



United Way of Racine County

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www.211Racine.info

2-1-1 Strategic Planning 2008

Overview

2-1-1 Racine Mission

The **211 Racine** Program exists to provide human services Information and Referral, supportive listening and crisis intervention services to the residents of Racine County.

Issue Question: “How do we increase the number people contacting us by 10% every year for the next three years while maintaining the current quality of service?”

Introduction

This document contains the 2008 Strategic Plan for the 2-1-1 Racine Program, a service of SAFE Haven of Racine, Inc. There are two major sections: the Situation Review and the SWOT Analysis.

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).

Situation Review

Issue Question: “How do we increase the number of people contacting us by 10% every year for the next three years while maintaining the current quality of service?”

Introduction

This is the first part of the 2008 Strategic Plan for the 2-1-1 Racine program. 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.

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.

2-1-1 Racine 2008 Strategic Plan

Building and Grounds (internal)



SAFE Haven
1030 Washington Avenue

1. The 2-1-1 Racine program operates out of a 100+ year old building at 1030 Washington Avenue in Racine, Wisconsin, known as SAFE Haven. The SAFE Haven Youth Shelter, another SAFE Haven program, also operates out of this building.
2. The 2-1-1 Racine is run from the third floor of the SAFE Haven facility.
3. 2-1-1 Staff and Youth Shelter Staff must maintain the building and grounds personally.
4. There are no paid buildings and grounds personnel, two men of retirement age volunteer occasionally.
5. Three cars parked on agency property have been broken into over the past 15 years, and parking is severely limited.
6. The facility supports, in total, about two dozen employees; and as many as 8 residential clients at any one time.
7. The facility is not handicapped assessable.
8. Third shift is supported by the Youth Shelter workers.
9. Administration Staff is on-site.

Conclusions

1. The current building and grounds of SAFE Haven is the best location for operation of the 2-1-1 program. Site allows for close proximity of Youth Shelter and Administration Staff, ultimately reducing cost. (2,7,8,9)

Take Away

The current building and grounds is the best location for operation of the 2-1-1 program. This site allows for close proximity of Youth Shelter and Administration Staff, ultimately reducing cost.

2-1-1 Racine 2008 Strategic Plan

Culture & Dynamics (internal)

1. The 2-1-1 Racine program is operating at about 15-20% capacity.
2. The average tenure of part-time Staff is 1.5 years. The average tenure for the Program Coordinator is 1 year.
3. 2-1-1 Racine is one of five SAFE Haven programs.
4. 2-1-1 Racine was initiated by Racine United Way. (A)
5. 2-1-1 Racine has three full-time Staff.
6. There are no grant writing, information technology, maintenance, or administrative support Staff.
7. Compared to other roughly similar agencies, 2-1-1 personnel are under-compensated.
8. All 2-1-1 Racine staff are required to complete one of Racine's most rigorous human services training programs, and some are required to carry additional certifications or licenses.
9. The name "211 Racine" needs to be looked at as we serve more Counties than just Racine.
10. There has been a shift in dynamics at 2-1-1.
11. The first thing a caller will hear when calling 2-1-1 is a recording.
12. 2-1-1 Racine offers crisis intervention services which are unique, in that 211's are not required to provide this service.
13. 2-1-1 Racine's culture has shifted from casual to formal, being that we are highly regulated by AIRS.

Conclusions

1. 2-1-1 has a transitional culture accentuated by turnover. (2,13)
2. The productive period for 2-1-1 employees is relatively short. (2,8,13)
3. 2-1-1 Racine is a Racine-centric organization. (4,8,11)
4. 2-1-1 Racine's operational responsibilities are regulated through SAFE Haven. (3,6)
5. 2-1-1 has available capacity in the program. (1,6)

Take Away

Despite low wages and benefits, the training and certification requirements combined with short retention makes a 2-1-1 employee expensive. However, there is capacity for growth.

Paid Staff by Gender & Race

Program	Race	Gender	Total
2-1-1	B	F	10
	H	M	
	W		

Staff Cost per Week

Personnel	1st Shift	2 nd Shift	Total
2-1-1 PC	\$423.57	\$0	\$423.57
Other	\$848.00	\$448.00	\$1296.00

2-1-1 Racine 2008 Strategic Plan

Finance (internal)

1. 2-1-1 wages are low.
2. 2-1-1 benefits are not competitive.
3. The 2-1-1 budget has increased from \$140, 000 in fiscal year 2007-2008 to \$166,000 in fiscal year 2008-2009.
4. 2-1-1 has a deficit of about \$26,000 per fiscal year.
5. 2-1-1 has a current deficit of about \$3,000 for fiscal year 2007-2008.
6. 2-1-1 Relief Staff wages increased from \$7.50 per hour to \$ 8.00 per hour in fiscal year 2007-2008.
7. 2-1-1 Racine wages are 73% of Milwaukee 211's wages.
8. 80% of the 2-1-1 Racine budget is salary related.

Conclusions

1. Wages and benefits are low. (1,2,6,7)
2. The 2-1-1 program has a deficit. (4,5,8)

Take Away

The 2-1-1 budget is mostly salary related and in a deficit despite low wages.

2-1-1 Racine 2008 Strategic Plan

Services (internal)

1. The 2-1-1 Racine operators refer clients for basic needs, i.e.: food, shelter, financial concerns, etc.
2. The 2-1-1 Racine operators also handle all referrals for abuse/neglect in Racine County.
3. The 2-1-1 operators provide active listening to clients.
4. The 2-1-1 operators are also available for crisis intervention services.
5. 2-1-1 Racine is available 24/7/365.
6. Off hours service of 2-1-1 Racine is limited.
7. Referral services are channeled uniquely through Racine County agencies.
8. 2-1-1 Racine screens all calls that go to the Racine County Human Services Department.
9. 2-1-1 Racine provides no “direct” services.
10. 2-1-1 Racine operates a website, www.211racine.info, which also has our entire database available for clients.
11. 2-1-1 branding unique to Racine County.
12. Business’ could use our services.

Conclusions

1. 2-1-1 Racine could have difficulty providing 24 hour crisis support. (4,5,6)
2. Crisis intervention services and screening for Racine County callers is unique to our 2-1-1. (4,8)
3. The 2-1-1 brand is unique and focused on Racine County. (7,11)
4. There is a commercial potential for 2-1-1 Racine. (8,11,12)

Take Away

2-1-1 and the crisis services are still pretty unique to Racine County due to market focus. However, there is commercial potential.

2-1-1 Racine 2008 Strategic Plan

Technology (internal)

1. There are 6 computers available for use by 2-1-1 Staff. Four computers are currently in use by Staff.
2. The 2-1-1 program has an operating network.
3. The 2-1-1 Racine program maintains a website, www.211racine.info.
4. The 2-1-1 Racine program purchased a new digital phone system in February 2007. This new phone system has many features which help to execute the best and fastest service possible to the clients of 2-1-1 Racine. Call volume statistics are posted every month on the 211 website for consumers to view. With this new telephone system we also got HUD, which is a computer program. HUD allows us to see who is on a call, see if people in another house (at another SAFE Haven program) are on the phone, it allows the 211 PC to silently monitor calls to ensure quality, it allows trainees to monitor calls, and many other services.
5. There are database limitations, i.e.: cannot track Walworth county calls or West of Interstate in Racine County.
6. There is no IT Staff.
7. The 2-1-1 Racine program works with three separate databases: a Microsoft access database, Fonality (HUD), and IRIS for South Wood County calls.
8. There are multiple regulations for data collection which is updated annually by AIRS (National Alliance for Information and Referral Systems).

Conclusions

1. 2-1-1 Racine is limited in ability to change database. (5,6,7,8)
2. Phone and computer systems have capacity. (1,2,4)

Take Away

Flaws in database(s) restrict our ability to collect relevant data in spite of major hardware upgrades.

2-1-1 Racine 2008 Strategic Plan

Marketing (internal)

1. 2-1-1 does not have a formal marketing function.
2. 2-1-1 lacks specific information regarding consumers.
3. 2-1-1 has very knowledge in regards to Kenosha and Walworth Counties.
4. 2-1-1 has no funds allocated for marketing purposes.
5. 2-1-1 currently has a deficit, therefore, no funds will be allocated until budget no longer has a deficit.
6. 2-1-1 has magnets, pens, flyers, and brochures for marketing purposes.

Conclusions

1. 2-1-1 has no funding in which to organize a formal marketing function. (1,5,6)
2. 2-1-1 lacks knowledge of core clientele. (2,3)

Take Away

2-1-1 does not have a formal marketing function and lacks necessary knowledge of the consumer, especially in Kenosha and Walworth Counties.

2-1-1 Racine 2008 Strategic Plan

Clients We Serve (external)

1. Last fiscal year, 18% of all callers were 54 years of age or older.
2. Last fiscal year, 44% of all callers were between the ages of 36-54. Based on monthly data this age group has declined by 3% on average over the last two years.
3. Last fiscal year, 37% of all callers were between the ages of 18-35. Based on monthly data this age group has declined dramatically by 17% over the last two years.
4. Last fiscal year, 1% of all callers were 18 or younger.
5. Most clients of 2-1-1 are Caucasian. Last fiscal year Caucasian clients represented 66% of total call volume, African-American clients represented 24%, Hispanic clients represented 9%, and American Indian and Asian/Pacific Islander's represented .5% each.
6. Census data indicates that Racine County is about 27.2% minorities; therefore, we are exceeding the amount of minority clients that we serve by 6.8% annually. Census data also indicates that Racine County is 82.3% Caucasian residents; therefore, we are 16.3% from reaching the majority of Caucasian clients.
7. Census data states that Walworth County is 94.9% Caucasian and 5.1% minorities.
8. Census data states that Kenosha County 84.4% Caucasian and 15.6% minorities.
9. The 2-1-1 Racine program has talked about marketing ourselves to businesses as EAP support.
10. 2-1-1 has awareness in schools with facilitators but, cannot measure the awareness with students. (A)
11. 2-1-1 cannot measure how many people have cell phones over landlines, however, not all cell phones are yet equip to dial 2-1-1.
12. Most clients of 2-1-1 do not have internet availability. (A)
13. Unaided awareness of 2-1-1 is low. (A)
14. Last fiscal year, 76% of total calls originated from Racine County, East of I-94.
15. Last fiscal year, 5.7% of total calls originated from Kenosha County.
16. Last fiscal year, 2.3% of total calls originated from Union Grove, WI which is West of I-94 in Racine County.
17. Last fiscal year, 16% of total calls originated from Walworth County and all other portions of Western Racine County except Union grove.
18. Census data states that Racine County has an unemployment rate of 4.1%, Kenosha County is 5.2%, and Walworth County is 4.9% for workers age 16 and older.
19. Awareness with Social Workers is high.

Conclusions

1. 2-1-1 has a low awareness. (13,14,15,16,17)
2. 81% of 2-1-1 calls are from callers between the ages of 18-54. (2,3)
3. 2-1-1 clients are disproportionately minorities in Kenosha and Walworth Counties. (5,6,7,8)
4. Intermediate clients need to be considered. (9,10,19)

Take Away

Although minorities and people in need seem to be self selecting 2-1-1, we believe awareness is low and really do not have enough knowledge to define our target .

2-1-1 Racine 2008 Strategic Plan

Community (external)

1. There are shrinking demographics in Racine County.
2. There are growing demographics in Kenosha and Walworth Counties.
3. Racine County has high dropout and low graduation rates for students.
4. Unemployment rates in Racine, Kenosha, and Walworth Counties are all high.
5. Housing foreclosure rates are currently high.
6. Racine, Kenosha, and Walworth Counties are growing.
7. Unemployment rates for African-Americans are high. (A)
8. We do not have enough facts.

Conclusions

1. We do not have enough information on our total market. (7,8)
2. Poverty is rising. (1,3,4,5,7)
3. Kenosha and Walworth Counties are different than Racine County. (1,2,8)

Conclusions

Economic circumstances in Racine will drive utilization, but we do not know enough about Walworth and Kenosha Counties.

2-1-1 Racine 2008 Strategic Plan

Technological Environment (external)

1. Many cell phones still do not currently connect with 2-1-1.
2. The number of landlines used by the community is decreasing.
3. There are AT&T phone routing issues.
4. 2-1-1 Wisconsin wants to go to a uniform database and phone system.
5. Different call centers have different systems.
6. There is low penetration of the internet with most of the population we serve.
7. There are cable television phone issues.
8. 2-1-1 Racine's resources are available via the website.

Conclusions

1. Not everyone can contact 211 with their phone. (1,2,3,7)
2. 2-1-1 Wisconsin is a complex array of systems and wants to simplify. (4,5)
3. 2-1-1 benefits are available via the internet, yet, many consumers may not have access. (6,8)

Take Away

Our ability to serve our core clientele is limited by current cell phone technology, lack of access by core clients via the internet, and by potential changes 2-1-1 Wisconsin will mandate.

2-1-1 Racine 2008 Strategic Plan

Regulations (external)

1. 2-1-1 Racine operates under the auspices of the Federal Communications Commission (FCC) and the State of Wisconsin PSC, which in turn has passed regulatory power to 2-1-1 Wisconsin.
2. 2-1-1 Racine also adheres to standards set by AIRS.
3. In the near future there will be an entity called 2-1-1 US started, which will be a federal 2-1-1 organization and will eventually bring federal funding dollars to 2-1-1 State entities in existence.
4. There are regulatory requirements from funding sources.
5. * Model of regulatory structure:

United States Federal Communications Commission	National Alliance for Information and Referral Systems	2-1-1 United States
Wisconsin Public Service Commission	Wisconsin Alliance for Information and Referral Systems	United Way of America
2-1-1 Wisconsin		United Way of Racine County
2-1-1 Wisconsin Operating council		Racine County Human Services Department
	SAFE Haven of Racine, Inc. 2-1-1 Racine program	

Conclusions

1. Compliance. (1,2,3,4,5)
2. 2-1-1 National and State organizations will become more defined in direction and will bring potential funding. (1,3)

Take Away

2-1-1 National and State organizations will become more defined in direction and will bring potential funding.

2-1-1 Racine 2008 Strategic Plan

Funding Sources (external)

1. The number of sources has been the same as in previous years; however, a recent DOJ grant has brought some additional revenue.

2-1-1 Racine Funding Sources

Racine County Human Services Department-\$50,000

United Way of Racine County-\$65,000

2. UWRC provides ~50% of all funding to the 2-1-1 Racine program.

3. RCHSD funding is flat at ~38%.

4. The 2-1-1 Racine program has no funds that originate from Kenosha or Walworth Counties.

Conclusions

1. All of our funding is tied to Racine County. (2,3,4)

Take Away

All of our funding is tied to Racine County.

2-1-1 Racine 2008 Strategic Plan

Government (external)

1. There are good relations with the County of Racine.
2. There have been contacts with the State of Wisconsin and other 2-1-1 operations throughout the State.
3. SAFE Haven of Racine, Inc. is a private non-profit corporation tax exempt under IRS 501(c)(3).
4. SAFE Haven of Racine Inc. is licensed by the State of Wisconsin as a Charitable Organization 501(c)(3).
5. FCC/AIRS/PSC/211 WI is the outside structure.
6. There is no tariff for 2-1-1.
7. The Racine County Human Services Department is a large referral source for the 2-1-1 Racine program.
8. In the near future there will be an entity called 2-1-1 US started, which will be a federal 2-1-1 organization and hopefully will bring funding dollars to all of the 2-1-1 operations in existence.
9. Kenosha and Walworth Counties not very involved.

Conclusions

1. 2-1-1 Racine is regulated by many sources with no funding. (2,5,8,9)
2. Racine County benefits from 2-1-1- and provides funding. (1,7)

Take Away

2-1-1 Racine is highly regulated by many sources without accompanying funding.

2-1-1 Racine 2008 Strategic Plan

Collaborative Agencies (external)

1. United Way of Racine County provides 50% of program funding to 2-1-1 Racine.
2. United Way of Kenosha County and United Way of Walworth County provide no funding to 2-1-1 Racine.
3. 2-1-1 Racine has Memorandum's of Understanding (MOU) with 10 different agencies in Racine County.
4. 2-1-1 Racine has one MOU with Kenosha County.
5. 2-1-1 Racine has one MOU with Walworth County.
6. 2-1-1 Racine has one MOU with a State agency: Wisconsin Public Health.
7. 2-1-1 Racine operates a "BEEF" line in collaboration with the Racine Unified School District.

Conclusions

1. United Way is common between all three Counties. (1,2)
2. 2-1-1 Racine's collaborative relationships (MOU's) focus on Racine County. (3,4,5,6,7)

Take Away

2-1-1 Racine has many collaborative relationships. However, they focus mainly on Racine County.

2-1-1 Racine 2008 Strategic Plan

Competition (external)

1. The Aging and Disability Resource Center (ADRC) has a database and takes calls regarding disability and aging related issues. Every County we serve has an ADRC.
2. Transitional Living Services operates a 24/7/365 crisis line to residents of Racine County.
3. A child advocacy Center will open in Racine County in 2009.
4. Kenosha Human Development Services operates three separate crisis intervention lines for residents of Kenosha County. One line is available 24/7/365.
5. Walworth County operates an information and referral line for residents, available from 8:00am-8:00pm, Monday-Friday.

Conclusions

1. Multiple points of competition are in existence. (1,2,,4,5)
2. The future will bring even more competition. (3)

Take Away

Multiple points of competition are developing or have been developed, which may lead to a decrease in call volume.

SWOT Analysis

Issue question: “How do we increase the number of people contacting us by 10% every year for the next three years, while maintaining our current quality of service?”

Strengths	Weaknesses
<p>2-1-1 is unique.</p> <p>2-1-1 has great technical capacity.</p> <p>HR capacity for growth.</p>	<p>2-1-1 has a lack of knowledge and awareness.</p> <p>2-1-1 database is insufficient.</p> <p>2-1-1 has a deficit position.</p> <p>2-1-1 employees under-compensated, yet expensive.</p>
Opportunities	Threats
<p>Development of 2-1-1 on a National level with the potential for funding.</p> <p>2-1-1 receives funding only from Racine County.</p> <p>Minority penetration from consumers in Kenosha and Walworth Counties.</p> <p>Businesses not served. (Consumer potential).</p>	<p>Changes in technology, access, and 2-1-1 Wisconsin mandates.</p> <p>Competition is developing</p>

Strategic Plan

Issue Question: “How do we increase the number of people contacting us by 10% every year for the next three years, while maintaining our current quality of service?”

Action Strategies

Strategy: We will use our unique position, technical capacity, and human resource capacity for growth and leverage these strengths to Kenosha and Walworth counties.

Goal	Objectives	Tasks	Persons Responsible	Due Date
Raise consumer awareness	Increase minority contacts	Meet with local minority churches, NAACP, Spanish Centers	2-1-1 Program Coordinator	8/1/2008
	Increase Kenosha and Walworth County Contacts	Attend meetings and meet with key agencies in Kenosha and Walworth Counties	2-1-1 Program Coordinator	On-going
Create new alliances and partnerships	Identify potential new partners for collaborative service provision	Analyze existing agencies, programs and collaboratives for relevance to mission, outcomes	2-1-1 Program Coordinator Executive Director	9/1/2008
	Implement new partnerships	Draft and execute Memoranda of Understanding	2-1-1 Program Coordinator Executive Director	11/1/2008
Promote 2-1-1's resources to collaborative partners and contacts	New funders and service providers invest in 2-1-1 services	Develop and use hardcopy and electronic promotional materials emphasizing the agency's unique service and training, staff commitment and quality of service	2-1-1 Program Coordinator Executive Director Board of Directors	On-going

2-1-1 Racine 2008 Strategic Plan

Barrier Reduction Strategies

Strategy: To develop a level of marketing expertise and to develop a marketing strategy.

Goal	Objectives	Tasks	Persons Responsible	Due Date
To have a targeted consumer base to market our services to.	Develop a marketing strategy	Meet with a marketing consultant at Parkside to see if they would be willing to analyze data for potential marketing strategies	2-1-1 Program Coordinator	7/1/2008
		Contact Johnson Wax to see if they would allow us to utilize a loaned executive trained in marketing	Executive Director	7/1/2008
		Contact an advertising agency to see if they would be willing to help/volunteer to execute a marketing plan.	2-1-1 Program Coordinator Executive Director	7/1/2008

2-1-1 Racine 2008 Strategic Plan

Simplified RASIC Chart

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

Due Date	Tasks	Persons Responsible
7/1/2008	Contact Parkside to try and meet with a marketing consultant to see if they would be willing to analyze 211 data for potential marketing strategies	2-1-1 Program Coordinator Executive Director
7/1/2008	Contact Johnson Wax to see if they would allow us to utilize a loaned executive trained in marketing	Executive Director
7/1/2008	Contact an advertising agency to see if they would be willing to help/volunteer to execute a marketing plan	2-1-1 Program Coordinator Executive Director
8/1/2008	Meet with local minority churches, the NAACP, and area Spanish centers	2-1-1 Program Coordinator
9/1/2008	Analyze existing agencies, programs, and collaboratives for relevance to mission, outcomes	2-1-1 Program Coordinator Executive Director
11/1/2008	Draft and execute Memorandums of Understanding with new collaborative agencies	Director of Development, Program Coordinators
On-going	Attend meetings and meet with key agencies in Kenosha and Walworth Counties	2-1-1 Program Coordinator
On-going	Develop and use hardcopy and electronic promotional materials emphasizing 2-1-1's unique service and training, Staff commitment, and quality of service	2-1-1 Program Coordinator Executive Director Board of Directors