

## **FLORIDA SHERIFFS YOUTH RANCHES**

### **Report Card on the 2008 Strategic Plan**

#### **OUR VISION:**

Young men and women who, because of the Florida Sheriffs Youth Ranches, are able to face the future with a sense of direction, ability, and hope.

#### **OUR MISSION:**

To prevent delinquency and develop strong, lawful, resilient, and productive citizens who will make a positive contribution to our communities for years to come.

#### **OUR VALUES:**

- **Children First!**
- **Integrity...**Doing the right thing for the right reasons at the right time
- **Quality...**Doing nothing less than our best, every day in every way
- **Stewardship...**Taking responsibility for the assets that have been provided for the benefit of children through the gifts and sacrifices of others
- **Character...** Building successful youth and staff through development of positive character traits

#### **OUR GOALS, STRATEGIES, AND OBJECTIVES**

**Goal 1: To develop and provide effective, innovative, mission-driven programs that meet the needs of youth and families.**

**Goal 2: To develop and manage resources to effectively support the mission and enhance the programs of the Florida Sheriffs Youth Ranches.**

**Goal 3: To provide superior leadership and ensure a diverse, professional workforce.**

**Goal 4: To make the Florida Sheriffs Youth Ranches a household name identified as a charity providing front-end preventive services to Florida's children.**

**Goal 5: To ensure an outstanding working relationship with the Sheriffs of Florida.**

## **OUR STRATEGIC PLAN:**

**Goal 1: To develop and provide effective, innovative, mission-driven programs that meet the needs of youth and families.**

**Strategy 1.1:** Ensure effective residential programs.

### **Maintenance (On-going)**

**Objective 1.1.1:** To maintain full census on each residential campus.

- ★ Boys Ranch and the Youth Villa maintained 98%, Bradenton 97%, and Safety Harbor 93% over the past year.
- ★ Census summits were held for central and north Florida in 2008 and 2009.
- ★ SRO training continues. Additional training for Guardian Ad Litem groups has been conducted.

**Objective 1.1.2:** To conduct an annual survey of FSYR youth, parents, Sheriffs and stakeholders to evaluate program effectiveness and determine customer satisfaction.

- ★ The annual surveys were completed and distributed for 2008 and 2009. Reports were developed and shared with the Program Committee at each May Board meeting.

**Objective 1.1.3:** To enhance the Independent Living Program.

- ★ Recreation Director for central Florida attended the National Independent Living Conference in 2008 and developed a reference manual with all necessary documentation.
- ★ Independent Living Retreat was held for all programs; participating youth surveys determined the program to be a success.

**Objective 1.1.4:** To maintain the houseparent model.

- ★ Houseparent model continues to be utilized on all of our residential campuses.

**Objective 1.1.5:** To continually assess and enhance educational services in our programs.

- ★ Tutoring is in place at all residential campuses.
- ★ Utilization of public library has increased.
- ★ Outside organization such as Narcotic Overdose Prevention Education (NOPE), Operation Unwrap a Smile, Sports World, Best Buy Geek Squad and volunteers, along with field trips to the

Museum of Science and Industry, have been utilized to expand educational opportunities.

**Immediate (First year)**

**Objective 1.1.6:** To develop practical and useable Outcome Measures to evaluate the effectiveness of current programming.

- ✧ Six month and one year follow-up statistics for all youth who received residential services have been collected. The outcome report for 2006/07 was presented to the Program Committee in February 2009. The outcome report is in process for the 2008/09 timeframe. Data were not compiled in 2007/08 due to preparation for the Council on Accreditation (COA) Review.

**Objective 1.1.7:** To revise and expand the Mentoring Program.

- ✧ Meetings with mentors and Program Directors were held in 2008 and again in 2009.
- ✧ Director of Residential Services contacts students directly to assess their perception of the quality of the mentoring relationship and hear any concerns. Documentation is maintained on all contacts.
- ✧ Annual training for new mentors is in place; additional training is provided by Program Directors as needed.

**Objective 1.1.8:** To evaluate service delivery at each campus.

- ✧ Surveys have been developed at each site. Committees have been identified to study the survey results and compile recommendations based on the results.

**Intermediate (1-3 years)**

**Objective 1.1.9:** To increase capacity at the Boys Ranch.

- ✧ Delayed implementation due to fiscal constraints.

**Objective 1.1.10:** To expand the transitional living program.

- ✧ Delayed implementation due to fiscal constraints.

**Objective 1.1.11:** To expand the work skills/vocational development program.

- ✧ Delayed implementation due to fiscal constraints.

**Objective 1.1.12:** To enhance spiritual programming.

- ✧ Former Vice President of Programs and acting consultant Jim Strayer held a number of meetings with each program for the purpose of enhancing the spiritual programming offered. Changes were implemented and have been added as a part of the Continuous Quality Development (CQD) review to ensure we are meeting the spiritual needs of the youth. Items added to the CQD review include ensuring appropriate spiritual material is in the cottages and daily devotionals are being held.

**Objective 1.1.13:** To enhance services supporting FSyr alumni.

- ✧ No activity as of this date.

**Objective 1.1.14:** To develop a plan to effectively deal with the possible loss of Medicaid funding.

- ✧ Working with the Florida Coalition for Children again this year on possibly filing for exceptions at the Federal level.

**Long-term (3-5 years)**

**Objective 1.1.15:** To evaluate the need for additional cottages.

- ✧ Delayed implementation due to fiscal constraints.

**Strategy 1.2:** Ensure an effective camping services program.

**Maintenance (On-going)**

**Objective 1.2.1:** To continue to provide residential camp for needy youth.

- ✧ A new recruitment strategy developed in 2009 was welcomed by the counties. This strategy was utilized again in 2010, with all positions being filled and a waiting list maintained in the event replacements are needed. A total of 1,077 children were served in residential summer camp in 2009.

**Objective 1.2.2:** To enhance the mobile camp programs.

- ✧ The Director of Camping Services met with community partners and completed service agreements for 2009. Mobile Camp began 6/8/2009 and was fully staffed by start of program. A total of 1,315 children were served in mobile camp programs in 2009.
- ✧ Additional programming was secured by staffing the DCF Myron Rolle Wellness and Leadership camp and Operation Purple in 2010.

**Objective 1.2.3:** To conduct regular surveys of youth, parents, law enforcement, staff and stakeholders to evaluate program effectiveness and determine customer satisfaction.

- ★ Summer camp and Mobile Camp surveys were conducted weekly during 2009 and will continue in this manner for the 2010 sessions. Surveys are reviewed bi-annually as part of the quality review process. Summaries are completed at the end of each summer and presented to the Program Committee in November at the Board meeting.

**Objective 1.2.4:** To continue to explore alternative funding sources.

- ★ A workforce grant was submitted and approved for Florida Futures Program. Additional funding from the community and corporate partners was also secured. The first session of the program was successfully completed in May, 2010.
- ★ Operation Purple grant was secured to fund one week of summer camp in 2010.
- ★ A grant was submitted for Law Enforcement Trust Funds. If received, these funds are earmarked for programming in Palm Beach County.
- ★ Additional funding was received as a result of our choice as the partner with the Department of Children and Families to provide Myron Rolle Leadership camp.

**Immediate (First year)**

**Objective 1.2.5:** To implement programming responsive to changing needs of Florida's youth.

- ★ Meetings with Community Based Care (CBC) Lead Agencies and various groups have taken place to identify possible program needs within their communities. These meetings are resulting in new opportunities such as weekend retreats and camp opportunities with DCF.

**Objective 1.2.6:** To enhance school year residential camping programming.

- ★ Independent Living Skills (ILS) programming has taken place with Kids Central in a week long ILS program, weekend programs and ILS summer camp program. Additional ILS programs are scheduled with Deveraux Kids, Heartland for Children and other CBC partners. We also implemented an ILS component in the Florida Futures Program.

- ✧ Programming with the Department of Juvenile Justice in Volusia County and the Girls and Boys Club of Volusia and Flagler counties is pending implementation in Fall 2010.

**Objective 1.2.7:** To provide outreach services and programs through community partnerships.

- ✧ Staff is working with Boys and Girls clubs of Volusia County and JROTC programs in Marion Counties. Additional programming has taken place with Citrus and Volusia counties in day long Leadership Retreats. Weekend retreats on leadership development have taken place with various groups.
- ✧ Additional programming on Leadership development is being developed with colleges/universities.

**Intermediate (1-3 years)**

**Objective 1.2.8:** To evaluate and refine programming based on feedback, funding and community needs.

- ✧ Quarterly evaluation reviews are conducted and changes/refinements are made based on feedback and funding availability.

**Strategy 1.3:** Provide effective family services.

**Immediate (First year)**

**Objective 1.3.1:** To evaluate the current delivery of family services, including residential and camp intake, family counseling, parenting classes, and follow-up.

- ✧ Surveys were completed, data compiled, and reports presented to the Program Committee during the May 2009 and May 2010 Board meetings.

**Objective 1.3.2:** To constantly enhance our provision of family services.

- ✧ Through the evaluation process, knowledge was gained to upgrade related training for staff. Policies were reviewed and updated as well. Unfortunately the number of Family Case Managers was reduced due to budget constraints, and aftercare is currently limited.

**Objective 1.3.3:** To provide ongoing, effective referral services when the Youth Ranches is unable to meet the needs of our youth and their families.

- ✧ The help directory was revised/updated in March 2009 and disseminated to all Family Case Managers.

**Strategy 1.4:** Ensure Continuous Quality Improvement of FSYR programs.

**Maintenance (On-going)**

**Objective 1.4.1:** To conduct quarterly Continuous Quality Development (CQD) review of our programs.

☆ This is on-going on a quarterly basis since 1995.

**Objective 1.4.2:** To regularly identify and promulgate best practices as determined by the Continuous Quality Development reviews.

☆ Best practices are detailed in the quarterly CQD reports.

**Objective 1.4.3:** To maintain accreditation by the Council on Accreditation (COA).

☆ Site visit was completed June 2009; no corrective actions were required. Accreditation was received and will be in effect until September 2013.

**Objective 1.4.4:** To maintain accreditation by the American Camp Association (ACA).

☆ All standards have been reviewed and materials are in place. Camp reaccreditation site visits occurred in June 2010.

**Objective 1.4.5:** To maintain annual licensure by the Department of Children and Families.

☆ All programs have received the annual audit and received their 2010/2011 licenses.

**Objective 1.4.6:** To maintain annual licensure by the Department of Health (DOH).

☆ All programs have received their annual DOH reviews and certificates are in place.

**Objective 1.4.7:** To maintain annual certification by the Agency for Health Care Administration.

☆ All reviews have been completed and accepted for 2009. Final feedback has not been received from the state regarding the 2010 review.

**Intermediate (1-3 years)**

**Objective 1.4.8:** To develop and publish outcome measures for various programs on an annual basis.

- ✧ Outcomes for 2006/2007 data were published and presented to the Program Committee at May 2009 Board meetings. Outcome reports were not done in 2007/2008 due to staff time allocated to preparation for the COA review and accreditation. 2008/2009 outcome data compilation is being finalized for the report.

**Goal 2: To develop and manage resources to effectively support the mission and enhance the programs of the Florida Sheriffs Youth Ranches.**

**Strategy 2.1:** Ensure long-term fiscal stability.

**Maintenance (On-going)**

**Objective 2.1.1:** To meet the objectives of the Sarbanes/Oxley Act regarding Board Oversight.

- ✧ Board Members reviewed Fiscal Year 2009 tax returns for FSyr and SRE prior to submission.

**Objective 2.1.2:** To ensure annual acquisition of sufficient new donors to meet agency needs.

- ✧ The rate of return on the acquisition mailing has experienced a slight increase from .36% to .47%. This mailing is always being subjected to testing in which potential changes to increase rate of return are identified. Changes are implemented as the impact of tests is evaluated.

- ✧ Online efforts have been enhanced with pending changes to the Youth Ranches website and the addition of a Face book page.

**Objective 2.1.3:** To annually review and rebalance reserve accounts.

- ✧ Reserve accounts were rebalanced December 2009.

**Objective 2.1.4:** To use appropriate techniques and tools to maximize donor retention.

- ✧ Analysis of donors giving second gifts continues to drive acquisition list procurement due to its impact on retention of donors.
- ✧ The Opt Out mailing is sent in July each year to evaluate donor preferences.
- ✧ The donor recognition program and gift acknowledgment process have been reviewed and are succinct.

**Immediate (First year)**

**Objective 2.1.5:** To review and adjust the Donor Relations Department staffing structure.

- ★ Recent Donor Relations staffing vacancies have allowed us to adjust the department structure. Two Major Gift Officers have been hired to work southeast and southwest Florida respectively.

**Objective 2.1.6:** To expand the Estate Planning Program.

- ★ Design of initial recognition program has been completed with focus on a low-cost mail out package consisting of letter, brochures, and Certificate of Appreciation to attorney/trustee.
- ★ Communication has been initiated with attorneys, personal representatives, and trustees to obtain names of surviving family members; however, limited response has impeded completion of this objective.

**Objective 2.1.7:** To expand contact with and funding by Community Foundations

- ★ Delayed implementation due to fiscal constraints.

**Intermediate (1-3 years)**

**Objective 2.1.8:** To establish a donor research function.

- ★ Delayed implementation due to fiscal constraints.

**Objective 2.1.9:** To establish and implement a Major Gifts Program.

- ★ Two Major Gift Officers have been hired to solicit major gifts.
- ★ Donor Relations Officers are identifying key donors who have the ability to make major gifts.

**Objective 2.1.10:** To establish and implement a Monthly Giving Program.

- ★ The implementation of a new website by the end of August will enhance the ease of web based monthly donations.

**Long-term (3-5 years)**

**Objective 2.1.11:** To allocate 20% of estate gifts to “endowment.”

- ★ Delayed implementation due to fiscal constraints.

**Objective 2.1.12:** To grow endowment fund to annually generate 10% of the FSYR operational budget.

★ The Endowment Fund is currently contributing 16% toward the budget goal of \$1.5 million.

**Objective 2.1.13:** To evaluate the feasibility of a Capital Campaign.

★ This is a long-term objective and has not yet been implemented.

**Strategy 2.2:** Effectively manage FSYR facilities, equipment and information technology.

**Maintenance (On-going)**

**Objective 2.2.1:** To conduct an annual fixed asset inventory and resolve any concerns it raises.

★ The fixed asset inventory was completed in 2<sup>nd</sup> Quarter of 2010 with 45 discrepancies, compared to 98 discrepancies in the prior year; potential replacement cost decreased by \$75,709.44.

**Objective 2.2.2:** To conduct a comprehensive biennial market valuation of real property.

★ Upon further review, this objective was eliminated and a new objective established in the 2010 update.

**Objective 2.2.3:** To conduct a biennial insurance review for buildings and major equipment.

★ A review was completed in February 2010.

**Objective 2.2.4:** To effectively integrate information technology into all aspects of FSYR.

★ An automated purchase order process, a first step to further form automation, has been implemented. Cottage parents have been provided access to agency email systems to enhance timeliness of communication.

**Immediate (First year)**

**Objective 2.2.5:** To implement a master building and equipment maintenance and replacement schedule.

★ This project has not been started.

**Objective 2.2.6:** To complete construction of the Cooke School at the Boys Ranch.

- ★ Construction completed and building furnished in time for the start of summer school 2009.

**Objective 2.2.7:** To evaluate “green” initiatives as construction, replacement or repairs arise.

- ★ All construction, replacement, or repairs are evaluated for our “green” initiative.

**Intermediate (1-3 years)**

**Objective 2.2.8:** To develop a process of program site acquisition.

- ★ Delayed implementation due to fiscal constraints.

**Objective 2.2.9:** To convert the horse barn at Youth Camp into a maintenance building.

- ★ This conversion was completed in 2009.

**Objective 2.2.10:** To convert the maintenance building at Youth Camp into a boat house and environmental building.

- ★ This conversion was completed in 2009.

**Long-term (3-5 years)**

**Objective 2.2.11:** To evaluate the need for future campus development.

- ★ This is a long-term objective and has not yet been implemented.

**Strategy 2.3:** Provide for the financial integrity of the organization.

**Maintenance (On-going)**

**Objective 2.3.1:** To work diligently toward an annual balanced budget.

- ★ The initial operating budget deficit in the fiscal year 2011 budget was reduced from \$2,218,782 to \$912,064.

**Objective 2.3.2:** To always attain the highest audit rating (known as an unqualified opinion) on the annual external audit.

- ★ Unqualified opinions were received for the fiscal year 2009 audits of both FSyr and SRE from our external audit firm Purvis Gray and Company

**Objective 2.3.3:** To conduct an ongoing internal audit program.

- ✧ Internal audits were conducted during fiscal year 2009 for the Youth Camp, Live Oak Thrift Store, and Office of the President

**Objective 2.3.4:** To maintain internal controls/separation of duties.

- ✧ No control weaknesses were identified during our fiscal year 2009 external audit

**Strategy 2.4:** Maximize current operating resources and revenues.

**Maintenance (On-going)**

**Objective 2.4.1:** To regularly evaluate the tasks and functions of staff within the Florida Sheriffs Youth Ranches.

- ✧ Job tasks and functions are regularly reviewed in the annual budgeting process. In addition, supervisors are responsible for reviewing job descriptions during each employee's annual evaluation.

**Objective 2.4.2:** To regularly review methods by which administrative functions and costs can be streamlined.

- ✧ An automated purchase order process, a first step to further form automation, has been implemented.

**Objective 2.4.3:** To maximize the return on investments (ROI) on current investments and cash balances.

- ✧ Assets are invested per the Investment Policy as approved by the Board of Directors. The overall average return for calendar year 2009 was 18.02%.

**Immediate (First year)**

**Objective 2.4.4:** To fully implement a program of online fundraising.

- ✧ The website is currently under reconstruction to be complete by the end of August 2010.

**Objective 2.4.5:** To develop a strategy for expanding corporate sponsorships.

- ✧ Three new or renewed corporate relationships have come on board in the last year.

**Objective 2.4.6:** To support Sheriff Ranches Enterprises efforts to raise funds for FSyr.

- ☆ There is a collaborative relationship between SRE and FSyr which provides administrative support to SRE.

**Objective 2.4.7:** To expand revenue generated by Special Events.

- ☆ We had six new events last year, generating \$75,000. In addition, FSyr has been added to the voluntary trust fund list on motor vehicle registration cards.

**Objective 2.4.8:** To maximize revenue generated by direct mail appeals.

- ☆ This is a constantly evolving process. New criteria are being used for data pulls. Although some increases in participation are occurring, overall giving is still reduced due to the economic climate.

**Intermediate (1-3 years)**

**Objective 2.4.9:** To expand payroll deduction programs wherever possible.

- ☆ A corporate payroll deduction partner was added in 2009. Several Sheriffs Offices increased their participation in both number of personnel and dollar amounts.

**Objective 2.4.10:** To generate additional revenue from the specialty tag program.

- ☆ This has been hampered due to new state fees instituted in 2009.

**Objective 2.4.11:** To attain a minimum 75/25 ratio of program expenses to administrative costs.

- ☆ For fiscal year ending 9/30/09, 74% of expenses were for program services. Each budget year, all items are considered in an effort to complete this objective.

**Goal 3: To provide superior leadership and ensure a diverse, professional workforce.**

**Strategy 3.1:** Ensure effective personnel recruitment and selection.

**Immediate (First year)**

**Objective 3.1.1:** To enhance and promulgate a standardized FSyr recruiting and hiring strategy and process.

- ☆ Work on this objective is anticipated to begin in August 2010.

**Objective 3.1.2:** To train supervisors on the FSyr hiring process (advertising, interviewing and selection).

- ✧ Work on this objective is anticipated to begin in August 2010 and be completed by October of 2011.

**Objective 3.1.3:** To more fully utilize the Internet for recruitment and employment.

- ✧ Several online job sites are used as internet sources for job recruitment.

**Intermediate (1-3 years)**

**Objective 3.1.4:** To conduct a biennial Salary Survey to ensure that salary ranges remain competitive with industry and local standards.

- ✧ A salary study was completed for a specific group of employees in 2008. Due to limited funds, however, salary levels are frozen. The next study will be completed in 2011 and utilized to guide salary adjustments if adequate funds are available to lift the freeze.

**Objective 3.1.5:** To create and market internship opportunities for students outside of traditional social services.

- ✧ This objective is on hold as Programs and Services are not pursuing interns outside of traditional social services.

**Strategy 3.2:** Provide for effective training and retention of FSyr personnel.

**Immediate (First year)**

**Objective 3.2.1:** To systematically improve the use of the Vocational Professional Development process and form.

- ✧ This objective is in process and due for completion at the end of August 2010.

**Objective 3.2.2:** To identify and utilize more cost effective methods of training.

- ✧ There are now 18 courses offered online for staff training.

**Long-term (3-5 years)**

**Objective 3.2.3:** To explore a program of career development for FSyr personnel.

- ✧ This is a long-term objective and has not yet been implemented.

**Strategy 3.3:** Ensure effective leadership (including management and executive leadership development).

**Immediate (First year)**

**Objective 3.3.1:** To enhance the Polishing the Stars Program.

☆ This was completed November 2009.

**Objective 3.3.2:** To develop and implement an effective supervisory skills training program.

☆ The Supervisor's Academy was developed and delivered to all supervisors employed at the time the course started. The Academy was completed in February 2010. A shortened core curriculum has been developed for new supervisors and will be completed by August 1, 2010.

**Intermediate (1-3 years)**

**Objective 3.3.3:** To implement a leadership development program for selected groups of employees.

☆ This objective has been deferred until October 2011.

**Objective 3.3.4:** To develop a recruitment program for specific agency-wide leadership positions.

☆ This objective has been deferred to October 2011.

**Strategy 3.4:** Ensure effective long-term succession planning to meet anticipated senior management position vacancies.

**Immediate (First year)**

**Objective 3.4.1:** To develop a basic timeline for the replacement of major leadership positions.

☆ A timeline has been developed and extends from May 2011 until 2014.

**Objective 3.4.2:** To identify critical leadership and managerial competencies needed for effective FSYR leadership.

☆ This objective will be accomplished in fiscal year 2001-2011.

**Objective 3.4.3:** To formalize a leadership transition plan.

☆ This objective has been deferred to October 2011.

**Intermediate (1-3 years)**

**Objective 3.4.4:** To develop a schedule for the transitioning of new FSYR leadership positions, including appropriate periods of position overlap.

☆ This is a long-term objective and has not yet been implemented.

**Objective 3.4.5:** To develop an organized program of recruiting, training and developing talent for senior management positions.

☆ This is a long-term objective and has not yet been implemented.

**Long-term (3-5 years)**

**Objective 3.4.6:** To implement the leadership transition plan for the new FSYR Executive Leadership Team.

☆ This is a long-term objective and has not yet been implemented.

**Strategy 3.5:** Provide a safe, positive and professional work environment.

**Maintenance (On-going)**

**Objective 3.5.1:** To evaluate and enhance the FYSR work place safety program.

☆ A training topic manual was completed and sent out to all locations for use regarding safety topics during monthly general staff training.

**Objective 3.5.2:** To enhance our “open door” policy to ensure open communication throughout FSYR.

☆ This objective was completed in June 2009 with the revision and distribution of the FSYR policy.

**Immediate (First year)**

**Objective 3.5.3:** To ensure all training, including orientation and in-service, is based on and reinforces the values of the Youth Ranches.

☆ All training curriculum has been reviewed to ensure it is based on FSYR values.

**Objective 3.5.4:** To enhance the use of coaching and open communication techniques between supervisors and employees.

☆ This was included in the Supervisors Academy. The Academy was completed in February 2010.

**Objective 3.5.5:** To extend the “5 main things” philosophy throughout FSYR.

- ✧ While many departments have already incorporated the “5 main things” philosophy in their management, full implementation has been delayed.

**Strategy 3.6:** Ensure recruitment and orientation of members of the FSyr Board of Directors.

**Maintenance (On-going)**

**Objective 3.6.1:** To develop an organized program for the recruitment of Sheriff and non-sheriff members to the Board of Directors.

- ✧ No formalized program of recruitment has been developed at this time. Vacant slots on the board are filled by recommendations from the current Board of Directors and Sheriffs.

**Objective 3.6.2:** To conduct a formalized orientation program, including facility tours, for each new member of the Board of Directors.

- ✧ All new members of the Board went through orientation in 2009. Tours of the campus visited are offered at each Board Meeting.

**Objective 3.6.3:** To ensure involvement of each member of the Board of Directors on at least one Board Committee.

- ✧ Each current Board member is involved on at least one committee.

**Goal 4: To make the Florida Sheriffs Youth Ranches a household name identified as a charity providing front-end preventive services to Florida’s children.**

**Strategy 4.1:** Ensure clear and consistent FSyr branding.

**Immediate (First year)**

**Objective 4.1.1:** To develop a positioning statement clearly defining who we are, what we do, and how we are different.

- ✧ In 2008, we promulgated the following positioning statement: “The Florida Sheriffs Youth Ranches is educating and caring for boys and girls in a family setting. For over fifty years, we have provided children in crisis with hope for a brighter future. We strive to prevent delinquency by building character in young people through a work, study, play and pray philosophy. Our mission is primarily funded by charitable contributions.”

**Objective 4.1.2:** To review and redesign as necessary the FSyr logo.

- ✧ Upon review, we decided to maintain current logo incorporating a new slogan.

**Objective 4.1.3:** To review and revise as necessary the FSyr slogan.

- ☆ A new slogan, *Mending Lives, Healing Hearts*, is being implemented and incorporated into all literature as reprints are necessary.

**Objective 4.1.4:** To develop and implement a comprehensive internal education program to ensure consistency and effectiveness of branding.

- ☆ We unveiled the slogan and logo September 2009. The concepts are used by staff and conveyed in new employee orientation.

**Objective 4.1.5:** To update the website with new brand.

- ☆ This was completed; however, the web technology is being changed to meet our needs. This is in process to be completed by the end of August 2010.

**Intermediate (1-3 years)**

**Objective 4.1.6:** To transition new branding into FSyr presentation and communication materials.

- ☆ This is occurring as materials are printed.

**Strategy 4.2:** Expand FSyr's public awareness and marketing campaign.

**Immediate (First year)**

**Objective 4.2.1:** To develop a comprehensive marketing strategy.

- ☆ A comprehensive marketing strategy has been developed and is being implemented using cost available options.

**Objective 4.2.2:** To develop a comprehensive public awareness campaign.

- ☆ A comprehensive public awareness has not yet been implemented and will be addressed in the Updated 2010 Strategic Plan.

**Intermediate (1-3 years)**

**Objective 4.2.3:** To implement the new marketing strategies.

- ☆ Full implementation of the new marketing strategies will be addressed in the Updated 2010 Strategic Plan.

**Objective 4.2.4:** To implement the new public awareness campaign.

- ☆ A comprehensive public awareness has not yet been implemented and will be addressed in the Updated 2010 Strategic Plan.

**Long-term (3-5 years)**

**Objective 4.2.5:** To evaluate and refine the new marketing campaign.

☆ This is a long-term objective and has not yet been implemented.

**Objective 4.2.6:** To evaluate and refine the new public awareness campaign.

☆ This is a long-term objective and has not yet been implemented.

**Goal 5: To ensure an outstanding working relationship with the Sheriffs of Florida.**

**Strategy 5.1:** Focus on individual Sheriffs and their involvement with FSyr.

**Maintenance (On-going)**

**Objective 5.1.1:** To enhance the presentation and information provided for Sheriffs-elect.

☆ FSyr hosted the New Sheriffs Day in December 2008.

**Immediate (First year)**

**Objective 5.1.2:** To develop and promulgate a FSyr Toolkit for use by each Sheriff.

☆ The tool-kit was presented at the New Sheriffs Day in December 2008.

**Objective 5.1.3:** To establish a system to provide adequate information to each Sheriff regarding the children in care from his/her county.

☆ A procedure was developed in 2003 and placed in the Program Operation Manual. Letter templates were also created for program use regarding specific type of services a youth is receiving and the status of the youth. Regular monitoring ensures that such information is shared with the Sheriffs of Florida.

**Objective 5.1.4:** To maintain relationships with former Sheriffs.

☆ We regularly invite former Sheriffs to Youth Ranches activities and continue to send them *The Rancher* magazine.

**Intermediate (1-3 years)**

**Objective 5.1.5:** To implement purposeful interaction between the FSyr President and each Sheriff on an established periodic basis.

☆ The President regularly attends the FSA conferences and special events around the state as well as FSA Board meetings and other

activities. He also has ongoing contact with Sheriffs on an as needed basis and assists with special requests.

**Strategy 5.2:** Enhance the opportunities for personnel of Florida's Sheriffs Offices to support the mission and programs of FSyr.

**Maintenance (On-going)**

**Objective 5.2.1:** To continue relationship building with Sheriffs' Executive Assistants and other administrative staff.

- ★ Youth Ranches staff attends the FSA Administrative Assistant's Seminar and maintain contact with staff through the year.

**Objective 5.2.2:** To continue and expand educational sessions for law enforcement, especially School Resource Officers.

- ★ In 2009, two sessions were held at FSyr program locations around the state.

**Immediate (First year)**

**Objective 5.2.3:** To implement a plan for increasing the use of payroll deduction within each Sheriff's Office.

- ★ We have a visitation plan in place for all of the Sheriff's Offices.

**Objective 5.2.4:** To cultivate relationships with Sheriff's Office staff through special events.

- ★ The Special Events Manager or another staff member is present at all special events.

**Intermediate (1-3 years)**

**Objective 5.2.5:** To identify and train a law enforcement liaison within each Sheriff's Office.

- ★ We have approximately 20 designated liaisons at this time.

**Objective 5.2.6:** To identify regional Sheriffs' Office coordinators throughout Florida.

- ★ Lt. Steve Harrelson from the Leon County Sheriff's Office has taken the lead. At this time he and the Special Events Manager are coordinating the program.

**Objective 5.2.7:** To cultivate relationships in order to expand special events.

- ★ The Special Events Manager and other staff regularly create and maintain such relationships.

**Strategy 5.3:** Enhance the relationship between FSyr and the Florida Sheriffs Association.

**Immediate (First year)**

**Objective 5.3.1:** To increase the planned contact between the FSA Executive Director and the FSyr President.

- ★ The FSyr President and FSA Executive Director regularly meet and maintain ongoing communications.

**Objective 5.3.2:** To regularly attend and report at the Sheriffs conferences and Florida Sheriffs Association Board Meetings.

- ★ The FSyr President and Vice President of Donor Relations attend these conferences and meetings.

**Objective 5.3.3:** To encourage the Executive Director or an FSA representative to attend and report at Youth Ranches Board meetings.

- ★ A representative of FSA has attended the last three FSyr Board meetings, and the FSA Executive Director has made a commitment to continue this representation.

**Objective 5.3.4:** To develop and enhance relationships with other FSA staff.

- ★ FSyr staff has enhanced their relationships with their FSA counterparts.