



Mary's Shelter Strategic Plan 2011 – 2014

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History and Executive Summary To Mary's Shelter Strategic Plan

Mary's Shelter was incorporated as an independent non-profit corporation in 1985. It has continuously operated since opening its doors to pregnant teens in 1994.

OPENING

The Board(s) of Directors from 1985 through 1995 focused on gaining the resources to implement the envisioned program: incorporating, fund raising, obtaining and upgrading property, obtaining a conditional use permit, developing a program statement and obtaining a group home license, insurance, hiring and training staff, marketing the program and ultimately providing quality program services for this non-profit ministry.

EXPANDING

Members of the Board of Directors from 1995 through 1999 recognized the significant impact Mary's Shelter had on the lives of pregnant teens, and discovered the need for extended services for many beyond the birth of their children. In addition, Orange County social service agencies took note of the successful program and expressed interest in referring pregnant and parenting dependents. The focus of the Board during this period became expansion: fund raising for capital expansion, partnering with HomeAid OC to build two new homes on the property, expanding the program statement to include additional services for parenting teen mothers and their children, obtaining an upgrade from licensing from a Level 8 facility to a Level 10 Facility, and growing the staff both in numbers and in training to provide additional services required by the county contract.

STABILIZING

From 2000 through 2007 the Board(s) of Directors saw the agency through some "growing pains." The Strategic Planning process in 2000 and 2001 was not completed, but property was purchased for an Expansion, HomeAid OC was engaged in designing a facility for 12 more teen mothers and babies, and applications for three large government grants were submitted to fund/reimburse most of the construction costs. However, resident census was low and spending so high that the agency had six figure operating losses in both 2002 and 2003, plus extensive debt. A new Executive Director was hired to more closely manage the business side of the agency, a state funding stream for Voluntary placements (AB 1069) was defunded, and the Board agreed to put the Expansion project on-hold – even after a Conditional Use Permit was finally granted and two of the three construction grant applications were approved. Also in 2003 approval was received from Community Care Licensing to upgrade our program to Level 12 services, with a corresponding increase in the AFDC rate for dependents. A new Program Director/Group Home Administrator was hired in 2004 and program services grew more professional. In order to stabilize finances for the core program, the Board agreed to sell the expansion property in 2005. The capital gains were first used to retire the debt on the existing two properties. The following year the balance was used to create a reserve fund.

The agency remained stable financially, and the Board established an Endowment Fund in 2008 to begin securing the future.

SURVIVING

During the late 2008 through 2010 period of the “great recession” and government budget deficits, the Board of Directors did not produce a written strategic plan, but focused discussion and decisions on “survival” at a time when numerous non-profits, including group homes, were forced to close. Board members worked with the Executive Director to authorize cost-containment measures to assure the survival of Mary’s Shelter’s core program. This included a two-year wage freeze, PTO benefit reduction, temporary reduction of licensed capacity, elimination of two staff positions, employee participation in the cost of health benefits plus numerous smaller cost-savings. At the same time, donor cultivation took on a new urgency to retain the private support we had, even if giving levels were down.

RE-POSITIONING

Having attained financial stability once more (operating in the black even during the recession), and implemented a Cash Management Policy to assure ample reserves, in 2011 the Board of Directors is repositioning Mary's Shelter for the future. To attain the long term vision, three major goals were established:

- 1) to increase the amount of operational support from **private funding** to at least 50% of revenue in order to minimize reliance on government subsidies,
 - 2) to grow the new **Endowment Fund** to assure that economic fluctuations or changing donor demographics do not threaten the core program in future years, and
 - 3) to open a **Transition Home** program to provide further support to increase the long-term success of teen mothers and their children leaving our program.
- Donors will be invited to support any and all of these three ways of serving pregnant teens that are choosing life for their babies, now and in the future.

This Strategic Plan is meant to guide the direction of the agency through our 20th year of operation ~ September of 2014 ~ and to build a solid foundation for the long-term.



Mary's Shelter Guiding Principles*

Mission:

Mary's Shelter empowers and equips vulnerable teen mothers and their babies for lives of dignity, hope and self-sufficiency.

Values:

Mary's Shelter respects individuals at all stages of life and fosters loving, family-centered and faith-based values. Believing in new beginnings, we inspire and affirm residents' chastity, not premarital sex and contraception. Believing in the sacredness of life, we support adoption, not abortion.

Vision:

Graduates of Mary's Shelter will break the negative cycle typical of teen pregnancy and succeed as nurturing parents and values-centered independent citizens.

* Approved by Board of Directors 6/15/09
Values revision approved 9/26/11

Strategic Goals and Objectives 2011 through 2014

A. SUSTAIN CORE PROGRAM

I. Program Services

Constituency: *Pregnant minor, teen mothers, their children and families*

A. Residential Program

Goal: Strengthen the existing residential care program to make it the most effective program for teen mothers and their babies in the state.

1. Adapt program services for the unique and changing needs of clients in our care. Examples: unique medical challenges, English classes for non-English speakers, tutors to assist clients with IEP (Individualized Education Program) needs, nutritionist to assist clients with eating disorders, support group for sexually abused minor girls.
2. Improve data collection to measure impact on clients.
3. Evaluate and modify the Mary's Shelter program based on client outcomes.

Timeline – Ongoing

B. Facilities Management

Goal: Maintain and enhance current facilities in order to provide optimum shelter for pregnant and parenting minors and their children.

1. Estimate and set aside reserves for major house repairs such as roofing and painting.
2. Plan timetable and funding sources for vehicle replacement.
3. Determine a back-up location for Mary's Academy (school) classes.

Timeline – Complete all three objectives in 2011

II. Fund Development

Constituency: *Individual, Institutional, Corporate & Foundation Donors*

Goal: Attain private funding stability and growth to sustain the excellent core residential program at Mary's Shelter.

- A. Retain current private donors through communicating agency effectiveness, financial transparency and genuine appreciation for support.
- B. Cultivate donors by inviting them to increase amount and frequency of gifts.
- C. Attract new donors by hosting a variety of special events, being visible in the community and targeted advertising.
- D. Increase board level involvement in fund development,
 1. Obtaining and cultivating major (\$5,000+ per year) and corporate donors.
 2. Matching directors with major donors to develop personal relationships.

III. Governance

Constituency: *Board of Directors*

Goal: The Mary’s Shelter Board of Directors will assure attainment of the vision through leadership, assuring adequate resources are obtained to support the mission and fund the strategic plan.

- A. Recruit new directors with diverse attributes reflecting the community and strong ties and influence in Orange County.
- B. Provide active leadership in fund raising (“*each director to give or get funds*”).
- C. Utilize Advisors and former Directors.
- D. Participate in the annual board planning retreat and any board trainings.
- E. Support the Executive Director and evaluate her performance annually based on approved goals.
- F. Review progress toward Strategic Plan goals semi-annually.

Timeline – All objectives are ongoing

IV. Human Resources

Constituency: *Employees and Volunteers*

Goal: Mary’s Shelter will optimize the quality of services it delivers through the training, education and experience of its personnel.

- A. Maintain the quality of Mary’s Shelter employees.
 - 1. Recruit, screen, hire and support qualified staff, maintaining greater than 50% with bachelors or advanced degrees. (59% in 2011)
 - 2. Conduct ongoing training for professional development.
 - 3. Update the Employee Handbook semi-annually.
- B. Keep annual employee turnover below 20%. (Was 50% in 2004, the national average for group homes.)
 - 1. Provide annual work performance evaluations for every employee.
 - 2. Provide opportunities for employee advancement.
 - 3. Recognize performance with merit pay increases.
 - 4. Provide fair and competitive compensation, conducting a review of industry wages and benefits semi-annually.
 - 5. Recognize employee loyalty at five years and ten years of service.
- C. Increase the number of committed volunteers from 45 to 75.
 - 1. Recruit, train and support qualified and committed volunteers for the program, fund raising and the board.
 - 2. Recognize volunteers in newsletters, with shelter displays and annually at a special appreciation event.

Timeline – All objectives are ongoing.

Achievement Benchmarks:

A and B Objectives are ongoing

C. Volunteers: total of 60 in 2012 and 75 by 2013.

V. Relationships

Constituency: *Community Partners*

Goal: Nurture existing relationships and build collaborations with additional agencies toward achievement of mutual goals.

- A. Build New Partnerships toward Fund Raising:
 - UCI Medical Center – to explore a grant partnership
- B. Build New Partnerships toward Program Enhancement:
 - Businesses to promote career awareness and offer internships/on-the-job training
 - Coordinated Resources Infant Betterment of Services (CRIBS) – explore partnership
- C. Maintain excellent working relationships:
 - Assistance League of Tustin
 - Community Care Licensing
 - Orange County Social Services Agency
 - Orange County Community Foundation
 - Los Angeles Department of Children and Family Services
 - San Bernardino Department of Children and Family Services
 - Social Service Agencies in other southern California counties
 - Orange County Department of Education
 - Regional Center of Orange County
 - Intervention Center for Early Childhood (ICEC)
 - Saint Joseph Hospital
 - CHOC Hospital
 - One OC (Formerly Volunteer Center of Orange County)
 - Trinity United Presbyterian Church
 - HomeAid Orange County
- D. Maintain Network of Service Providers:
 - Right to Life League - West Coast Maternity Home Association
 - Pregnancy Testing Centers (e.g. BirthChoice, Life Centers)
 - Orange County Continuum of Care
 - InfoLink Orange County
 - Orange County Partnership
 - 2-1-1
- E. Maintain other Community Linkages:
 - North Tustin Advisory Committee (neighbors)

Timeline

A and B – Cultivate new partnerships by 2013.
Maintenance objectives are ongoing.

B. ATTAIN LONG TERM VISION

I. Private Funding

Consistently achieve at least 50% of revenue from private (non-government) sources by 2014 and going forward.

A. Cultivate current donors

Board and Staff responsibility

1. Express appreciation for gifts promptly and personally.
2. Provide transparency and feedback on the impact of gifts.
3. Continue Board Member contacts with major donors to supplement Executive Director relationship.
4. Ask for more frequency in giving.
5. Ask for an increase in giving level.

B. Gain new donors

Board and Staff responsibility

1. Advertise Mary's Shelter on TV and Radio media (in addition to PSAs)
 - a. Add advertising expense to budget
 - b. Select target markets/media
 - c. Initiate ad campaigns and measure results
2. Hold special events with broad appeal, promoting in community media.
 - a. Breakfast/Lunch Speaker Events – twice per year
 - b. Other event – TBD
3. Participate in appropriate community events as an exhibitor to raise community awareness and invite new donors.
4. Ask current donors to refer friends.
 - a. Fall Appeal
5. Maintain an updated Web and Facebook presence.
Ongoing

Achievement Benchmarks:

FY 2010	\$462,000 contributions
FY 2011	\$500,000 <i>projected</i>
FY 2012	\$575,000 <i>objective</i>
FY 2013	\$650,000 <i>objective</i>
FY 2014	\$750,000 <i>objective</i>

II. Endowment Fund

Build the Mary’s Shelter Endowment Fund to at least \$5 million in order to generate approximately \$250,000 in annual operational support as needed, about 12% of the current budget.

A. Guardian Angel Society

Board and Staff responsibility

1. Conduct intimate in-home receptions to express appreciation to faithful supporters and to invite them to become “Guardian Angels” by making a current or planned gift to the Endowment Fund.
 - a. Identify prospective Guardian Angels – large donors, long-time donors, regular donors of any amount, long time volunteers and employees.
 - b. Conduct at least three gatherings per year, beginning 7/22/11.
 - c. Gatherings to be led by Executive Director and one or two officers.
2. Approach major donors individually to invite their current and planned gifts to the Endowment Fund.
 - a. Executive Director and an appropriate director to meet personally with at least two major donors each year (\$5,000+ per year.)
 - b. Executive Director to approach private foundations to determine if they contribute to Endowments and write applications, if appropriate.
3. Create a “virtual” presentation on the Guardian Angel society for the Website.
4. Publish an article about ‘Guardian Angels’ and the Endowment Fund in the ‘annual report’ newsletter and a smaller article in every other newsletter.
5. Host an annual event for Guardians Angels with residents and provide all other amenities as promised.

B. Board Designated Gifts

Board responsibility

1. The Board will direct exceptional (\$30,000+) non-designated gifts to the Endowment per Endowment Fund policies. Eligible gifts will be identified by the Executive Director.
2. The Board will direct any reserve funds beyond three months operational expenses to the Endowment Fund after each fiscal year audit report, per Endowment Fund policies.

Achievement Benchmarks:

Identify at least 25 Guardian Angels by 2012

Identify a total of at least 50 Guardian Angels by 2014

Endowment Fund balance of at least \$1,000,000 by the end of 2014

III. Transition Home

Establish a transitional living residence and program primarily for graduates of Mary's Shelter, and other mothers aged 18 to 21 and their children who lack a family support system. *Independent living at 18 years old is very difficult in Orange County and nearly impossible when also caring for a child. A transitional living program will aid young mothers and their babies on their way to independence and improve the long-term outcomes of Mary's Shelter graduates who lack family support.*

Planning – *Staff responsibility*

1. Validate the need.
2. Explore potential partnerships with other agencies.

Timeline: Done in 2005; update in 2011.

Program – *Staff responsibility*

3. Design a program for single mothers aged 18 to 21 and their children.
 - a. Identify target population and admission requirements.
 - b. Design program services and staff requirements.
 - c. Develop a policy for on-going participation in the program including: college and/or work requirement, minimal financial contribution, day care plans, participation in counseling and parenting classes, house rules, resident contract, maximum length of stay, responsibilities of residents and consequences for violating rules, etc.
 - d. Develop outcome measurements to evaluate program effectiveness.
4. Research appropriate government funded programs to determine any related program requirements.

Timeline: 1st quarter 2012

Facility – *Board responsibility*

5. Identify facility requirements (size, floor plan, location, etc.) based on program
6. Develop alternative acquisition plan options (purchase, lease, donated, etc.)
7. Enlist a realtor or broker (ideally pro bono) to identify appropriate properties.
8. Purchase or lease property as appropriate.
9. Do any needed repairs and refurbishments to property.
10. Acquire furniture, appliances and furnishings as required.

Timeline: Steps 5-7 by July 2012; Steps 8-10 by December 2013

Financing – *Staff and Finance Committee responsibility*

11. Develop a start-up budget:
 - a. Determine down payment, mortgage payment or monthly lease limits.
 - b. Obtain pre-approved loan prior to bidding on properties (#6 above)
 - c. Budget building refurbishing.
 - d. Budget furniture and appliances.

- e. Budget furnishings (cookware, bedding, baby supplies and equipment, etc.).

Timeline: 1st Quarter 2012

12. Develop an operating budget for the transitional living program, including:

- a. Staffing; wages and benefits
- b. Overhead (insurance, taxes, gardening, etc.).
- c. Utilities, including computer access.
- d. Transportation (bus passes).
- e. Groceries and house cleaning supplies.
- f. Baby supplies.
- g. Clothing allowance, if appropriate.

Timeline: 2nd Quarter 2012

13. Identify and pursue funding sources:

- a. Property Purchase
 - i. Targeted Capital Campaign to purchase property (major donors)
 - ii. Private Grants (corporate, family foundations, Weingart, etc.).
- b. Program Funding
 - i. Annual appeal to individual donors for program funding.
 - ii. Private grants for Transition Home operations
 - iii. Consider applying for available Government Subsidies

Timeline: 3rd Quarter 2012

Operations – Staff responsibility

- 14. Hire and train staff as appropriate.
 - 15. Identify prospective residents and begin admissions process.
 - 16. Open and operate the transitional program.
 - 17. Measure outcomes quarterly and modify program services as needed.
- Timeline: By September 2014, or earlier if a facility is acquired and prepared.

Achievement Benchmark:

At least two former Mary's Shelter mothers and their children will be participating in the Transition Home Program by September 2014.

S.W.O.T. Analysis: Strengths, Weaknesses, Opportunities & Threats

What are the internal **STRENGTHS of Mary's Shelter?**

- Experienced professional staff
- Knowledge Management – Business and Program
- Committed values-based organization
- Positive reputation in the community (other non-profits, physicians, hospitals, churches, Orange County Community Foundation, Volunteer Center (One OC))
- Preferred placement status with Orange County Social Services Agency
- Physical plant customized for our needs by HomeAid OC
- Broad base of support (individuals, groups, churches, corporations, foundations)
- Free of Long-term debt
- Faith-based yet non-denominational
- Goodwill; many community partners work with us to serve clients
- Diverse, talented, committed Board of Directors
- Services extend beyond residents to their families and birth fathers
- Unique market “niche” for an underserved population
- Benefits, services and referrals extended to those in the community who call in for help
- Serviceable fleet of four shelter vehicles
- Positive credit history, longevity
- Environment of love (staff and volunteers); girls feel the love
- Diverse volunteer base
- Strong administration
- Caring Executive Director and Program Managers
- Low staff turnover (for the industry)
- Great communications on the Board
- Excellent healthy birth statistics
- Safe environment, girls feel like someone is protecting and fighting for them

What are the internal WEAKNESSES of Mary's Shelter?

- Limited footprint/floor plan – no room for more teens with babies and no ability to enlarge conference/meeting/office/storage space
- Teen pregnancy cycle – hard to intervene
- C.U.P (Conditional Use Permit) limitations: ages of teens, ages of babies, therefore no transitional housing on site
- Inadequate parking – C.U.P. prohibits street parking by staff
- Time and resource limits – transitioning girls from shelter to ‘success’
- Not able to take siblings of pregnant/parenting girls (Licensing limit)
- Some government/private funding is not-available since we are faith-based & pro-life
- No fundraising arm – auxiliary or guild
- Individualized resident support is time and money intensive
- History of going “the extra mile” is effective but expensive (staff costs)
- Capacity for physical and program growth is limited
- Education outcomes – not here long enough
- Statistical analysis – program matrix
- Limited outcome data for residents’ progress (especially former)
- Limited storage space
- Education about adoption options vs. teen mother parenting child
- Different languages – harder to serve
- Second pregnancies – how to handle
- Short staffed at times (staff sickness, high resident census and needs)
- Staff feedback and evaluation
- Weak board committees
- As a non-profit, subject to unreliable funding streams
- Inherently volatile nature of teens

What external OPPORTUNITIES does Mary's Shelter have?

- Other group homes for our target clients have closed so less competition for placements
- Political climate – may make us stand out as an option not offered or available elsewhere
- Good time to approach churches for support
- Increased volunteer opportunities:
 - Younger generation – service oriented and receptive to making a difference
 - Baby Boomers – UCI study on aging shows increased valuing of life
- State, county and local government budgets – make a better connections with decision makers/politicians
- External Guild to help fund/friend raising
- Projected increase in teen pregnancy –opportunity to fill beds and serve larger numbers
- Housing market downturn – possible “deal” on foreclosed home for transitional house
- Poor economy leads to more thrift store shopping – potential to raise funds
- More visibility leads to more donor support from individuals and organizations
- *National Right to Life* and *Heartbeat International* connections
- Endowment for sustained future income
- Increase in community awareness, support and collaborations

What external **THREATS** does **Mary's Shelter's** face?

- State Department of Social Services & County agencies are working to phase out group homes
- Negative perceptions, image, misconceptions of teen pregnancy
- Decrease in private funding due to economy
- Decrease in government funding due to large debt and deficit budgets
- Addressing cultural implications
- Planned Parenthood – well funded, marketed and large presence
- Sex as a commodity in our culture
- Erosion of marriage – weak family structures (52% divorce rate)
- Lifestyle changes and social culture in Orange County
- Not having the resources/funding to meet resident's long term goals (education and transition from Mary's Shelter. to the "real world" – higher level needs than food and shelter)
- Cost of social worker/care giver – cost ratio to support each girl (find more cost effective measures)
- Legality/Regulations/Bureaucracy – funding, validation, ratios, restrictions, "Golden Handcuffs"
- Generational psychographics – impacts clients, staff, volunteers and donors (*Greatest Generation, Baby Boomers, Generation X, Millennials*)
- High cost of living in Orange County
- Accelerating rate of change
- Relativism/secularism – Are there any fundamental truths left?
- Federal and State budget deficits – impact on AFDC (Aid to Families with Dependent Children) subsidy rates
- Increasing State CCL (Community Care Licensing) regulations that cost us time and money – bureaucracy
- Increasing county contract requirements, sometimes questionable, that cost us time, money; risk/legal issues
- Sarbanes-Oxley legislation – onerous and expensive new federal accounting and audited requirements
- UBIT (Unrelated Business Income Tax) accounting regulations
- Government funding challenges our values (birth control, abortion, Planned Parenthood, etc.)
- Limited interest (in teen pregnancy and pro-life) from the public, some donors

PERT = Program Evaluation and Review Technique

POLITICAL factors that impact Mary's Shelter:

- Neighbors unhappy about street parking could challenge our C.U.P. (Conditional Use Permit) with the county based on street parking and age of toddlers. ('NIMBY' neighbors)
- Public funding for faith-based, pro-life agencies could decrease with budget crisis
- State Department of Social Services is pushing to close group homes
- Courts are allowing under-age pregnant girls to marry
- Never a reduction in expectations for services and training from government, but looming budget/funding reductions
- General county requirements – program plus insurance/liability protection
- Public acceptance of abortion leads to a decrease in private support and funding
- Must walk a fine-line as a faith-based agency that accepts government funds (impacts spirituality program and sexual abstinence vs. contraception and anti-abortion policies)
- Abortion is viewed as a better 'solution' for teen pregnancy among liberal politicians
- Legal status of girls – potential state and federal immigration law changes could impact our residents/services

ECONOMIC factors that impact Mary's Shelter:

- California may find a way to reduce the AFDC (Aid to Families with Dependent Children) rate due to the state budget dilemma (more motivation to wean ourselves from government funding)
- The financial impact of the recession is continuing since individual and corporate donors are cautious about spending
- Cost of living increases are increasing cost to provide services (food, diapers, gasoline, utilities, ...)
- Same cost of living increases could affect residents ability to successfully transition to independent living
- Affects long-term vision
- Economy/increasing costs can impact employees (gas costs...)
- Increasing costs can impact volunteers – less spare time due to need to work and more gas costs...
- Opportunity may be good to acquire low-cost housing for a transition program
- Reductions in county placements have major negative financial consequences for the shelter due to corresponding reductions in AFDC subsidies (Aid to Families with Dependent Children)

SOCIAL/CULTURAL/EMOTIONAL factors that impact Mary's Shelter:

- There is an emotional tie to our Catholic roots – need to hold to these roots while being open and respectful of other faith traditions
- Language – majority of county clients are Hispanic and some speak only Spanish. This requires some program adjustments (staff to translate for other staff, take residents to ESL (English as a Second Language) school instead of Mary's Shelter, and strains our hiring/staffing process as we compete for qualified bi-lingual staff
- Some girls referred from LA County have African-American cultural backgrounds that can create additional racial and cultural tensions among residents and staff
- Slow economy – locally and nationally
- Immigration status – impacts services for our girls.
- Morality in our culture has regressed
- The removal of God from our society
- Virtue = good habits we need to teach (is now counter-cultural)
- Abortion no longer carries the same stigma
- Keeping a baby/single parenthood no longer carries a stigma
- Adoption (movie Juno) becoming more recognized as a viable alternative for young girls
- Girls in foster care have a greater climb than others to create a healthy environment

TECHNOLOGICAL factors that impact Mary's Shelter:

- Increasing public internet use – means need for more frequent website updates and links
- Increasing use of automatic giving (ACH, EFT & credit card)
- Increasing use of on-line giving (secured Web page)
- Develop Email Blast option to send newsletters, event reminders and request donations
- Facebook is now mainstream – keep a Mary’s Shelter Facebook presence
- Social Media – ‘viral’ ability to spread good (or negative) information about the agency.
- Social networking, digital cameras, YouTube, smart phones etc. – growing personal use by residents and staff adds legal complications to policies such as confidentiality, personal boundaries, etc.
- Fully utilize charitable donation finder/linker sites such as GuideStar and Charity Navigator (on which Mary’s Shelter is listed)
- Expand Website to be more visible on the Web; more text on website makes is easier for new search engines to link
- Electronic storage for archived financial and client files to save storage space

ADDITIONAL STRATEGIC PLANNING DATA

Cash Management Policy

Goal: To ensure that Mary's Shelter maintains adequate cash for current operational needs and builds funds for long-term strategic goals, while balancing liquidity, safety and returns. Funds not needed within 30 days are considered reserves, to be invested to compensate for inflation.

Objective: Reserves equivalent to at least four months average operating expenses.

- Equivalent of two months average operating expenses to be held in FDIC insured account/s, not to exceed the FDIC insured limit.
- Balance of reserves to be placed in a managed Investment Account, with a conservative investment mix, and liquidity within five days.

Competition

Mary's Shelter has a unique market niche: pregnant and parenting minors without adequate family support. Very few group homes and no other maternity homes in California serve the homeless pregnant teen population. In addition to liability concerns, the major factor is the intensive service, and therefore costs, associated with maternity programs for minors. There is one other Group Home in Orange County with a maternity program, but Crittenton, like St. Anne's in Los Angeles, only takes girls who are dependents or wards and come with public funding. Mary's Shelter has earned "preferred placement" status with the Orange County Social Service Agency, and also has approved contracts the counties of Los Angeles and San Bernardino.

Endowment Fund

The Mary's Shelter Endowment Fund was established in 2008 to assure Mary's Shelter's vision that *no pregnant teen in need ever has to be turned away for lack of funds*. Supporters may direct current or planned gifts to the Endowment Fund, and in certain cases the Board of Directors can direct excess operating funds into the Endowment. Generally only the earnings on these endowed or restricted funds, or about 5% per year, may be used for Mary's Shelter operations. The Mary's Shelter policy is that no funds may be withdrawn until after the Endowment balance exceeds one million dollars, and then only if needed, in order to grow the Endowment for long-term use.

Staff Longevity

While staff turnover remains about 20%, which is very low for the Group Home industry, a critical component of this is the longevity of dedicated Mary's Shelter employees. Of our 38 employees in 2011, 23 (60%) have at least five years service and of these eight (21%) have at least ten years service. Not only does this longevity keep staff replacement costs down, the experience of our staff results in higher quality services and the stable staff means our girls and babies can form stable relationships with adults.