STRATEGIC ROADMAP

OUR STRATEGIC FOCUS

TO SUSTAIN THE FLORIDA SHERIFFS YOUTH RANCHES FOR FUTURE GENERATIONS, MEETING THE NEEDS OF FLORIDA’S CHILDREN AND OPERATING FREE FROM DEPENDENCE ON GOVERNMENT FUNDING.

Section 1 – Revenue Generation

It is given that the fiscal and programmatic sustainability of the Florida Sheriffs Youth Ranches requires a constant influx of private funds. To ensure revenues for the future, limit our dependence on governmental funding, and expand our donor base, we should examine a number of steps, culminating in specific, measurable objectives in our 2019-2021 Strategic Plan:

- Refine our acquisition mailings and test new messaging, keeping it at no less than 850,000 pieces.
- Triple the acquisition of new donors and integrate an aggressive online initiative, utilizing a consultant to ensure adherence to applicable state and federal laws.
- Emphasize and recognize key donor participation.
- Implement an income generation plan focusing on large retirement developments.
- Consider new initiatives to engage high-end donors.
- Engage corporations through initiatives that appeal to their charitable giving programs.
- Engage each Sheriff in advocacy for the Youth Ranches and cultivation of donors.

Section 2 - Programming

Program Direction

In order to maintain the integrity of residential care, we must remain focused on our core values and defined mission by:

- Continually protecting our identity and core mission as a caring residential community.
- Ensuring that the Boys Ranch, our crown jewel, remains as our flagship residential program.
- Increasing public awareness on the issues facing residential care and providing education to outside entities which influence our legislators at the Federal and State level.
• Developing and promoting career-focused programming to meet the growing needs of youth aging out of the child welfare system. Programs such as Florida Futures should be in place and functioning effectively.
• Facilitating a system of referrals for parents who are seeking assistance to enhance their parenting skills for when their children return to their homes. Effectively including opportunities for parents might, in fact, reduce the need for long-term care.
• Developing short-term programming aimed at assisting parents and our communities dealing with the immediate issues of at risk youth.
• Enhancing current educational programs to include a wider variety of cultural, career and practical life skills.
• Expanding the number and role of family case managers.
• Providing year-round housing for cottage parents.

**Programming Focus: Boys Ranch:**

Recognizing the role of the Boys Ranch as our “crown jewel” and the need to better utilize this property, we should plan to:

• Remodel the four cottages with current communal bathrooms.
• Open both closed cottages at Boys Ranch.
• Increase residential capacity on Boys Ranch property with additional cottages.
• Continue expansion of community summer day camp.

**Programming Focus: Bradenton:**

We recognize that the current program model used at our Bradenton campus may not be fiscally or programmatically sustainable in the future. To this end, we should research other possible models of service delivery, including:

• Conversion into full time early childhood development, afterschool care, and summer day camp for up to 60 children.
• Conversion to overnight summer camp.

**Programming Focus: Youth Villa:**

Enhanced use of the Youth Villa affords us the opportunity to better meet the needs of older youth aging out of foster care and other programs. With creative programming and use of the facilities, we can also expect several side benefits, including the facility as a source of revenue for SRE activities; a job-training program for older youth; and increased local public awareness of FSYR/SRE.
To effect these opportunities, Board and staff discussions can focus on:

- Changing all programming to center around higher education and vocational training programs. This will include youth from both private families and those aging out of foster care who evidence a sincere interest in either college or vocational training.
- Establish a Boutique Thrift Store on campus.

**Programming Focus: Safety Harbor:**
We currently expect that our facility at Safety Harbor will remain a full sibling program, serving children removed from abusive homes. Staff will also continue to work with local entities to provide other programming, such as our summer day camps.

**Programming Focus: Camping Services**
Camping Services will continue to operate both residential and community camps during the summer months. In addition, we will continue to:

- Seek out additional programming like Project Harmony for fall, winter and spring months.
- Explore collaborative efforts for youth aging out of foster care.

**Section 3 - Sheriff Ranches Enterprises**
Sheriffs Ranches Enterprises plays a vital role in our efforts to provide services that change human lives. To this end, SRE will continue to refine and develop a higher service standard with the SRE management team. We believe this higher level of customer/donor service will give SRE an advantage over similar competitors in this industry. In keeping with this philosophy, and with our ultimate goal of annually transferring $1 million to FSYR, SRE will continue its focus on:

- Opening additional thrift stores as opportunities arise. Total growth under our current infrastructure is set at an eventual number of 10-12 statewide locations.
- Exploring other revenue producing sources, including a consignment/buy outright store and textile in bulk quantities and the development of a coffee shop concept operating in conjunction with a thrift store.
- Engaging large organizations as recipients of renovation items.
Section 4 - Infrastructure

The Florida Sheriffs Youth Ranches was established in 1957, and the majority of our campuses were built within a 30-year time period. Especially due to the recession, the resources available for on-going maintenance and improvements to our buildings, along with repairs and new equipment purchases, were greatly reduced. This has left the Youth Ranches with greater needs as to infrastructure maintenance and enhancements. In order to reestablish an ongoing process to fully maintain our buildings, grounds and equipment, we anticipate:

- Developing a comprehensive capital needs list which includes the cost to repair or replace at each location based on severity of need.
- Utilizing funds from current cumulative gains within FSYR’s endowment fund as campus needs are evaluated.

Section 5 – Collaboration with Sheriffs

Founded by a small group of Sheriffs and quickly supported by the entire Florida Sheriffs Association, Florida Sheriffs Youth Ranches is long steeped in the tradition of engagement with the Sheriffs of Florida. Our on-going relationship is at its highest level in many years, and Sheriffs throughout the State are actively dedicated to and supportive of our mission. With that in mind, it seems to be a critical time to enhance our recognition by and interaction with the rank and file employees found within the Sheriffs’ offices.

In order to enhance the involvement and depth of the relationships we have with the current and future leadership within our Sheriffs’ Offices, there are steps FSYR and individual sheriffs could jointly take, including:

- Utilizing FSYR Board Member Sheriffs to contact their fellow Sheriffs to request that a link to the FSYR website be posted on the pages of each Sheriff’s Office website.
- Continuing participation in the FSA New Sheriff’s Academy and Commanders Academy.
- Seeking Sheriff support to engage their office staff members and their rank and file law enforcement deputies and detention personnel.
- Promoting the use of FSYR staff to conduct onsite training about the Youth Ranches as a part of new employee orientation.
- Developing a training module on FSYR for use by each Sheriff’s Office in its internal training program.
- Encouraging contributions to FSYR through payroll deduction.
- Requesting Sheriffs to display FSYR logos, materials and photos prominently in their office lobbies and other parts of their buildings.
• Requesting Sheriffs to constantly promote the Youth Ranches within their agency literature, public appearances and meetings with key supporters.
• Encouraging each Sheriff to allow staff to participate in FSYR activities, including summer camp, special events, campus cleanups, workdays and fundraising activities.

**Section 6 - Our Organizational Culture**

In the creation of our first Strategic Plan in 2008, the FSYR Board and FSYR Leadership clearly articulated three Foundational elements on which our operations, services, and programming rested: Our Vision, Our Mission, and Our Core Values. It is our commitment to these elements, to our historical role in joining with Florida’s Sheriffs to meet the needs of the children within our charge, and to the basic focus on work, study, play, and pray that separates us from other residential programs. To maintain and enhance the organizational culture for both the Florida Sheriffs Youth Ranches and Sheriffs Ranches Enterprises, we will maintain a focus on:

- Selection of staff members who understand and are committed to our Vision, Mission, and Values
- Development and professional growth of staff
- Enhancing accountability of staff related to performance and behaviors which reflect our fundamental beliefs
- Promotion of those whose performance best exemplifies our Vision, Mission, and Values
- Enhancing communication throughout all levels of the organization to encourage and reinforce our fundamental beliefs
- On-going recognition of our staff for their contributions to agency successes, individual accomplishments and demonstrated commitment to agency values.