

# Children in Crisis

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Prepared by

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## **Foreword**

The Children in Crisis (CIC) Board requested assistance from the Institute of Senior Professionals (ISP), of the Okaloosa Walton College (OWC), in the preparation of a Business Plan. The plan that is reflected in this document is the result of that request and effort.

This document has been prepared for the use of the Children in Crisis Organization. CIC has exclusive control and authority over the distribution of this document.

This business plan is based on information and data provided by the CIC. As with any dynamic document, this business plan is most relevant and accurately reflective of conditions and plans at the point in time it was prepared. Conditions change and strategies are modified as situations dictate. The data provided in this business plan may vary as the situation changes.

The information presented is believed to be accurate and reflective of CIC planning and intent, but the final affirmation of that should come directly from CIC and their elected leadership.

***Institute of Senior Professionals – Children in Crisis Project Team***

# Chapter 1 Children In Crisis, Inc.

## **Our Vision**

***WE WILL PROVIDE SAFE AND STABLE HOUSING AND  
SHELTER FOR ABUSED AND NEGLECTED CHILDREN IN OUR  
COMMUNITY***

## **Our Mission**

***PROVIDING HOMES...ESTABLISHING HOPE***

## **Our Goal**

***BUILD AND OPERATE A NEIGHBORHOOD IN OUR COMMUNITY  
FOR ABUSED AND NEGLECTED CHILDREN THAT WILL:***

- ❖ PROVIDE A STABLE AND NURTURING PLACEMENT OPTION FOR CHILDREN***
- ❖ SATISFY EMOTIONAL, PHYSICAL, AND SPECIAL NEEDS OF CHILDREN***
- ❖ OFFER HOME OPTIONS MINIMIZING DISRUPTION OF RE-PLACEMENTS***
- ❖ PREVENT SEPARATION OF SIBLINGS***
- ❖ ELIMINATE EXTENSIVE TRANSPORTATION***
- ❖ PROVIDE LONG TERM CARE IF NEEDED***
- ❖ INVOLVE THE WHOLE COMMUNITY IN CARE, SUPPORT AND NURTURING***

## Chapter 2 Needs Assessment

Today in Okaloosa and Walton counties, when a child is placed in a foster home, there is a **45%** chance that he will not be with his brothers or sisters. There is a **20%** chance he will be placed out of county. This number increases to **58%** for group home placements. **26%** of the time, he will be placed in a home that is over-capacity because there are not enough homes. On average, children are moved three to four times per year, with some being moved as many as 10 times per year. A child's average length of stay in foster care is two years and nine months, 18% of children have been in foster care for five years or more. More detailed statistics for District 1 (taken from the 2002 – 2003 District 1 Placement Annual Report) are presented in Figure 2.1.

To take a snapshot of the current situation, on June 7, 2004, there were only 18 beds in District 1 (Escambia, Santa Rosa, Okaloosa and Walton counties) available for possible placements, according to the data provided by Families First Network. For the entire month of June 2004, the Families First Network aggressively advertised for beds for 550 abused, neglected or abandoned children in District 1. The number of foster homes is declining while the number of abused and neglected children is increasing.

The need to supplement and compliment the present foster and shelter care system is apparent to all those involved in the system. Children in Crisis is fortunate to have in its organization professionals and volunteers that participate at all levels of child care including individuals with the Department of Children and Families, Lake View Center of the Baptist Health Care System, the Guardian ad Litem Program and various civic leaders. They represent many years of experience in this field and offer validated insights into the shelter and foster care problem.

In simple terms, the problem is having enough foster and shelter care homes in our county to meet the needs of the children; but it is much more complex than that. A significant increase in the number of foster parents is part of the solution. Unfortunately, this is impractical due to the shortage of individuals willing to become foster parents (despite the best recruitment efforts of DCF and FFN).

For those who are willing, the process of becoming a foster parent is not easy. The training is ten weeks. Some decide that parenting is not for them. Others continue the process and during the tedious tasks of preparing their home for licensing inspections give up, due to the overwhelming changes they may need to make based on recommendations from the health department, fire inspector and other state guidelines.

Because of this unmet need, a grass roots, non-profit organization was created to respond by offering a solution to the instability experienced by the foster children in Okaloosa and Walton counties. Children in Crisis, Inc. (CIC) was formed by a small group of 10-12 people with a shared vision and has grown into a committed body of more than 80 people. Many professionals and volunteers share our goal that the children deserve a safe, stable, home-like environment to call their own. Our neighborhood design will minimize disruptions of children moving from foster home to foster home. Brothers and sisters will be placed in the same house or in a home in the neighborhood where they can see each other daily. The surrounding community will be a vital asset in their potential involvement as volunteers in the care, support and nurturing of the children. All of this will serve to increase awareness of the foster children.

Our solution has evolved and continues evolving based on our meetings with numerous civic leaders, governmental officials and current service providers working with these children today.

Our message is consistent with the goals of the Department of Children and Family Services, as indicated by a statement made by Walter Cook, DCF District One Administrator: "The Department of Children and Families Services supports the efforts of the Children in Crisis organization to develop a program that will meet the needs of children entering into substitute care."

## District 1 2002-2003 Annual Report Statistics

### PLACEMENT TYPE:

- 1830 Total
- 688 (38%) Initial
- 365 (20%) Respite
- 715 (39%) Replacements
- Replacements were 1-10 per child
- 26 % required "Over Capacity" waiver
- 11 % of Foster Homes are "Over Capacity"
- 20 % of placements were "Out of County"

### DISRUPTIONS:

- 31 % of Dist 1 placements were disruptions
- 40 % of OK placements were disruptions
- 17 % of WAL placements were disruptions

### DISRUPTION REASON:

- 33 % were due to child behavior
- 31 % were due to Foster Parent request
- 18 % were due to licensing request
- 8 % were due to respite
- 8 % were due to uniting of siblings

### SIBLINGS:

- 56 % of children in the system are siblings
- 45 % of siblings are separated

### INITIAL PLACEMENT:

- Dist 1 had 688 children entering the system
- 38 % were from O&W county (260)
- 8 % were children that had been "reunified" for less than 12 mo

### GROUP HOMES (GH):

- No group homes for the 0 - 8 YO
- 50 % of GH placements in Dist 1 are out of county
- 58 % of GH placements in O&W are out of county
- WAL county has no GH & no 24 hour shelter
- 3 out of 4 GHs in OK county are for 8-18 YO girls
- OK has one GH for 8-18 YO mixed (5 beds)
- The only 24 hour shelter in OK closed 1 Jan, 2004

### PLACEMENT by RACE:

- 67 % White
- 27 % Black
- 6 % others
- 

### PLACEMENT by COUNTY:

- 47% ESC
- 21% OKA
- 25% SR
- 7% WAL

### FOSTER HOMES by COUNTY (11-25-03 data):

- OKA 43 homes 105 beds
- WAL 8 homes 16 beds

Figure 2-1

## Chapter 3 Layout and Plan

CIC plans to develop a residential style foster care housing complex in a local neighborhood setting. Figure 3-1 illustrates the CIC concept as it might appear on the Okaloosa Walton College property adjacent to Hurlburt Field Road in Okaloosa County. Land required to build the neighborhood should satisfy the following criteria:

- 1) Be provided at little or at no cost,
- 2) Be central to the “Needs” population,
- 3) Have access to major transportation routes,
- 4) Be close to community support,
- 5) Good accessibility to schools, and
- 6) Be at least 15 – 20 acres

The complex is to be comprised of residential style group foster care homes that will each house six children with accommodations for House Parents. The number of homes will be determined, over time, by our success and the demonstrated need at the time. It is anticipated that as many as 8 to 12 homes may ultimately be required. One residence will be equipped as a 24 Hour Emergency Shelter House that will accommodate 12 children. Other residences will provide for the administrative, maintenance, medical and social needs of the children and of The Neighborhood. The various elements that potentially could make up The Neighborhood are:

- 1) 12 Bed Emergency Shelter Home
- 2) 6-Child Group Home
- 3) Administration Building
- 4) Maintenance Building
- 5) Transition House
- 6) Community Center

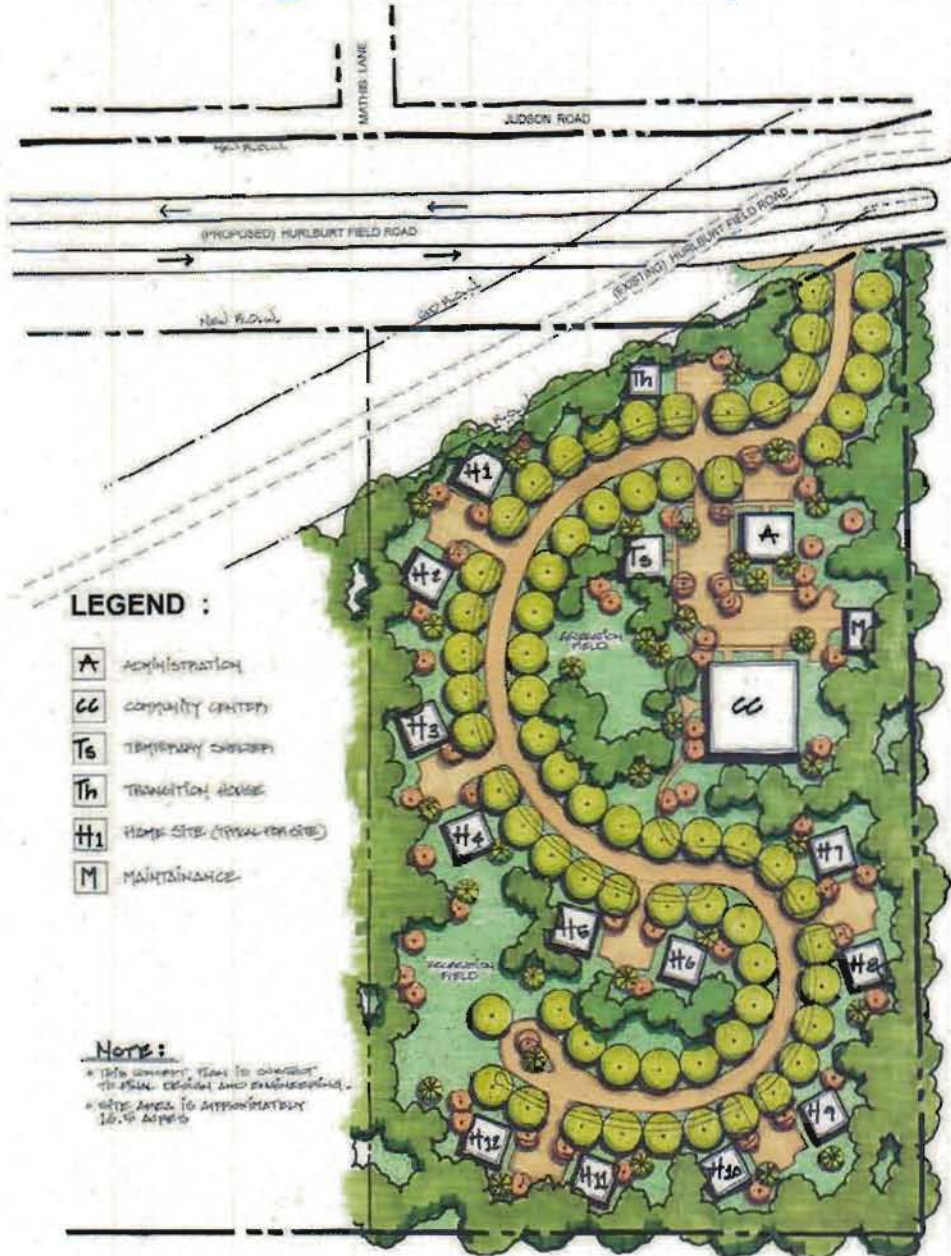
We are taking a phased approach to the development of The Neighborhood. We have defined the first two phases only at this time. The potential third phase will be defined later in response to the real world requirements. These phases are:



- 1) Phase 1 Development
  - Four Group Homes
  - Emergency Shelter
  - Administration Building
  - Maintenance Building
- 2) Phase 2 Development
  - Four More Group Homes
  - Community Center
  - Transition House
- 3) Future Development
  - Additional Services as Determined

The architectural firm of Kendrick-David-Dowling Architects, Inc. has developed the requirements for each of the residential elements of The Neighborhood and provided a cost estimate. The space allocations and associated cost estimates for each of these elements are provided in Figure 3-2.

# CIC Neighborhood Concept



## SITE CONCEPT PLAN

Rendering by Hank Bruns

SCALE - 1" = 50' (approx.)  
DATE - 07.05.04  
NORTH



Figure 3-1

## Program Plan

### SPATIAL ALLOCATIONS

An area for each building is expressed in square feet. In some cases there will be more than one building of a type constructed. The buildings and their square footage are as follows:

Single Home .....	2,668 sf
Temporary Shelter House .....	3,704 sf
Transition House.....	1,392 sf
Administration Building .....	2,316 sf
Community Center.....	13,054 sf
Maintenance .....	910 sf
Pavilion .....	400 sf

### COST

Once the total number of buildings for the project is determined, a phasing and project cost can easily be projected using unit cost and the square footages listed above.

Based on current unit cost the approximate construction cost for each building is:

Single Home .....	\$270,000
Temporary Shelter House .....	\$370,000
Transition House.....	\$140,000
Administration Building .....	\$235,000
Community Center.....	\$1,175,000
Maintenance .....	\$64,000
Pavilion	\$30,000

**Figure 3-2**

## Chapter 4 Staffing

**Figure 4-1** presents the staffing plan for both CIC staff and the Operations and Maintenance (O&M) contractor. The O&M contractor will be a licensed, bonded, certified third party who will run the day-to-day operation of The Neighborhood. Qualifications and statements of interest are being solicited from interested agencies.

Staffing estimates were extrapolated from data provided by a similar organization, Hibiscus House, Inc of Jensen Beach, FL. These estimates are being reviewed by potential O&M contractors.

The CIC Executive Director and Office Manager will be hired in January 2005 and will assist in development of The Neighborhood, including fundraising. The Office Manager will also be responsible for disbursement of funds to the construction contractor.

It is envisioned (and budgeted) that the O&M Contractor's neighborhood Program Director and Office Manager will come on board early in the 4th quarter of 2006. They will prepare the training plan for the remainder of the initial cadre who will come on board December 2006 in anticipation of opening the shelter and House 1 in January 2007. Additional house parents will be hired in December 2008 for the 2009 opening of House 2 and in December 2010 for the final two Houses slated for 2011.

House parents and relief parents will live in the House with up to six children. It is anticipated that couples will be hired, when possible. Emergency Shelter parents will work 8-hour shifts on a 24/7 basis. There will be two Shelter parents on duty at all times.

Additional explanatory notes are included on figure 4-1.

**Figure 5-4** in Chapter 5 shows budgetary data for all proposed staff.

OPERATIONS AND SUSTAINMENT PHASE 1							AS OF 14 JUL	
CALENDAR YEAR	2005	2006	2007	2008	2009	2010	2011	
CONSTRUCTION PLAN (FOR INFO)		SHELTER HOUSE 1	ADMIN	HOUSE 2 MAINT BLDG PAVILION		HOUSE 3 HOUSE 4		
<b>REQUIREMENT</b>								
<b>CIC STAFFING</b>								
CIC EXECUTIVE DIRECTOR	1	1	1	1	1	1		
CIC OFFICE MANAGER	1	1	1	1	1	1		
CIC VOLUNTEER COORDINATOR				1	1	1		
<b>TOTAL CIC STAFF</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>		
<b>O&amp;M CONTRACTOR STAFFING</b>		SEE NOTES					INFO	
NEIGHBORHOOD PROGRAM DIRECTOR		1 - 4TH QTR	1	1	1	1		
NEIGHBORHOOD OFFICE MANAGER		1 - 4TH QTR	1	1	1	1		
SHELTER PARENTS (6) (8 HR X 5)*		6, DEC	6	6	6	6		
RELIEF SHELTER PARENTS (6) (8HR X 2)*		6, DEC	6	6	6	6		
HOUSE PARENTS (COUPLES)(4)		1, DEC	1	1, 1, DEC	2	2, 2 DEC	4	
RELIEF HOUSE PARENTS (4)		1, DEC	1	1, 1 DEC	2	2, 2 DEC	4	
NURSE		1, DEC	1	1	1	1		
MAINTENANCE WORKER		1, DEC	1	1	1	1		
SHELTER COOK (10 HRS X 4)		1, DEC	1	1	1	1		
RELIEF SHELTER COOK (10 HRS X 3)		1, DEC	1	1	1	1		
<b>TOTAL O&amp;M CONTRACTOR STAFF</b>			<b>20</b>	<b>20</b>	<b>20/22</b>	<b>22</b>	<b>22/26</b>	
<b>TOTAL ALL STAFF</b>			<b>22</b>	<b>22</b>	<b>23/25</b>	<b>25</b>	<b>25/29</b>	
<b>NOTES:</b>	O&M PROGRAM DIRECTOR AND OFFICE MGR ON BOARD 4TH QTR 2006.							
	ALL OTHER INITIAL O&M STAFF ON BOARD DEC2006 FOR TRAINING.							
	RAMP-UP OF HOUSE PARENTS & RELIEF HOUSE PARENTS COMES 1 MONTH BEFORE EACH HOUSE OPENS.							
	*TWO SHELTER PARENTS WORK EACH 8 HR SHIFT 24X7.							

Figure 4-1

# Chapter 5 Budget

## A. Construction

Figure 5-1 presents the facilities to be built, their time phasing, cost estimates, and source of revenue for phase 1 of the Neighborhood. Cost estimates were provided by Kendrick, David, Dowling Architects, Inc, and by Randy Wise Homes. All cost estimates are shown in calendar year (CY) 2006 dollars and escalated at 3% per year. Furniture estimates are based on budget estimates provided by an organization similar to CIC (The Hibiscus House, Inc of Jensen Beach, FL).

Construction management costs are included in the cost of the individual buildings.

Total costs for construction of Phase 1 of The Neighborhood are estimated at \$2,824,900 in 2006 dollars and at \$2,947,481 in escalated dollars.

## B. Sustainment

Figure 5-2 presents the **Non-labor Operating Expenses for CIC**. Budget categories are consistent with similar organizations and many of the budget estimates are extrapolated from their data. Insurance and Occupancy estimates include the activity of the O&M contractor. Insurance estimates are based on preliminary data provided by two local independent insurance brokers. Insurance estimates for buildings are based on \$1.10 per \$100 cost of the building. Auto insurance is base on \$2,000 per year per 7-passenger van. General liability insurance is based on \$10,000 per year for one million dollars coverage. Occupancy estimates are based on data provided by local utility, telephone and cable companies. Utility budgets are based on the following usage by building per year. All estimates are in 2006 dollars escalated at 3% per year.

	<u>SHELTER</u>	<u>HOUSE (EA)</u>	<u>ADMIN</u>	<u>MAINT</u>	<u>PAVILION</u>
Water/sewer	1,275	900	600	450	300
Electricity	3,600	2,400	3,000	1,200	600

Telephone expenses are estimated at \$50 per month for each building (except the Pavilion), and Cable (including internet) is estimated at \$85 per month per building (except the Pavilion).

Total escalated CIC non-labor operating expenses are estimated to be \$446,650 for the 2006-2010 time period.

**Figure 5-3** presents the **Non-labor Operating Expenses for the O&M Contractor**. Again, much of this data was extrapolated from estimates provided by Hibiscus House, Inc including much of the Program Services estimate as well as from information provided by The Department of Children and Families (DCF).

Total escalated O&M Contractor non-labor expenses are estimated to be \$440,166 for the 2006 to 2010 time period.

**Figure 5-4** is a copy of the CIC and Contractor Staffing plan from chapter 4 (Figure 4-1) with phased budgetary data added. The figure includes salary estimates, tax and fringe benefit estimates and phasing of hiring. All costs are shown in CY 2006 dollars and escalated at 3% per year for subsequent years.

Staffing, personnel cost estimates and tax and fringe benefit estimates were extrapolated from budget estimates and actual costs provided by a similar organization, Hibiscus House, Inc of Jensen Beach, FL. Explanatory notes included in Chapter 4 and on the Figure 4-1 apply. Total escalated staffing costs are estimated to be \$3,050,570 for the 2005 to 2010 time period.

**Figure 5-5** presents a summary of total projected operating costs taken from **Figures 5-2, 5-3 & 5-4**. This format allows one to identify how the labor and non-labor costs build up relative to CIC and the O & M Contractor. The table also provides a summary of expected State Per Diem income that follows the children. Conservative estimates of sustainment support expected from the United Methodist Children's Home and other local churches is shown. The 18% Grant income is based on the current experience of other similar organizations. The remaining income must come from annual community fundraising. This requirement is reasonable based on based experience of organizations like the CAC.

**Program Summary** Budget data in “then year dollars”:

CONSTRUCTION	\$2,947,481
CIC NON-LABOR	446,650
O&M CONTRACTOR NON-LABOR	440,166
STAFFING	<u>\$3,050,570</u>
<b>GRAND TOTAL</b>	<b>\$6,885,267</b>



CIC FUNDING REQUIREMENTS AND SOURCES FOR PHASE 1			2006 \$ ESCALATED AT 3% PER YR--CURRENT AS OF 19 JUL							
Phase I. One 12 bed Shelter House, Four 8 bed Houses (6 beds children, 2 beds families), Admin Bldg, Maint Bldg, Pavilion										
Phase II (FOR INFORMATION ONLY) Four 8 bed Houses (6 beds children, 2 beds families), Community Center, Transition House										
CONSTRUCTION										
REQUIREMENT	COST IN 06\$	FUNDING SOURCE	CALENDAR YEAR							
			2005	2006	2007	2008	2009	2010	2011	
CONSTRUCTION MANAGEMENT		INCLUDED IN CONSTRUCTION CONTRACT								
<b>CIC DIRECT CONSTRUCTION COSTS</b>										
LAND PREPARATION (600K)	420,000	IN-KIND	84,000	336,000						
	180,000	CAPITAL CAMPAIGN	36,000	144,000						
ARCHITECT FEE (6% of Cost)	54,900	CAPITAL CAMPAIGN	54,900							
LANDSCAPE ARCHITECT FEE	36,000	CAPITAL CAMPAIGN	36,000							
SHELTER HOUSE (370K)	300,000	UMC NW FL DISTRICT		300,000						
	70,000	Habitat for Humanity In-Kind		70,000						
FURNITURE	40,000	IN-KIND		40,000						
HOUSE 1	270,000	CAPITAL CAMPAIGN		270,000						
FURNITURE	30,000	IN-KIND		30,000						
ADMIN BLDG	235,000	CAPITAL CAMPAIGN			242,050					
FURNITURE/EQUIP	30,000	IN-KIND			30,900					
HOUSE 2	270,000	CAPITAL CAMPAIGN				286,443				
FURNITURE	30,000	IN-KIND				31,827				
MAINTENANCE BLDG	64,000	CAPITAL CAMPAIGN				67,898				
TOOLS/EQUIP	10,000	IN-KIND				10,927				
PAVILION	30,000	CAPITAL CAMPAIGN				31,827				
EQUIPMENT	5,000	IN-KIND				5,305				
HOUSE 3	270,000	CAPITAL CAMPAIGN							303,887	
FURNITURE	30,000	IN-KIND							33,765	
HOUSE 4	270,000	CAPITAL CAMPAIGN							303,887	
FURNITURE	30,000	IN-KIND							33,765	
Vehicle 1	25,000	IN-KIND			25,750					
Vehicle 2	25,000	CAPITAL CAMPAIGN			25,750					
Vehicle 3	25,000	IN-KIND					27,318			
Vehicle 4	25,000	CAPITAL CAMPAIGN					27,318			
Vehicle 5	25,000	IN-KIND							28,982	
Vehicle 6	25,000	CAPITAL CAMPAIGN							28,982	
TOTAL CAPITAL CAMPAIGN	1,754,900	62%	126,900	414,000	267,800	386,168	27,318	607,774	28,982	
TOTAL IN-KIND	770,000	27%	84,000	476,000	56,650	48,059	27,318	67,530	28,982	
TOTAL UMC NW FL DISTRICT	300,000	11%		300,000						
GRAND TOTAL IN 2006 \$	2,824,900									
TOTAL IN ESCALATED \$	\$ 2,947,481		210,900	1,190,000	324,450	434,227	54,636	675,304	57,964	

Figure 5-1

OPERATIONS AND SUSTAINMENT		2006 DOLLARS ESCALATED AT 3% PER YEAR				AS OF 19 JUL
CALENDAR YEAR		2006	2007	2008	2009	2010
CONSTRUCTION PLAN (FOR INFO)		SHELTER	ADMIN	HOUSE 2		HOUSE 3
		HOUSE 1		MAINT		HOUSE 4
PHASE	REQUIREMENT		18 KIDS	PAVILION	24 KIDS	
<b>CIC NON-LABOR OPERATING EXPENSES</b>						
I	TEMPORARY OFFICE	12,000	12,360			
INSURANCE						
	PROPERTY INSURANCE \$1.10 per \$100		7,251	10,211	14,893	15,340
	AUTO INSURANCE \$2000 per van		4,120	4,244	8,742	9,004
	LIABILITY INSURANCE 1 million	10,000	10,300	10,609	10,927	11,255
	TOTAL INSURANCE	10,000	21,671	25,064	34,562	35,599
OCCUPANCY						
	UTILITIES ELECT		6,180	9,548	14,424	14,857
	SEWER/WATER		2,240	2,944	4,835	4,980
	TELEPHONE/CABLE		3,338	5,157	8,850	9,115
	TOTAL OCCUPANCY		11,758	17,649	28,109	28,952
TRAVEL						
	AUTOMOBILES \$5K/yr OP		10,300	10,609	21,855	22,510
	LOCAL MILEAGE REIMBURSEMENT	(NONE)				
	CONFERENCE/TRAINING	500	515	530	546	563
	TOTAL TRAVEL	500	10,815	11,139	22,401	23,073
OFFICE SUPPLIES						
	POSTAGE	400	412	424	437	450
	SUPPLIES	1,000	1,030	1,061	1,093	1,126
	TOTAL OFFICE SUPPLIES	1,400	1,442	1,485	1,530	1,576
PROFESSIONAL FEES						
	ACCOUNTING/AUDIT	1,500	3,090	3,183	4,917	5,065
	LEGAL	2000	2060	2122	2185	2251
	TOTAL PROFESSIONAL FEES	3,500	5,150	5,305	7,102	7,316
GENERAL OPERATING EXPENSES						
	ADVERTISE/FUND RAISING, PRINT/POSTAGE	25,000	18,540	15,914	16,391	16,883
	DUES/LICENSES/FEES	PAID BY CONTRACTOR				
	OFFICE EQUIPMENT	5,000	515	530	546	563
	MAINTENANCE	PAID BY CONTRACTOR				
	VOLUNTEER EXPENSES	1,000	1,030	1,061	1,093	1,126
	TOTAL GENERAL EXPENSES	31,000	20,085	17,505	18,031	18,571
PROGRAM SERVICES		PAID BY CONTRACTOR				
	CHILD ID PHOTOS					
	CLOTHING/SHOES					
	EDUCATIONAL MATERIALS					
	ALLOWANCE & INCIDENTALS					
	EVALUATION & ASSESMENT					
	RECREATION					
	FOOD AND MILK					
	TOTAL PROGRAM SERVICES	0	0	0	-	0
	TOTAL CIC NON-LABOR					
	OPERATING BUDGET	58,400	83,281	78,148	111,735	115,086
	TOTAL ESCALATED 2006-2010	446,650				

Figure 5-2

OPERATIONS AND SUSTAINMENT			2006 DOLLARS ESCALATED AT 3% PER YEAR				AS OF 14 JUL	
CALENDAR YEAR			2006	2007	2008	2009	2010	2011
CONSTRUCTION PLAN (FOR INFO)			SHELTER	ADMIN	HOUSE 2		HOUSE 3	
			HOUSE 1		MAINT		HOUSE 4	
PHASE	REQUIREMENT			18 KIDS	PAVILION	24 KIDS		36 KIDS
	O&M CONTRACT NON-LABOR EXPENSES							INFO ONLY
INSURANCE								
PROPERTY INSURANCE								
AUTO INSURANCE								
LIABILITY INSURANCE								
TOTAL INSURANCE (PAID BY CIC)								
OCCUPANCY								
UTILITIES ELECT								
SEWER/WATER								
TELEPHONE/CABLE								
TOTAL OCCUPANCY (PAID BY CIC)								
TRAVEL								
AUTOMOBILES (BOUGHT BY CIC)								
LOCAL MILEAGE REIMBURSEMENT				2,060	2,122	2,185	2,251	
CONFERENCE/TRAINING			1,000	1,030	1,061	1,093	1,126	
TOTAL TRAVEL			1,000	3,090	3,183	3,278	3,377	
OFFICE SUPPLIES								
POSTAGE (2006 4TH QTR)			100	412	424	437	450	
SUPPLIES (2006 4TH QTR)			750	3,090	3,183	3,278	3,377	
TOTAL OFFICE SUPPLIES			850	3,502	3,607	3,715	3,827	
PROFESSIONAL FEES								
ACCOUNTING/AUDIT				6,180	6,365	6,556	6,753	
TOTAL PROFESSIONAL FEES				6,180	6,365	6,556	6,753	
GENERAL OPERATING EXPENSES								
ADVERTISING								
DUES/LICENSES/FEES (2006 4TH QTR)			375	1,545	1,591	1,639	1,688.26	
OFFICE EQUIPMENT PURCHASE/MAINT			5,000	515	530	546	563	
MAINTENANCE				5,150	5,305	10,927	11,255.09	
VOLUNTEER EXPENSES (N/A)								
TOTAL GENERAL EXPENSES			5,375	7,210	7,426	13,113	13,506	
PROGRAM SERVICES				18 KIDS		24 KIDS		36 KIDS
CHILD ID PHOTOS				148	152	157	162	INFO ONLY
CLOTHING/SHOES \$50/MO				10,800	11,124	15,277	15,735	24,311
EDUCATIONAL MATERIALS				927	955	1,377	1,418	2,270
ALLOWANCE & INCIDENTALS \$24/MO				5,184	5,340	7,333	7,553	11,669
EVALUATION & ASSESSMENT				2,060	2,122	2,185	2,251	2,319
RECREATION \$50/MO				10,800	11,124	15,277	15,735	24,311
FOOD AND MILK \$8/DAY				39,420	40,603	55,761	57,434	88,735
TOTAL PROGRAM SERVICES				69,339	71,419	97,367	100,127	153,615
TOTAL CONTRACT NON-LABOR BUDGET			7,225	89,321	92,001	124,030	127,589	
TOTAL ESCALATED 2006-2010			440,166					

Figure 5-3

OPERATIONS AND SUSTAINMENT PHASE 1				2006 DOLLARS ESCALATED AT 3% PER YEAR			AS OF 14 JUL			
CALENDAR YEAR				2005	2006	2007	2008	2009	2010	
			CONSTRUCTION PLAN (FOR INFO)		SHELTER HOUSE 1	ADMIN	HOUSE 2 MAINT		HOUSE 3 HOUSE 4	
REQUIREMENT		COSTS IN 06\$	FUNDING SOURCE				PAVILION			
<b>CIC STAFFING</b>						18 KIDS		24 KIDS		
CIC EXECUTIVE DIRECTOR		50,000	EPISCOPAL GRANT	50,000	50,000	51,500	53,045	54,636	56,275	
CIC OFFICE MANAGER		25,000	see below	25,000	25,000	25,750	26,523	27,318	28,138	
CIC VOLUNTEER COORDINATOR		20,800	see below				22,067	22,729	23,411	
<b>TOTAL CIC SALARIES</b>				<b>75,000</b>	<b>75,000</b>	<b>77,250</b>	<b>101,635</b>	<b>104,683</b>	<b>107,824</b>	
TAXES AND FRINGE BENEFITS EST 30%				22,500	22,500	23,175	30,490	31,405	32,347.1	
<b>TOTAL ESCALATED CIC LABOR COSTS</b>				<b>97,500</b>	<b>97,500</b>	<b>100,425</b>	<b>132,125</b>	<b>136,088</b>	<b>140,171</b>	
<b>O&amp;M CONTRACTOR STAFFING</b>					SEE NOTES					
NEIGH-BOR-HOOD PROGRAM DIRECTOR		50,000	see below		12,500	51,500	53,045	54,636	56,275	
NEIGH-BOR-HOOD OFFICE MANAGER		25,000	see below		6,250	25,750	26,523	27,318	28,138	
SHELTER PARENTS (6) (8 HR X 5)* EA		30,000	UMC	24x5	15,000	185,400	199,096	199,670	202,592	
RELIEF SHELTER PARENTS* (6) EA		8,500	UMC	24x2	2,125	26,265	27,053	27,865	28,700	
HOUSE PARENTS (COUPLES)(4) EA		30,000	see below		2,500	30,900	34,470	65,564	71,028	
RELIEF HOUSE PARENTS (4) EACH		8,500	see below		708	8,755	9,769	18,577	20,729	
NURSE		30,000	see below		2,500	30,900	31,827	32,782	33,765	
MAINTENANCE WORKER		20,800	see below		1,733	21,424	22,067	22,729	23,410	
SHELTER COOK (10 HRS X 4)		18,000	see below		1,500	18,540	19,086	19,669	20,259	
RELIEF COOK (10 HRS X 3)		13,500	see below		1,125	13,905	14,322	14,752	15,194	
<b>TOTAL O&amp;M SALARIES</b>					<b>45,941</b>	<b>413,339</b>	<b>437,268</b>	<b>483,562</b>	<b>500,091</b>	
TAXES AND FRINGE BENEFITS EST 30%					13,782	124,002	131,181	145,069	150,027	
<b>TOTAL ESCALATED O&amp;M LABOR COSTS</b>					<b>59,723</b>	<b>537,341</b>	<b>568,449</b>	<b>628,630</b>	<b>650,118</b>	
<b>TOTAL ALL ESCALATED LABOR COSTS</b>				<b>97,500</b>	<b>157,223</b>	<b>637,766</b>	<b>700,574</b>	<b>764,719</b>	<b>790,289</b>	
			STATE/FED 50%		78,612	318,883	360,287	382,359	395,144	
			TOTAL GRANTS 18%		28,300	114,798	126,103	137,649	142,252	
			CAPITAL CAMPAIGN 32%		50,311	204,085	224,184	244,710	252,892	
<b>TOTAL STATE/FED 2005-10</b>			1,525,285							
<b>TOTAL GRANTS 2005-10</b>			549,103							
<b>TOTAL CAPITAL CAMPAIGN 2005-10</b>			976,182							
<b>GRAND TOTAL STAFFING 2005-10</b>			<b>3,050,570</b>							
<b>NOTES:</b>	O&M PROGRAM DIRECTOR AND OFFICE MGR ON BOARD 4TH QTR 2006.									
	ALL OTHER INITIAL O&M STAFF ON BOARD DEC 2006 FOR TRAINING									
	RAMP-UP OF HOUSE PARENTS & RELIEF HOUSE PARENTS COMES 1 MONTH BEFORE EACH COTTAGE OPENS.									
	*TWO SHELTER PARENTS WORK EACH 8 HR SHIFT 24X7.									

Figure 5-4

Operational Sustainability Projection												
	2005	2006	2007	2007	2008	2008	2009	2009	2010	2010	2011	2011
				%		%		%		%	(estimated)	%
<i>CIC Costs</i>												
Staff Costs	97,500	97,500	100,425		132,125		136,088		140,171		144,000	
Non-Labor		58,400	83,281		78,148		111,735		115,086		168,000	
Total CIC Costs	97,500	155,900	183,706		210,273		247,823		255,257		312,000	
<i>O&amp;M Contractor Costs</i>												
Staff Costs		59,723	537,341		568,449		628,630		650,118		758,000	
Non-Labor Costs		7,225	89,321		92,061		124,030		127,589		182,000	
Total O&M Contractor Costs		66,948	626,662		660,510		752,660		777,707		940,000	
<b>TOTAL OPERATING COSTS</b>	<b>97,500</b>	<b>222,848</b>	<b>810,368</b>		<b>870,783</b>		<b>1,000,483</b>		<b>1,032,964</b>		<b>1,252,000</b>	
<b>INCOME SOURCES</b>												
State Per Diem			362,520	45%	362,520	42%	462,960	46%	462,960	45%	664,000	53%
UMCH Sustainment Support		10,000	100,000	12%	100,000	11%	100,000	10%	100,000	10%	100,000	8%
Church Tithes (pledges)		25,000	75,000	9%	75,000	9%	75,000	7%	75,000	7%	75,000	6%
Grants (18%)	50,000	50,000	145,866	18%	156,741	18%	180,087	18%	185,934	18%	225,360	18%
Fund Raising	47,500	137,848	126,982	16%	176,522	20%	182,436	18%	209,070	20%	187,640	15%
	97,500	222,848	810,368		870,783		1,000,483		1,032,964		1,252,000	100%
Notes:												
1) This version moved the cost to purchase vans to the development budget (construction budget).												
2) The operating expences remain in the O&M budget.												
3) Per Diem is based on Group Home and Emergency Shelter Rates												

Figure 5-5

## Chapter 6 Marketing Plan

**Objective:** This marketing plan will develop the procedural steps necessary to identify potential funding sources and provide them with essential information. The required funding and its distribution among several categories are provided in Chapter 7 “Funding Strategy.”

**Responsibility:** A marketing director will be appointed with overall responsibility for the marketing effort and will report directly to the CIC Executive Director.

**Information:** It is essential that multiple forms of information are available which can provide maximum dissemination to all potential sources of funding.

**Brochure** – A high quality, glossy, full color brochure will be developed that fully explains the CIC mission and how that mission will be implemented.

**Web Page** – Consideration should be given to developing a web page that not only contains the information set forth in the brochure but is also kept up to date with the program’s current status. This will eventually transition to a full web site.

**Newspaper** – Appropriate ads will be developed. A schedule will be arranged with all local newspapers to disseminate information about the program.

**Television** – Arrange for highlights of the program to be covered by local television stations.

**Service Organizations** – At the appropriate time a one-time visit (with a short Power Point presentation) to each service organization should be made.

**Churches** – Discuss with the clergy of each church the appropriate method to disseminate information related to CIC.

**Public Service Announcements** – Distributed through newspaper, radio and television.

**Funding Sources:** Funding sources can be categorized by the level of expected participation and the source of the funding authorization.

**Corporations** – Develop a list and contact all corporations doing business within the two county area and divide the list into two categories; those with

local authority for contribution and those that must be authorized outside the local facility. The latter requires planning to coincide with the corporate budget cycle. Support for the program can come in the form of monetary funds and also in the form of participation in kind, i.e. food, medical supplies, laundry service, etc. The latter can especially contribute to the sustainability of the program.

**Local Businesses** – In addition to the corporations there are many small business enterprises that will be identified for contact. Their contribution can be in the same form as the corporations.

**Churches** -

**Individuals** – A list of those individuals that will be personally contacted will be developed. An initial letter of introduction will be developed and followed with personal contact with each individual.

**Special Events** – Special events will be considered and planned. One example could be a dinner cruise aboard the yacht “Solaris”.

## **Chapter 7 Funding Strategy**

Our three major sources of income will be public support through a number of fund raising campaigns, per diem payments from the Division of Families and Children, and grants from private foundations and governmental agencies. A special luncheon, planned for January, 2005, will mark the official “kick-off” of the fundraising effort.

### **A. Fundraising Campaigns**

#### **1. Major Donor Campaign**

The Major Donor Campaign will be the primary responsibility of the Fund Raising Committee, the Honorary Chair and the CIC Board of Directors. The leadership will reflect a high degree of involvement in a highly personalized approach to the Capital Campaign and to the Operational Reserve Fund. The targeted approach will be sell and name the buildings and rooms of the buildings to individuals, companies, businesses and churches. During this campaign the leadership will solicit top prospects for major gifts while educating and communicating with constituents about The Neighborhoods’ needs and future plans.

Anticipated Income: \$6,000,000

#### **2. Church Campaign**

Prominent members of the church community will be recruited and asked to provide leadership gifts as Co-chairs for the church community. They will in turn recruit and solicit a Church Campaign Committee of 12 to 15 area church leaders. The Church Committee will host meetings to personally solicit those attending to tithe to the building and continuous operation of the Neighborhood.

Anticipated Income: \$500,000

#### **3. Neighborhoods Campaign**

The Fund Raising Committee will recruit and solicit a Neighborhood Council comprised of leadership volunteers from different neighborhoods. Council members will recruit and solicit Neighborhood Committees in their neighborhoods. At neighborhood socials packets of campaign material will be provided including a DVD presentation of the “1000 by 1000 Support a Child



Fund” (one thousand citizens donating \$1000). The committees will follow-up after each social making personal contact with those who attended.

Anticipated Income: \$1,000,000

#### **4. General Campaign**

This effort will be an appeal to the general public through a newspaper campaign similar to the empty stocking campaign in December. “Fill the House” will be run in July requesting donations to furnish the homes and feed the kids.

Anticipated Income: \$50,000

### **B. Grants**

#### **1. Identification of Need:**

We will be guided by the requirements set out in the section on Funding Requirements and Revenue Sources by Phase.

#### **2. Identification of Potential Granting Organizations and Foundations:**

We will use personal knowledge of sources, the internet and the publication “The Complete Guide to Florida Foundations” to identify potential sources which fit our needs. This publication profiles 3700 private foundations in Florida with combined assets of \$13.4 billion.

#### **3. Follow-up:**

Once we have created a list of potential sources, each source will be contacted by a member of the Grants Committee to determine the match between their interests and our program. If there is a match, a grant application tailored for that source will be prepared.

Anticipated Income: (to be developed)

### **C. Per Diem Payments**

#### **1. Group Home Board**

The following projections are based on Department of Children and Families’ allowances as of June 2004. Each cottage has six beds for children and they are projected at full occupancy. Money for allowances, incidentals and clothing is included in the quoted rates. Per Home Income:

Beds x Monthly Board X12 = Annual Income

6 x \$1,395 X12 = \$100,440

**2. Emergency Shelter Board**

The following projections are based on contract rates and provided by the Family First Network. As with Foster Board, allowances are built in. FFN projects shelter facilities to be occupied at a rate of 85%.

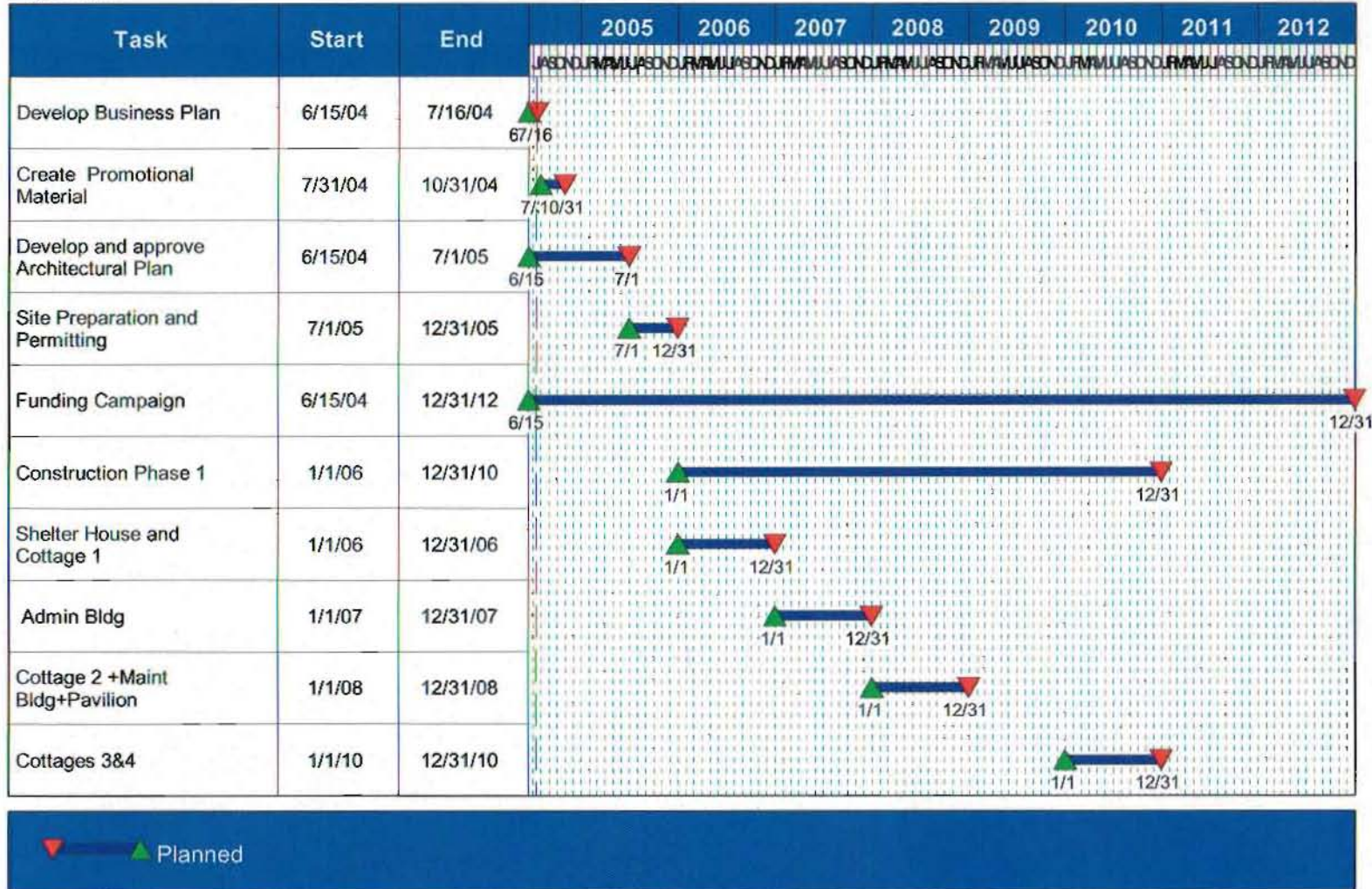
Beds x Mthly Days x Board Rate = Mthly Board Annual Income

12 x 26 x \$70 = \$21,840 \$262,080

**3. Projected income from Per Diem Payments (not escalated)**

	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Cottages	\$35,424	\$35,422	\$70,848	\$70,848	\$141,696
Shelter	<u>\$262,080</u>	<u>\$262,080</u>	<u>\$262,080</u>	<u>\$262,080</u>	<u>\$262,080</u>
Total	\$362,520	\$362,520	\$462,960	\$462,960	\$663,840

# Schedule



Task	Start	End	2005 2006 2007 2008 2009 2010 2011 2012											
			J A S O N D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S O N D J F M A M J J A S O N D											
Sustainment Phase 1	11/1/06	12/31/12												
Develop Staffing Plan	6/15/04	9/1/04												
Recruit 2005 Employees	9/7/04	1/15/05												

Planned