licensed by the State of Wisconsin as a Charitable Organization 501(c)(3).
10. 211 Racine operates under the auspices of the Federal Communications Commission, and the State of Wisconsin Public Service Commission, which in turn has passed regulatory power to 2-1-1 Wisconsin, Inc.
11. 211 Racine also adheres to voluntary standards set by the Alliance for Information and Referral Systems.
12. The Gang/Crime Diversion Task Force is subject to audits by the Department of Finance of the City of Racine.
13. The SAFE Haven Youth Shelter is licensed as a Group Foster Care Home by the State of Wisconsin Department of Health and Family Services. The Youth Shelter is also regulated by the federal Department of Health and Human Services.
14. SAFE Passage operates under a conditional use permit granted by the City of Racine, and is also regulated by the federal Department of Health and Human Services.
15. SAFE Streets is subject to regulations of the federal Department of Health and Human Services.
16. The Racine Police Department is the largest source of referrals to the Youth Shelter.
17. The Racine County Human Services Department is the largest referral source for the Gang/Crime Diversion Task Force.

### **Conclusions**

1. Government regulation and reporting requirements are significant, complex, and increasing. 2-15
2. Government funding is becoming increasing more difficult to obtain, due to more rigid requirements and increased competition. 1, 2, 6, 7
3. Various levels of government have become much more aware of SAFE Haven. 3, 5, 10, 12-17

### **Take Away**

Governmental regulation poses an increasing challenge in complexity and interdependence, and the government is increasingly uncertain as a funding source.

## **SAFE Haven 2006 Strategic Planning Process**

### **Other Agencies** (external)

1. No other local agencies offer the same program benefits as SAFE Haven.
2. There may be some opportunities for collaborative service delivery.
3. SAFE Haven is involved with more collaborations and partnerships than any other local nonprofit human service organization, in part due to 211 Racine.
4. Generally good relations exist with the Racine Unified School District.
5. 211 Racine is the first responder to information and referral calls placed to the Racine County Human Services Department, effectively making it the single point of contact for human services in Racine County.

### **Conclusions**

1. SAFE Haven provides unique benefits to the community. 1, 2, 3, 4, 5
2. SAFE Haven has a strong network of community relationships. 2, 3, 4, 5

### **Take Away**

Racine has an extensive network of collaborations and partnerships which presents opportunities for collaborative service delivery.

## SWOT Analysis

**Issue Question:** “How do we continue to execute our mission while competitively compensating our employees to levels that ensure SAFE Haven can attract and retain high quality personnel?”

### Strengths

Despite being under-compensated and holding stressful positions, staff are committed to the agency and its clients.

SAFE Haven’s adaptive and innovative programming provides exclusive benefits targeted to the most needy persons of the Racine community.

### Weaknesses

The increasingly data-driven mission and nature of services provided is stretching the technological capacity of the organization, requiring an immediate and ongoing investment.

Staffing is thin, under-compensated and organizational capacity is stretched.

The growing complexity of fiscal management will soon overwhelm the capacity of the organization.

Buildings and grounds management issues are beyond the capacity of the organization.

### Opportunities

There are community resources available for an endowment.

Racine has an extensive network of collaborations and partnerships which presents opportunities for collaborative service delivery.

Racine’s culture of violence, unemployment and under-valued education has created an environment that is toxic for youth, and a need for food, shelter and economic assistance.

### Threats

Government funding is generally declining, and many local funding sources may not be sustainable.

Governmental regulation poses an increasing challenge in complexity and interdependence, and the government is increasingly uncertain as a funding source.

## Strategic Plan

**Issue Question:** “How do we continue to execute our mission while competitively compensating our employees to levels that ensure SAFE Haven can attract and retain high quality personnel?”

### Action Strategies

**Strategy:** We will use SAFE Haven’s committed staff and adaptive and innovative programs to leverage existing community resources to create an endowment for long term agency support.

Goal	Objectives	Tasks	Persons Responsible	Due Date
Establish an endowment	Endowment is seeded by calendar year end 2007	Create Board level ad hoc committee with oversight for the creation of an endowment.	Board of Directors	10/2006
		Key representatives meet with Marge Kozina of Racine Community Foundation	Board Committee Executive Director Director of Development Director of Finance	10/2006
		Develop list of potential corporate and individual donors	Board of Directors Director of Development Agency personnel	11/2006
		Conduct campaign to seed endowment fund	Director of Development	Early 2007
	Create planned giving initiative by calendar year end 2007		Director of Development	12/31/2007
	Establish ongoing solicitation efforts by calendar year end 2008		Director of Development	12/31/2008

## SAFE Haven 2006 Strategic Planning Process

**Strategy:** SAFE Haven's committed staff and adaptive and innovative programs will leverage the existing network of alliances and partnerships to capitalize on opportunities for collaborative service delivery.

Goal	Objectives	Tasks	Persons Responsible	Due Date
Strengthen existing alliances and partnerships	By calendar year end 2006, the three highest priority collaboratives will have evidenced increases in: agency income, clients served, outcomes attained and/or quality of services provided.	Complete review of existing alliances document	Board of Directors Alliances Team	12/31/2006
		Prioritize existing alliances for development	Board of Directors Alliances Team Executive Director Program Coordinators	12/31/2006
		Monitor performance of alliances vis-à-vis income, quantity & quality of client services, other outcomes	Board of Directors Alliances Team Executive Director Program Coordinators	Ongoing
Create new alliances and partnerships	Identify potential new partners for collaborative service provision	Analyze existing agencies, programs and collaboratives for relevance to mission, outcomes	Board of Directors Alliances Team Executive Director Program Coordinators	6/30/2007
		Prioritize potential new partnerships for implementation	Board of Directors Alliances Team Executive Director Program Coordinators	6/30/2007
	Implement new partnerships	Draft and execute Memoranda of Understanding	Board of Directors Executive Director Program Coordinators	12/31/2008
Promote SAFE Haven resources to potential collaborative partners	New funders and service providers invest in SAFE Haven services	Develop and use hardcopy and electronic promotional materials emphasizing the agency's unique training, staff commitment and service quality.	Board of Directors Marketing Committee Director of Development Executive Director Program Coordinators	1/1/2007

## SAFE Haven 2006 Strategic Planning Process

**Strategy:** SAFE Haven's committed staff and adaptive and innovative programs position SAFE Haven to proactively address community concerns.

Goal	Objectives	Tasks	Persons Responsible	Due Date
To funders, regulators and service providers, SAFE Haven is known as the basic human needs service provider with the best training, staff commitment and service quality.	As basic community issues are identified, SAFE Haven will be included as a solicited provider for basic human needs	The Strategic Plan is presented to key community stakeholders	Board of Directors Administration Management	Annual Meeting 10/17/2006
		Follow-up committee meetings are held to maintain engagement of key stakeholders	Board of Directors Administration Management	11-12/2006
		Revise and implement Marketing Plans in keeping with the Strategic Plan to establish and maintain SAFE Haven's strategic positioning	Administration Management	11-12/2006
		Develop and use hardcopy and electronic promotional materials emphasizing the agency's unique training, staff commitments and service quality.	Board of Directors Marketing Committee Director of Development Executive Director Program Coordinators	1/1/2007

## SAFE Haven 2006 Strategic Planning Process

### Barrier Reduction Strategies

**Strategy:** Increase the technological capacity of the organization through immediate and ongoing investments in technology.

Goal	Objectives	Tasks	Persons Responsible	Due Date
SAFE Haven technology is maintained such that it poses no barrier to service delivery	Assess technology needs	Complete existing Technology Plan	Technology Planning Committee	12/31/2006
		Implement BelArc assessment software on all agency computers	Program Coordinators	8/31/2006, ongoing
	Acquire and maintain hardware meeting established standards	Continue to use corporate donations when units comply with required specifications	Technology Planning Committee, Director of Development	1/1/2007, Ongoing
		Budget major purchases such as phone system, copier	Director of Finance	8/31/2006
		Locate potential funding sources	Board of Directors Development Committee Director of Development	9/30/2006
	Acquire and maintain software meeting established standards	Continue to use TechSoup for operating systems, application software meeting specifications	Director of Finance	1/1/2007, Ongoing
	Hire and retain staff with technological competency	Revise job descriptions as needed to reflect required technological competency	Director of Development, Program Coordinators	9/30/2006
		Implement screening tests in hiring process to verify competency	Director of Development, Program Coordinators	1/1/2007

**SAFE Haven 2006 Strategic Planning Process**

**Strategy:** Increase the organizational capacity for both administration and service delivery through the acquisition, training and retention of competent personnel.

<b>Goal</b>	<b>Objectives</b>	<b>Tasks</b>	<b>Persons Responsible</b>	<b>Due Date</b>
Administrative capacity poses no barrier to service delivery	Hire at least one additional part time fiscal staff person (assuming no significant agency growth prior to deadline)	Create job description, Post position, Hire	Executive Director Director of Finance	12/31/2007
	Hire at least one additional part time human resources staff person (as dictated by anticipated agency growth)	Create job description, Post position, Hire	Executive Director Director of Development	As needed
	Hire a part time Administrative Assistant (as allowed by available funding)	Create job description, Post position, Hire	Executive Director	As soon as funding allows
Line staff are sufficient to pose no barrier to service delivery	211 Racine meets regulators requirements for reduced hold times and dropped calls	Assess number of line staff required to meet standards	211 Racine Program Coordinator	12/31/2006
		Hire staff as needed	Executive Director	3/31/2007
	SAFE Streets increases program capacity	Hire additional part-time, assuming federal funds are approved	Executive Director	9/30/2006

## SAFE Haven 2006 Strategic Planning Process

**Strategy:** Develop the capacity to manage growing fiscal complexity through the acquisition of additional personnel and increases in Information Technology efficiency.

<b>Goal</b>	<b>Objectives</b>	<b>Tasks</b>	<b>Persons Responsible</b>	<b>Due Date</b>
Technology poses no barrier to carrying out fiscal functions	Fiscal staff have hardware and software sufficient to pose no barriers to executing fiscal functions	In coordination with the Technology Plan, identify needed resources	Director of Finance	9/30/2007
		Purchase required hardware and software, including time keeping and scheduling software	Director of Finance	6/30/2007
Personnel capacity is sufficient to pose no barrier to executing fiscal functions	Hire at least one additional part time fiscal staff person (assuming no significant agency growth prior to deadline)	Create job description, Post position, Hire	Executive Director Director of Finance	12/31/2007

## SAFE Haven 2006 Strategic Planning Process

**Strategy:** Increase the capacity of the organization to address buildings and grounds management issues through prospective analysis, planning, budgeting and Board involvement.

Goal	Objectives	Tasks	Persons Responsible	Due Date
Maintain buildings & grounds without undue burden on existing personnel	By end of calendar year 2007 B&G issues no longer impinge on management and service delivery personnel	Assess B&G capital needs (roofing, HVAC, etc.)	Board of Directors B&G Committee Executive Director SAFE Haven & SAFE Passage Program Coordinators	3/31/2007
		Assess ongoing B&G maintenance and repair needs (e.g., painting, black top maintenance, landscaping)	Board of Directors B&G Committee Executive Director SAFE Haven & SAFE Passage Program Coordinators	3/31/2007
		Create timetables and budgets which reflect capital and ongoing B&G needs	Executive Director Director of Finance	5/31/2007
		Incorporate only the most basic day-to-day B&G functions into existing positions	Executive Director SAFE Haven & SAFE Passage Program Coordinators	3/31/2007
		As determined in Board led process, recruit, hire, train, maintain personnel to satisfy unmet B&G needs	Executive Director	7/1/2007 funding permitting

### A note on implementation

It is critical to bear in mind that the dominant theme which emerges from the Situation Review is that the agency is already near or exceeding its capacity in several regards. Plans must be developed in such a manner that they eventually reduce, *not increase* the workload on a staff that is already too small in numbers and overburdened in work load. Although no single source of personnel resources is forecast to provide a significant relief from this burden, the increasingly active leadership role of the Board of Directors envisioned in this plan may provide a good start.

In addition, analysis of the community need indicates that the near term trend for demands on human services will at the least be stable, but more likely continuing to increase. This is perhaps no more powerfully demonstrated than in the dramatic rise in the number of people seeking assistance with basic needs from 2-1-1 Racine. Simply put, to continue to meet the existing and projected demand for services there are only two possible recourses: increase the number of staff and/or increase the efficiency of service delivery.

## SAFE Haven 2006 Strategic Planning Process

### Simplified RASIC Chart

Key: Responsible (R) Approval (A) Support (S) Inform (I) Consult (C)

Due Date	Tasks	Persons Responsible
8/31/2006	Budget major technology purchases such as phone system, copier	Director of Finance
8/31/2006, ongoing	Implement BelArc assessment software on all agency computers	Program Coordinators
9/30/2006	Locate potential funding sources for major technology related items	Board of Directors, Development Committee, Director of Development
9/30/2006	In coordination with the Technology Plan, identify needed hardware and software resources for fiscal functions	Director of Finance
9/30/2006	Hire additional part-time SAFE Streets staff person, assuming federal funds are approved	Executive Director
9/30/2006	Revise job descriptions as needed to reflect required technological competency	Director of Development, Program Coordinators
10/2006	Create Board level ad hoc committee with oversight for creating an endowment	Board of Directors
10/2006	Key Endowment Committee representatives meet with Marge Kozina of Racine Community Foundation	Board Committee, Executive Director, Director of Development, Director of Finance
Annual Meeting 10/17/2006	The Strategic Plan is presented to key community stakeholders	Board of Directors, Administration, Management
11/2006	Develop list of potential corporate and individual donors for endowment	Board of Directors, Director of Development, Agency personnel
11-12/2006	Follow-up Strategic Planning subcommittee meetings are held to maintain engagement of key stakeholders	Board of Directors, Administration, Management
11-12/2006	Revise and implement Marketing Plans in keeping with the Strategic Plan to establish and maintain SAFE Haven's strategic positioning	Administration Management
12/31/2006	Complete review of existing Alliances document	Board of Directors Alliances Team
12/31/2006	Prioritize existing alliances for development	Board of Directors Alliances Team Executive Director, Program Coordinators
12/31/2006	Assess number of 211 Racine line staff required to meet standards	211 Racine Program Coordinator
12/31/2006	Complete existing Technology Plan	Technology Planning Committee
1/1/2007	Develop and use hardcopy and electronic promotional materials emphasizing the agency's unique training, staff commitments and service quality.	Board of Directors, Marketing Committee Director of Development, Executive Director, Program Coordinators
1/1/2007	Implement screening tests in hiring process to verify competency in technology	Director of Development, Program Coordinators

## SAFE Haven 2006 Strategic Planning Process

1/1/2007	Develop and use hardcopy and electronic promotional materials emphasizing the agency's unique training, staff commitment and service quality.	Board of Directors Marketing Committee Director of Development, Executive Director, Program Coordinators
1/1/2007, Ongoing	Continue to use corporate donations when computer hardware units comply with required specifications	Technology Planning Committee, Director of Development
1/1/2007, Ongoing	Continue to use TechSoup for operating systems, application software meeting specifications	Director of Finance
Early 2007	Conduct campaign to seed endowment fund	Director of Development
3/31/2007	Assess B&G capital needs (roofing, HVAC, etc.)	Board of Directors B&G Committee, Executive Director, SAFE Haven & SAFE Passage Program Coordinators
3/31/2007	Assess ongoing B&G maintenance and repair needs (e.g., painting, black top maintenance, landscaping)	Board of Directors B&G Committee Executive Director, SAFE Haven & SAFE Passage Program Coordinators
3/31/2007	Incorporate only the most basic day-to-day B&G functions into existing positions	Executive Director, SAFE Haven & SAFE Passage Program Coordinators
3/31/2007	Hire 211 Racine line staff as needed	Executive Director
5/31/2007	Create timetables and budgets which reflect capital and ongoing B&G needs	Executive Director, Director of Finance
6/30/2007	Purchase required hardware and software for fiscal functions, including time keeping and scheduling software	Director of Finance
6/30/2007	Analyze existing agencies, programs and collaboratives for relevance to mission, outcomes	Board of Directors Alliances Team, Executive Director, Program Coordinators
6/30/2007	Prioritize potential new partnerships for implementation	Board of Directors Alliances Team Executive Director, Program Coordinators
7/1/2007 as funds permit	As determined in Board led process, recruit, hire, train, maintain personnel to satisfy unmet B&G needs	Executive Director
12/31/2007	Create planned giving initiative by calendar year end 2007	Director of Development
12/31/2007	Create part time fiscal staff job description, Post position, Hire	Executive Director, Director of Finance
12/31/2007	Create planned giving initiative by calendar year end 2007	Director of Development
12/31/2008	Establish ongoing solicitation efforts for planned giving by calendar year end '08	Director of Development
12/31/2008	Establish ongoing endowment solicitation efforts by calendar year end 2008	Director of Development
12/31/2008	Draft and execute Memoranda of Understanding to implement new partnerships	Board of Directors, Executive Director, Program Coordinators
Ongoing	Monitor performance of alliances vis-à-vis income, quantity & quality of, client services, other outcomes	Board of Directors Alliances Team, Executive Director, Program Coordinators
As funds permit	Create part time Administrative Assistant job description, Post position, Hire	Executive Director
As needed	Create part time human resources staff job description, Post position, Hire	Executive Director, Director of Development