



# HEALTH AND HUMAN SERVICES COMMITTEE

## MEETING AGENDA

Date & Time of Meeting: **Monday, June 24, 2019 at 4:00 p.m.**

Meeting Location: **Courthouse Assembly Room (B105), 500 Forest Street, Wausau WI**

**Health & Human Services Committee Members:** Matt Bootz, Chair; Tim Buttke, Vice-chair, Bill Miller; Donna Krause, Mary Ann Crosby, Maynard Tremelling, Katie Rosenberg

**Marathon County Mission Statement:** *Marathon County Government serves people by leading, coordinating, and providing county, regional, and statewide initiatives. It directly or in cooperation with other public and private partners provides services and creates opportunities that make Marathon County and the surrounding area a preferred place to live, work, visit, and do business. (Last updated: 12-20-05)*

**Health & Human Services Committee Mission Statement:** *Provide leadership for the implementation of the strategic plan, monitoring outcomes, reviewing and recommending to the County Board policies related to health and human services initiatives of Marathon County.*

1. Call Meeting to Order
2. Public Comment (15 minute limit)
3. Approval of the May 20, 2019, Committee meeting minutes.
4. Policy Issues for Discussion and Possible Action:
  - A. Transfer of Birth to Three from North Central Health Care to Marathon County Special Education  
Consideration of Policy Question – “Should NCHC work with its county partners to facilitate the transfer of the Birth to 3 Program from NCHC to Marathon County Special Education?”
5. Operational Functions required by Statute, Ordinance, or Resolution: None
6. Educational Presentations and Committee Discussion
  - A. [Keeping Areas Teens Safe \(KATS\)](#) – presentation by Mary Jo Freeman relative to the group’s local efforts
7. Next Meeting Logistics and Topics:
  - A. Committee members are asked to bring ideas for future discussion
  - B. Next Scheduled Meeting: Monday, July 15, 2019 at 4:00 pm in the Assembly Room
    - 1) Resolution in support of Medicaid Expansion from Board of Health
8. Announcements
9. Adjournment

*“Any person planning to attend this meeting who needs some type of special accommodation in order to participate should call the County Clerk’s Office at 715-261-1500 or e-mail [infomarathon@mail.co.marathon.wi.us](mailto:infomarathon@mail.co.marathon.wi.us) one business day before the meeting.*

**SIGNED** /s/ Matt Bootz

Presiding Officer or Designee

NOTICE POSTED AT COURTHOUSE

FAXED TO: Wausau Daily Herald, City Pages, and  
 FAXED TO: Other Media Groups  
 FAXED BY: \_\_\_\_\_  
 FAXED DATE: \_\_\_\_\_  
 FAXED TIME: \_\_\_\_\_

BY: \_\_\_\_\_  
 DATE: \_\_\_\_\_  
 TIME: \_\_\_\_\_



# MARATHON COUNTY HEALTH AND HUMAN SERVICES COMMITTEE MEETING

## MINUTES

Monday, May 20, 2019 – 4:00 p.m.

Courthouse Assembly Room (B105), 500 Forest Street, Wausau WI 54403

Attendance:	Present	Absent
Matt Bootz, Chair	X	
Tim Buttke, Vice Chair	X	
Bill Miller	X	
Donna Krause		X
Katie Rosenberg	X	
Maynard Tremelling	X	
Mary Ann Crosby	X	

**Also Present:** Lance Leonhard, Michael Loy, Scott Corbett, Joan Theurer, Brian Kowalski, Peter Weinschenk

**1. Call Meeting to Order**

Chair Bootz called the meeting to order at 4:00 p.m.

**2. Public Comment:**

None.

**3. Approval of the April 22, 2019, Committee meeting minutes.**

**MOTION BY ROSENBERG, SECOND BY BUTTKE TO APPROVE THE APRIL 22, 2019 HEALTH & HUMAN SERVICES COMMITTEE MEETING MINUTES. MOTION CARRIED.**

**4. Policy Issues for Discussion and Possible Action:**

A. . Consideration of proposed amendment to Marathon County Ordinance section 2.05(1) relating to the membership of the Board of Health.

**Discussion:**

Health Officer Joan Theurer explains that the Board of Health (BOH) is requesting that the HHS committee recommend amending the existing county ordinances relative to the membership of the BOH. Specifically, the BOH recommends that the ordinance be amended to align with the requirements under state statute relative to membership. Theurer provides further background for the request and answers questions from committee members.

**Action:**

Motion to recommend the proposed amendment of Marathon County Ordinance section 2.05(1) for consideration by the County Board by Buttke, second by Miller. Motion carried

**Follow through:**

Proposed amendment to be forwarded to the full board for consideration.

B. Potential resolution recognizing May as Mental Health Awareness Month in Marathon County

**Discussion:**

Supervisor Rosenberg explains her request for the committee to recommend to the full board that it recognize May as Mental Health Awareness Month in Marathon County. Rosenberg explains the proposed resolution, which highlights the significant importance mental health plays relative to individual and community well-being.

**Action:**

Motion by Rosenberg, second by Miller, to approve the resolution

**Follow through:**

Resolution to be forwarded to the full board for consideration.

**5. Operational Functions required by Statute, Ordinance, or Resolution:**

A. Update from Retained County Authority Committee

1. Recent efforts
2. Upcoming issues – Identification of 2020 Budget Priorities for North Central Health Care – committee members are encouraged to offer their perspectives on the issues the RCA should set as the most pressing priorities for the coming year

**Discussion:**

Deputy Administrator Lance Leonhard provides an overview of the roles of the Retained County Authority Committee, as well as its primary oversight and priority setting obligations and responsibilities under the Tri-County Agreement. Leonhard explains that in recently the committee has continued its considerable efforts with North Central Health Care staff to develop program goals and assessment criterion. Leonhard further indicates that recently the committee has been working to complete the annual evaluation of NCHC CEO Michael Loy.

With respect to the identification of annual budget priorities, Leonhard explains that the RCA set the following annual priorities in 2018 and 2019, respectively:

**2018:** Expanded Case Management for individuals under Court Orders, Implementation of a Youth Crisis Stabilization Group Home, Expansion of medically monitored treatment, expansion of community based residential facility capacity, implementation of a Crisis Assessment Response Team (CART), study the feasibility of altering our crisis billing practices, and evaluating the opportunity for local crisis stabilization resources in Langlade County.

**2019:** Develop a comprehensive continuum of care relative to Youth Crisis, clarification of available programs and services and access mechanisms, and develop strategies for increased information sharing between NCHC and county agencies.

Leonhard explains that currently the RCA has focused on limiting the proposed priorities for 2020 to ensure NCHC has capacity to accomplish our goals. Leonhard explains that NCHC and the RCA have been discussing expanding sober living environments and the proposed shifting of Birth to Three and Adult Protective Services, along with the significant logistical issues that will flow from the reconstruction project as primary priorities. Committee members discuss the ongoing work of the RCA and its proposed priorities. Consensus emerges that focusing on the already existing priorities and a successful construction project are the most pressing issues facing the county and NCHC.

**Action:** None taken

**Follow through:** Leonhard to proceed to RCA meeting with information from committee.

**6. Educational Presentations and Committee Discussion**

- A. Update on assessment and planning relative to potential transfer of Birth to Three program from NCHC to Marathon County Special Education and on potential transfer of Adult Protective Services from NCHC to Aging & Disability Resource Center of Central Wisconsin

**Discussion**

Michael Loy appears before the committee and provides an update to each issue, explaining that the genesis of these discussions was an evaluation by NCHC to identify potential areas that were not clearly within the core mission of NCHC: complex behavioral health and skilled nursing. Loy further

explains that the planning process relative to the transfer of Birth to 3 is more complete than that process with respect to Adult Protective Services.

Loy explains that the Marathon County Special Education Board, NCHC Board, the RCA and the member counties, all have been part of discussion and the consensus amongst all bodies is that there is considerable benefit to the counties and the individuals that we serve to make the transfer. Loy explains the proposed sequence for effectuating the transfer of the program, as laid out in the transfer agreement.

**7. Next Meeting Logistics and Topics:**

A. Committee members are asked to bring ideas for future discussion

B. Next Scheduled Meeting: Monday, June 24, 2019 at 4:00 p.m. at the Courthouse Assembly Room

**8. Announcements:**

City of Wausau Plan Commission

**9. Adjournment**

There being no further business to discuss, **MOTION BY MILLER, SECOND BY BUTTKE TO ADJOURN THE HEALTH & HUMAN SERVICES COMMITTEE MEETING. MOTION CARRIED, MEETING ADJOURNED AT 4:52 p.m.**

Minutes Prepared  
By Lance Leonhard  
on May 20, 2019.

# Transfer of Birth to 3 Program from NCHC to MCSE

## Policy Question

Should NCHC work with our county partners to facilitate the transfer of the Birth to 3 Program from NCHC to Marathon County Special Education?

## Background

- Wisconsin has had early intervention programs since the 1970's
- Federally mandated program (Part C of the Individual with Disabilities Education Act (IDEA)) enacted in 1986
- Wisconsin enacted DHS Administrative Code 90 to ensure parity with federal guidance, and implemented a statewide Birth to 3 program in 1991 through delegation to counties
- County Boards must designate a county agency or contract with another public agency to administer Birth to 3 programs – NCHC designated agency

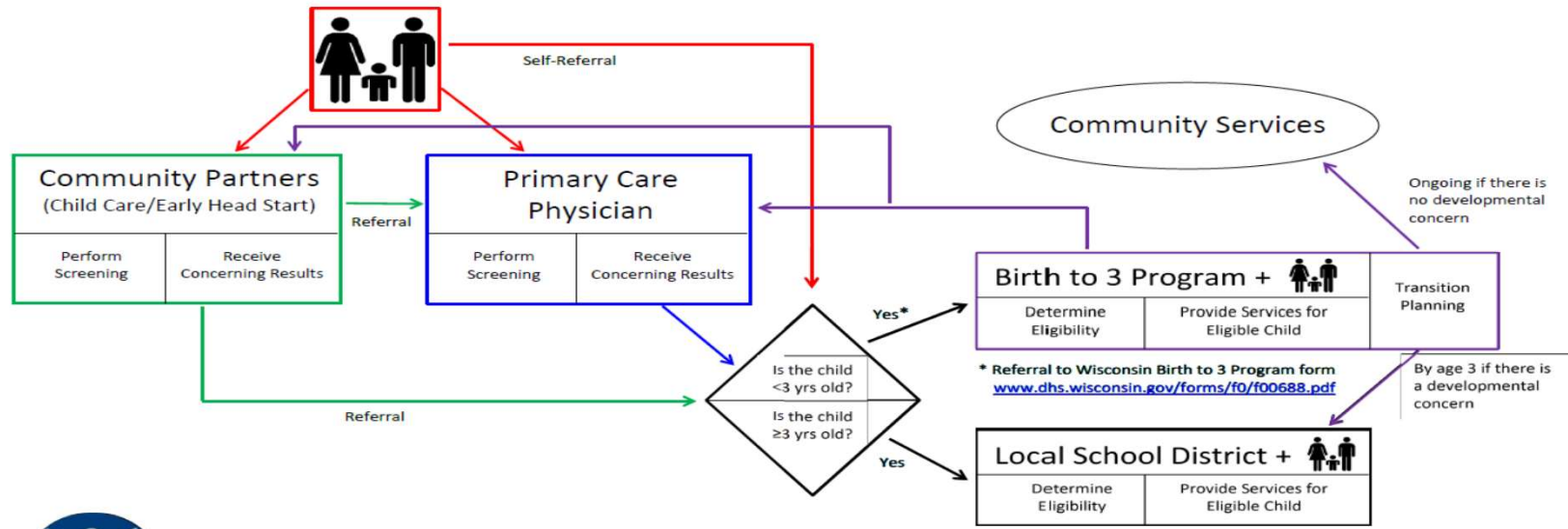
## Transfer of Birth to 3 Program from NCHC to MCSE

- Children ages birth to 36 months are eligible. Eligibility is based on a diagnosed disability of 25% delay in one or more areas of development. The child's ability to:
  - Learn (cognitive development)
  - Move, see and hear (physical/motor development)
  - Communicate (speech and language development)
  - Respond to and relate with others (social and emotional development)
  - Eat, dress and care for daily living needs (adaptive development)
- The Birth to 3 service team consists of the parent, service coordinator, and at least two professionals knowledgeable about the child's suspected areas of need
- NCHC implemented a regional Birth to 3 Program in 2012
- Service Coordination and/or Service Delivery

# Transfer of Birth to 3 Program from NCHC to MCSE

## Wisconsin Child Developmental Screening and Referral Process

**NOTE:** All “concerning results” should be referred to intervention (Birth to 3 Program or local school district based on the child’s age) **AND** the child’s primary care provider for a medical evaluation.



Wisconsin Department of Health Services  
P-01968 (10/2017)

Developed: September 29, 2016  
C. Yauch, J. Price, D. Snyder, A. Navarro Suarez, J. Meurer  
Edited: August 22, 2017  
Wisconsin Medical Home Systems Integration Grant Team  
T. Enters, S. Fleischfresser, L. Hrabik, A. Keil

## Transfer of Birth to 3 Program from NCHC to MCSE

- Initial transfer discussions began in late 2018 for two primary reasons:
  - Fit with updated mission and service line strategies
  - Campus renovations
- Marathon County Special Education was identified as the most suitable partner
  - Public entity
  - Expertise
  - Enhanced coordination into the schools
  - Clinical staff recruitment and retention
- Feasibility of the transfer was examined and a transfer agreement was developed to document the intention and commitments of the parties



# Transfer of Birth to 3 Program from NCHC to MCSE



## Analysis

- MCSE is willing to assume the delegation from the counties for Birth to 3 Services as currently delivered
- MCSE is agreeing to the full scope of responsibility of services and to maintain the fidelity of the program on a multi-county basis
- Employees will transfer to new office location adjacent to MCSE and become employees of MCSE effective July 1, 2019
- Counties will need to develop a service contract directly with MCSE by December 19, 2019 – Quality (14 indicators), Costs and Funding
- Transfer timeline of up to 18 months (December 31, 2020)

# Transfer of Birth to 3 Program from NCHC to MCSE

## Conditions Required to Complete the Transfer

- Facilities
- Approval and Appointment by Appointing Counties
- DHS Approval
- Medicaid Status
- Grant Transfer
- Other Approvals

## Transfer of Birth to 3 Program from NCHC to MCSE

### Services to be Performed by NCHC in the Transfer:

- Start-up and Transfer Assistance
- Initial Training
- Billing and Collection Services
- Budgeting Consultative Support
- Transfer of Equipment
- Limited Access to Medical Records
- Transfer of Policies, Procedures and Records

## Transfer of Birth to 3 Program from NCHC to MCSE

### Birth to 3 Personnel to be transferred:

- 1.0 FTE – Birth to Three Manager
- 1.0 FTE – Administrative Assistant
- 5.0 FTE – Case Manager
- 1.0 FTE – Child Development Specialist
- 1.0 FTE – Physical Therapist
- 1.0 FTE – Occupational Therapist
- 3.0 FTE – Speech & Language Pathologist

## Transfer of Birth to 3 Program from NCHC to MCSE

### Birth to 3 Program Revenues and Expenses

- NCHC will remain fiscal agent until December 31, 2019
- NCHC will reimburse MCSE for all expenses until December 31, 2019
- MCSE will become fiscal agent and receive tax levy directly from each county effective January 1, 2020
- Effective January 1, 2020 until December 31, 2020, NCHC will bill for any costs incurred in support of the transfer
- Special financial considerations:
  - Segregation of funds
  - Maintenance of Effort
    - Langlade County \$88,297
    - Lincoln County \$112,378
    - Marathon County \$513,729
    - \$714,404

## Transfer of Birth to 3 Program from NCHC to MCSE

<b><i>BIRTH TO THREE BUDGET HISTORY</i></b>			
<b>REVENUES</b>	<b><u>2017 Budget</u></b>	<b><u>2018 Budget</u></b>	<b><u>2019 Budget</u></b>
Net Patient Services Revenue	379,000	318,000	233,000
Grant	519,000	519,000	519,000
County Appropriation	835,112	835,112	714,404
Contract	-	23,000	12,000
<b>TOTAL REVENUES</b>	<b>1,733,112</b>	<b>1,695,112</b>	<b>1,478,404</b>
<b>EXPENDITURES</b>	<b><u>2017 Budget</u></b>	<b><u>2018 Budget</u></b>	<b><u>2019 Budget</u></b>
Salaries	928,489	922,623	864,642
Benefits	354,214	336,435	321,170
Other Direct Expenses	101,430	138,620	70,903
<b>TOTAL EXPENDITURES</b>	<b>1,384,133</b>	<b>1,397,678</b>	<b>1,256,715</b>
<b>NET OPERATIONS</b>	<b>348,979</b>	<b>297,434</b>	<b>221,689</b>

# Transfer of Birth to 3 Program from NCHC to MCSE



## Recommendation

Support the transfer of Birth to Three from NCHC to MCSE as stipulated in the transfer agreement between the two parties

BOARD OF DIRECTORS KEEP AREA TEENS SAFE

PRESIDENT—Mary JO Freeman, MD, FACP

VICE PRESIDENT—Joshua Kroop

TREASURER—Robert Stasney

SECRETARY—Paula Vogt

FUND RAISING CHAIR—Jim Frings

FUND RAISING CO-CHAIR—Dr. Ron Prehn

NORTH CENTRAL CONTINUUM OF CARE REPRESENTATIVE—Carol Freeman

LICENSING CHAIR—Donna Peth

SOCIAL SERVICE LIASON—Tim Moe

COMMUNITY ADVOCATE—Jim Nick



**Briar Patch Youth Services  
Budget 2019**

	<b>Briar Patch</b>
<b>INCOME</b>	
FEDERAL DOLLARS	\$ 93,000.00
STATE OF WISCONSIN	\$ 112,000.00
DANE COUNTY	\$ 89,000.00
CITY OF MADISON	\$ 110,000.00
From Endowment	
From Campaign for operations	
OTHER GOVERNMENT LOCAL	
UNITED WAY ALLOCATED	
UNITED WAY DESIGNATED	
LOCAL DOLLARS FOUNDATIONS	\$ 7,000.00
DONATIONS INDIVIDUAL AND BUSINESS	\$ 5,000.00
INTEREST & MISC	
<b>TOTAL INCOME</b>	<u><u>\$416,000.00</u></u>
<b>EXPENSES</b>	
<b>PERSONNEL -</b>	
STAFF SALARIES	\$ 264,196.40
PAYROLL TAXES	\$ 23,513.48
FRINGE BENEFITS	\$ 39,946.97
<b>TOTAL PERSONNEL</b>	<u><u>\$327,656.85</u></u>
INSURANCE	\$ 5,682.07
PROFESSIONAL FEES -	
CONTRACT LABOR	\$ 7,000.00
COMPUTER CONSULTING	\$ 1,184.83
AUDIT & ACCOUNTING FEES	\$ 3,215.26
POSTAGE	\$ 470.17
OFFICE SUPPLIES	\$ 1,757.68
PROGRAM SUPPLIES -	
CLIENT SUPPLIES	\$ 1,500.00
CLIENT TRANSPORTATION	\$ 1,200.00
GROUP ACTIVITIES	\$ 5,326.00
EQUIPMENT	\$ 1,410.51
DEPRECIATION	\$ 3,385.21
TELEPHONE (includes cell phone stipends)	\$ 6,458.86
TRAINING/CONFERENCES	\$ 2,068.74
FOOD SUPPLIES-SHELTER ONLY	\$ 10,000.00

STAFF TRAVEL	\$	250.00
VEHICLE COSTS	\$	900.00
OTHER	\$	-
PRINTING	\$	789.88
<b>TOTAL PROGRAM OPERATIONS</b>		<u><b>\$52,599.20</b></u>
<b>SPACE</b>		
RENT	\$	20,193.60
UTILITIES	\$	3,949.42
MAINTENANCE & REPAIRS	\$	4,263.87
<b>TOTAL SPACE</b>	\$	<u><b>28,406.89</b></u>
<b>DUES MEMBERSHIPS</b>	\$	741.03
<b>STAFF APPRECIATION</b>	\$	752.27
<b>PUBLIC RELATIONS/ BD DEV</b>	\$	74.84
<b>VOLUNTEER RECRUITMENT &amp; APPRECIATION</b>	\$	376.13
<b>TOTAL SPECIAL COSTS</b>	\$	<u><b>1,944.28</b></u>
<b>TOTAL EXPENSES</b>		<u><b>410,607.22</b></u>
<b>Net Profit/(Loss)</b>		<u><u><b>\$5,392.78</b></u></u>

# Keep Area Teens Safe Business Plan

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## 1. Executive Summary

The goal of Keep Area Teens Safe (KATS) is to support and work toward a safe long-term environment for any young person served by the organization. Keep Area Teens Safe is a non-profit agency serving runaway and homeless youth as a bridge to services for kids in unstable situations. Our organization will provide safe and secure housing, meals, case management including connection to mentorship and academic support, and other community services throughout Marathon County. The agency will form partnerships for referrals with local school districts, the youth justice and foster systems, to promote youths' academic progress, strong interpersonal skills, and reassert a sense of hope for their futures.

Youth in Marathon County are homeless for a variety of reasons and are at-risk of being lost to the street, human trafficking, and beyond. At-risk youth need a structured, caring, inclusive environment that reinforces their value and worth in our community. Young people may find themselves in challenging circumstances and may feel alone with nowhere to turn. This perceived feeling of abandonment could lead them to destructive habits and away from positively engaging in their own potential.

We'll provide a welcoming transitional home for up to eight teens at any given time who have encountered homelessness for one or more reasons. This home will serve as a safe haven for up to 30 days while our outreach staff work to secure a long term safe living environment for the teens. Hopefully, this will break the cycle of homelessness to decrease the burden on individuals and on society.

Youth in central Wisconsin are homeless for a variety of reasons and are at-risk of being lost to the street, human trafficking, and beyond. At-risk youth need a structured, caring, inclusive environment that reinforces their value and worth in our community. Young people, ages 12-17, may find themselves in challenging circumstances and may feel alone with nowhere to turn. This perceived feeling of abandonment could lead them to destructive habits and away from positively engaging in their own potential.

Keep Area Teens Safe is an organization formed in direct response to the growing number of young people already homeless, trying to make it on their own day by day. We will work with local schools to identify youth who are currently homeless and offer a positive support system and short-term safe living environment, which we hope will move them towards a long term stable living situation. This will help young people avoid the pitfalls that may derail their lives if left homeless and unsupported. These supports are intended to offer a sense of safety and acceptance to affect a positive change in youths' beliefs about themselves and the community around them.

Keep Area Teens Safe will focus primarily on youth ages 12-17. The organization will require multiple phases of development with the goal of being in full operation by 2020. Over the course of development and implementation, KATS will grow to be a

strong community program serving the need for safe and secure housing and support for homeless young people in Central Wisconsin.

## 1. Objectives

Keep Area Teens Safe is being established to:

1. Provide safe and secure shelter for up to 30 days for homeless youth ages 12-17
2. Provide case management to participating youth
3. Provide meals to participating youth
4. Connect youth to appropriate community-based services including mentorship and academic support
5. Bridge the gap between homeless youth and community resources
6. Build community awareness around the issue of homeless youth and value of fostering

## 2. Mission

Our mission is to provide an accessible, welcoming and safe home for homeless and runaway youth in the Central Wisconsin Community. This home aims to keep teens off the street to decrease the risk for trafficking and to offer the services they need to succeed.

## 3. Community Needs and Impact

As a snapshot in time, in April 2018, estimates of homeless teens from school district partners noted these concerning realities:

- 70 for Wausau
- 45-50 for DC Everest
- 5-10 in Mosinee

Keep Area Teens Safe is an organization responding to the growing number of youth ages 12 to 17 in Marathon County that are homeless and trying to make it on their own. This population struggles to find consistent food and stable shelter; youth may become subject to destructive habits and/or people in order to survive. This population may also struggle to maintain their academic progress and either drop out of school or perform poorly affecting their mental, physical, and social well-being. This downward spiral often results in youth becoming lost, endangered, or simply despondent with their circumstances. This organization is positioned to provide a service not currently available in our community; it offers the chance for affected youth to make a dramatic change in their lives by demonstrating our support of them and their individual value in our community. We believe that by investing in them in this way, we can help reduce the number of kids on the street and increase the number of successful students that positively contribute to society through the support and life skills learned while being supported by KATS.

Current data indicates that the number of homeless unaccompanied youth in Marathon County School Districts has increased from 27 in 2012-13 to 57 in 2015-16

[as reported by Department of Public Instruction (DPI)]; there is a general trend of increasing numbers of students who are homeless and trying to make it on their own. This dramatic increase is staggering, given our seasonal weather conditions in Wisconsin and limited facilities for this particular population.

#### 4. Keys to Success

- Establish a strong network of support and collaboration with the school youth justice and foster systems
- Launch a series of fundraising activities that will successfully fund the phases of development
- Establish location and funding for Housing unit
- Establish an endowment fund for future longevity of KATS housing, programming, and services
- Establish relationships with community resources and support services throughout Marathon County

## 2. Organization Summary

Keep Area Teens Safe is a nonprofit agency offering safe housing and connection to community resources for kids ages 12-17. The organization will build and maintain a runaway and homeless youth emergency shelter (RHY-Federally recognized) licensed for 8 residents ages 12-17. Per state regulation, participating youth can stay a maximum of 30 days, with a goal of transitioning them as soon as a stable option is identified. Participating youth will be provided with a safe and stable home environment, meals, and case management including connection to community-based resources such as appropriate mentorship and academic support to help ensure connections to a future, long-term, stable setting.

### 2.1. Start-up Summary

Startup expenses in phase I includes capital for: building acquisition which was taken care of as of June 17th of 2019, marketing, insurance, hire of shelter Director, and initial general operations totaling approximately \$1,500,000.00. Monies given toward the capital campaign will help fund the initial start-up and operating expenses for the first four years.

The house will serve as the shelter for participating youth. Our requirements for this site included proper zoning, kid friendly neighborhood, on a bus line, and near to amenities necessary for young people. We will now be starting Remodeling to bring structure to the appropriate codes required for a housing unit of this designation. In addition, the initial costs will include a security system and funds for furnishing the facility. Appropriate Insurance will be purchased at the time construction or remodeling begins. During phase II when the shelter begins hiring individuals and volunteers, a Board of Directors insurance policy will also be purchased.

For additional phases of development, please see section 5.2 under Strategy and Implementation.

## 2.2. Legal Entity

Keep Area Teens Safe is a tax-exempt not-for-profit 501(c)3 organization that provides safe emergency housing and connection to community resources for homeless youth ages 12 to 17. The organization was awarded an individual 501(c)3 status by the Federal Government on August 22, 2017.

## 3. Services

### 3.1. General Services

Keep Area Teens Safe will offer space for eight youth in central Wisconsin ages 12 to 17, who have already been identified as homeless and vulnerable; KATS will be a safe shelter for up to 30 days in accordance with state regulations. Youth utilizing the shelter will have access to the following services: healthy meals, case management with connections to community-based mentorship, resources or connectivity to academic support through relationships with schools, assistance in locating a stable home environment after leaving the shelter through strong links between KATS and the local social services agency.

Keep Area Teens Safe is an organization formed in direct response to the growing number of young people already homeless, trying to make it on their own day by day. We will work with local schools to identify youth who are currently homeless and offer them a positive support system and short-term safe living environment, which we hope will move them towards a long-term stable living situation. This will help kids avoid the pitfalls that may derail their lives if left homeless and unsupported. These supports are intended to offer safe spaces, and a sense of positivity and acceptance.

### 3.2. Case Management Services

KATS' strategic plan includes the hiring of a full time Director position for the shelter and its operations. This individual will be required to have professional experience and education in the areas of social work and/or case management. The Director role will include working with external partners collaboratively to assess the needs of individual youth and to connect the youth utilizing the shelter with community resources on an individual case by case basis. The central WI community has services available for youth and KATS does not want to create duplicity; however, there is a gap in the connection between youth and services. KATS aims to bridge that gap. KATS case management involves relevant factors including, but not limited to:

- connecting youth to our local child welfare community or existing services to reconnect them with their families if that is deemed safe and appropriate
- physical and mental health care resources for the immediate and long term
- strengthening or reconnecting with school representatives to help them get back on track

- connecting youth served to local part time employment opportunities

## 4. Market Analysis Summary

Keep Area Teens Safe is an organization responding to the growing number of youth ages 12 to 17 in Marathon County that are homeless and trying to make it on their own. This population struggles to find stable and consistent food and shelter and become targets of destructive habits and/or people in order to survive. This population struggles to maintain their academic progress and either drop out of school or perform poorly affecting their mental, physical, and social well-being. This downward spiral often results in children becoming lost, endangered, or simply despondent at their circumstances. This organization is positioned to provide a service not currently available in our community; it offers the chance for these youth to make a dramatic change in their lives by demonstrating our support of them and their individual value in our community. We believe that by investing in them in this way, we can help reduce the number of kids on the street and increase the number of successful students that positively contribute to society through the support and life skills learned while being supported by KATS.

### 4.1. Market Segmentation

Keep Area Teens Safe has a number of market focuses that are key to the organization's success.

- Youth, ages 12 to 17, who are identified as homeless or runaway and have little support for the requirements of daily living including consistent food and shelter. Kids in this age group become homeless for a variety of reasons including, but not limited to: poverty, parental drug use, parental incarceration, abusive situations, unstable home, and destructive habits resulting in disconnection from the home or family.
- Families are also a market focus to develop a strong network of foster homes for children needing support and a safe home environment. Building community awareness around the challenges being faced by kids and the benefits of fostering will help increase the number of families interested in fostering.

The shelter will need adult volunteers willing to invest time and energy to help with meals, maintenance, and general operations of the shelter; these individuals will be in addition to the full-time staff KATS will hire for operation of the facility and case management of the participating youth. As KATS works to build partnerships and community awareness, our network of committed volunteers needed will increase.



## 4.2. Target Market Segment Strategy

The target market for Keep Area Teens Safe are homeless young people ages 12 to 17. Current data indicates that the number of homeless unaccompanied youth in Marathon County School Districts has increased from 27 in 2012-13 to 57 in 2015-16 [as reported by Department of Public Instruction (DPI)]; there is a general trend of increasing numbers of students who are homeless and trying to make it on their own. This dramatic increase is staggering, given our seasonal weather conditions in Wisconsin and limited facilities for this particular population.

## 4.3. Similar Services in Central Wisconsin

There is no other youth shelter in Marathon County for this group of young people. There is a longer-term shelter located in Brokaw, WI for youth with chronic drug addiction or mental illness. Youth in this shelter are placed there by Social Services. Similarly, proposals for a short-term shelter at Northcentral Healthcare for drug addicted or mentally unstable teens are currently being evaluated. Both of these sites are directed toward a different degree of need for local young people than what KATS will provide. KATS is a proactive piece for homeless or runaway youth at risk of falling prey to drugs in their vulnerable state of homelessness.

# 5. Strategy and Implementation Summary

## 5.1. Phases of Development

KATS has the capital campaign set at \$1.5 million which includes money for sustainability because of the granting cycles and it was also recommended to us by multiple sources to ensure continuity of service delivery initially as we strengthen sustainability plans over the course of the 4 years of operational funding. There are multiple sustainable funding sources including the Housing and Urban Development (HUD) Family & Youth Services Bureau Basic Center Program, Emergency Shelter grants, and others that require patterns of success; KATS can only provide these pieces for funding requests after the facility and services have been established in the community. Once operational we will be doing an evaluation of services and the identification of any gaps that are not fulfilled by already existing resources in the community and develop plans to further efforts to develop those resources within the KATS organization.

### I: Capital Campaign to fund a youth shelter facility

- Fundraising, building purchased, Remodel, Build network of local resources and services for partnerships and collaborations

### II: Opening of the Doors

- Hire Full Time Director, and part time staff positions
- Implement policies and procedures for operations

- Coordinate core of volunteers
- Operation of facility

III: Sustaining

- Evaluate operations and make modifications where necessary to continue service delivery
- Continue to strengthen collaborations and partnerships

### 5.3. Measurement of effectiveness

Initial progress begins with completing the capital campaign to complete the facility, hire staff, and open its doors.

After program startup, we will collaborate with the homeless liaisons at the high schools, the police departments, and Marathon County Social Services, to monitor the progress being made on decreasing the teen homeless rate. While residing at the KATS house, clients' state of well-being will be assessed and documented through surveys and self-reporting. Measuring capacity and use will also contribute to the organization's efficacy in the community.

Clients indicating feelings of safety and security at 30-60-90 days and finally 6 months following their being served through KATS is additional data that will be tracked.

BOARD OF DIRECTORS KEEP AREA TEENS SAFE  
 PRESIDENT—Mary JO Freeman, MD, FACP  
 VICE PRESIDENT—Joshua Kroop  
 TREASURER—Robert Stasney  
 SECRETARY—Paula Vogt  
 FUND RAISING CHAIR—Jim Frings  
 FUND RAISING CO-CHAIR—Dr. Ron Prehn  
 NORTH CENTRAL CONTINUUM OF CARE REPRESENTATIVE—Carol Freeman  
 LICENSING CHAIR—Donna Peth  
 SOCIAL SERVICE LIASON—Tim Moe  
 COMMUNITY ADVOCATE—Jim Nick

### 5.4. Organizational structure

Organization currently includes Board members only. Staff would not be hired until 3-6 months prior to the official home opening.

Board of Directors as shown

## 6. Financial Plan

### 6.1. Fundraising Strategies

Keep Area Teens Safe's funding sources will include private donations, grants from private foundations, public funding both state and federal and possible fund raising events. The organization has established a number of contribution options that a supporter can select from.

**Cash Donation:** Any increment accepted to support any aspect of KATS mission

**Legacy Gifts:** A planned gift in a will, trust, or other estate plan

**Endowment Giving:** Sizable donations designed to provide permanent source of income by investing gifts in this category and using the accrued income from dividends for KATS purpose and mission

**Corporate Giving and Sponsorship:** Businesses can provide cash or grants. Businesses are also encouraged to support volunteerism of their employees as an in-kind donation of time or fundraising events that may take place throughout the year.

**Community Partnership Programs:** fundraising through portioning amounts spent at various establishments to be directed to KATS (local restaurants, food stores, etc.) or partnerships with public entities for donations.

Capital Campaign goal is \$1,500,000.

## 6.2. Funding forecast

KATS initial financial sustainability is incorporated into the capital campaign amount and itemized budget. Long term sustainability will be advanced through the annual federal Housing and Urban Development (HUD) Family Youth Services Bureau Runaway and Homeless Youth Basic Center Program grant, a United Way three-year award grant beginning January 2020, additional funding programs through the City of Wausau including their Community Block Grant, and Mark

McDonald Foundation has indicated their potential support of up to \$50,000 annually for up to 5 years after doors are open.

YOUTH SERVICES					
Year One - Five Budget (2020 - 2024)					
	2020	2021	2022	2023	2024
<b>INCOME</b>					
FEDERAL DOLLARS - YOCA GRANT	\$ -	\$ -	\$ -	\$ -	\$ 200,000
STATE OF WISCONSIN	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
MARATHON COUNTY	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
CITY OF WAUSAU	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
From Campaign for operations	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
<b>OTHER GOVERNMENT LOCAL</b>					
UNITED WAY ALLOCATED	\$ -	\$ -	\$ -	\$ -	\$ -
UNITED WAY DESIGNATED	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000
LOCAL DOLLARS FOUNDATIONS	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
DONATIONS INDIVIDUAL AND BUSINESS	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
INTEREST & MISC	\$ -	\$ -	\$ -	\$ -	\$ -
<b>TOTAL INCOME</b>	<b>\$ 335,000</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>	<b>\$ 390,000</b>	<b>\$ 490,000</b>
<b>EXPENSES</b>					
<b>PERSONNEL -</b>					
STAFF SALARIES	\$ 180,000	\$ 185,000	\$ 190,000	\$ 195,000	\$ 240,000
PAYROLL TAXES	\$ 14,400	\$ 15,500	\$ 16,600	\$ 17,700	\$ 18,800
FRINGE BENEFITS	\$ 27,000	\$ 28,000	\$ 29,000	\$ 29,000	\$ 31,000
<b>TOTAL PERSONNEL</b>	<b>\$ 221,400</b>	<b>\$ 228,500</b>	<b>\$ 235,600</b>	<b>\$ 242,700</b>	<b>\$ 289,800</b>
<b>INSURANCE</b>					
CONTRACT LABOR	\$ 4,500	\$ 4,700	\$ 4,900	\$ 5,100	\$ 5,300
PROFESSIONAL FEES -	\$ -	\$ -	\$ -	\$ -	\$ -
AUDIT & ACCOUNTING FEES	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126
POSTAGE	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563
OFFICE SUPPLIES	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338
PROGRAM SUPPLIES -	\$ 1,200	\$ 1,236	\$ 1,273	\$ 1,311	\$ 1,351
CLIENT SUPPLIES	\$ 800	\$ 824	\$ 849	\$ 874	\$ 900
CLIENT TRANSPORTATION	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450
GROUP ACTIVITIES	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251
EQUIPMENT	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688
DEPRECIATION	\$ 16,500	\$ 16,995	\$ 17,505	\$ 18,030	\$ 18,571
TELEPHONE (includes cell phone stipends)	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701
TRAINING/CONFERENCES	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688
FOOD SUPPLIES-SHELTER ONLY	\$ 7,000	\$ 7,210	\$ 7,426	\$ 7,649	\$ 7,879
STAFF TRAVEL	\$ 250	\$ 258	\$ 265	\$ 273	\$ 281
PRINTING	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450
<b>TOTAL PROGRAM OPERATIONS</b>	<b>\$ 40,250</b>	<b>\$ 41,523</b>	<b>\$ 42,827</b>	<b>\$ 44,165</b>	<b>\$ 45,537</b>
<b>SPACE</b>					
UTILITIES	\$ 3,000	\$ 3,200	\$ 3,400	\$ 3,600	\$ 3,800
MAINTENANCE & REPAIRS	\$ 800	\$ 900	\$ 1,000	\$ 1,000	\$ 1,000
<b>TOTAL SPACE</b>	<b>\$ 3,800</b>	<b>\$ 4,100</b>	<b>\$ 4,400</b>	<b>\$ 4,600</b>	<b>\$ 4,800</b>
<b>DUES MEMBERSHIPS</b>					
STAFF APPRECIATION	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450
PUBLIC RELATIONS/ BID DEV	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338
VOLUNTEER RECRUITMENT & APPRECIATION	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56
<b>TOTAL SPECIAL COSTS</b>	<b>\$ 1,000</b>	<b>\$ 1,030</b>	<b>\$ 1,061</b>	<b>\$ 1,093</b>	<b>\$ 1,126</b>
<b>TOTAL EXPENSES</b>	<b>\$ 266,450</b>	<b>\$ 275,153</b>	<b>\$ 283,888</b>	<b>\$ 292,558</b>	<b>\$ 341,262</b>
<b>Net Profit/(Loss)</b>	<b>\$ 68,550</b>	<b>\$ 84,848</b>	<b>\$ 76,112</b>	<b>\$ 97,442</b>	<b>\$ 148,738</b>
<b>REVISED CAMPAIGN</b>					
Technology				\$ 20,000	
Building & Improvements				\$ 670,000	
Program startup				\$ 200,000	
Training/Devel				\$ 10,000	
Furnishing				\$ 100,000	
Initial Sustainability - 4 year operating				\$ 500,000	
<b>Total</b>				<b>\$ 1,500,000</b>	

KATS expects annual operating costs to be \$266,450 per operational budget statement in 5 year plan. This includes facilities and grounds, day to day operations for meals and transportation, staff salaries, insurance, and business expenses. A cost of living increase was factored into our 5 year plan.

Additional sustainability opportunities will include endowment funds for long term financial stability of the organization and operation.

As KATS and collaborating organizations help keep kids on track academically and engaged in school and community through the time they graduate high school, the community will reap the benefit of more young adults leaving high school prepared to become positive contributing members of our community. As such, we

envision funding streams could include public (County, Municipal, and District dollars) and philanthropic resources to sustain these efforts over time. In

addition, community support is also expected in the form of donation of services and resources which contribute to organization and program sustainability.

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### 6.3 Marketing plans:

KATS has a regularly updated and maintained website which includes links to contact the organization for information. Additionally, donations can be made directly on the website to the organization.

KATS has a Facebook page for support, outreach, and sharing of local events or information relevant to the mission of KATS. These are regularly shared to encourage others to get involved in this cause locally.

KATS Board of Directors market the organization through grassroots efforts locally, including press coverage for local need for youth and foster care support. Previously we received coverage at the John Altenburg's 2018 Christmas Extravaganza and were also recognized by a local group at their gala. Other ideas are being considered.

## 7. Management Summary

Current management of the organization resides solely with the Board of Directors. When funds are available, an organization Executive Director will be hired. This individual will have case management and social work experience and education. The Director will be responsible for managing the shelter and its operations. The Executive Director will have responsibility to case manage the youth staying at the shelter. The Executive Director shall report and be accountable to the Board of Directors. We anticipate needing 4.2 full time employees and a robust panel of volunteers.

**BYLAWS**  
**OF**  
**Keep Area Teens Safe, Inc.**



**B Y L A W S**  
**OF**  
**Keep Area Teens Safe, Inc.**

I. IDENTIFICATION

I.1. Name. The name of this corporation is Keep Area Teens Safe or KATS (the “corporation”).

I.2. Principal Office. The principal office of the corporation shall be located in the County of Marathon, State of Wisconsin.

I.3. Registered Agent and Office. The registered office of the corporation as required by the Wisconsin Nonstock Corporation Law to be maintained in the State of Wisconsin may be, but need not be, identical with the principal office, and the address of the registered office may be changed from time to time by the Board of Directors.

II. MEMBERS OF THE CORPORATION

The corporation shall have no members and shall be managed by its Board of Directors.

III. STATEMENT OF PURPOSE/MISSION/VISION

III.1 VISION

We'll provide a welcoming transitional home for up to eight teens at any given time who have encountered homelessness for one or more reasons. This home will serve as a safe haven for up to 30 days while our outreach staff work to secure a long term safe living environment for the teens. Hopefully, this will break the cycle of homelessness to decrease the burden on individuals and on society.

Since human trafficking has become more prevalent with data showing that after 48 hours of being homeless, 1/3 or more become human trafficking victims, we hope to lessen the chance of this occurring.



We will work closely with law enforcement, social workers, and high school liaisons among others to identify at risk teens ages 12-17 child while partnering with other agencies in the greater Wausau area to increase the pool of available foster care opportunities.

### III.2 MISSION

At KATS, our mission is to provide an accessible, welcoming and safe home for throwaway and runaway youth in the Central Wisconsin Community. This home aims to keep teens off the street to decrease the risk for trafficking and to offer the services they need to succeed.

### III.3 STATEMENT OF PURPOSE

The corporation is organized to operate exclusively for charitable and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or corresponding provision of any future United States Internal Revenue law) (the “Code”). In addition, in furtherance but not in limitation thereof:

The corporation shall not carry on propaganda or otherwise attempt to influence legislation except as an insubstantial part of its activities. The corporation shall not engage in any transaction or permit any act or omission which shall operate to deprive it of its tax-exempt status under Section 501(c)(3) of the Code. The corporation shall not in any manner or to any extent participate in, or intervene in (including the publishing or distribution of statements), any political campaign on behalf of any candidate for public office, nor shall it engage in any “prohibited transaction” as defined in Section 503(b) of the Code, as amended.

In the event of dissolution or liquidation of the corporation, any assets then remaining shall be distributed among such other organizations as shall qualify at the time as exempt organizations described in Code Section 501(c)(3) as the Board of Directors shall determine, such assets to be used for purposes consistent with those described in the first paragraph of this Bylaw.

No part of the net earnings of the corporation shall inure to the benefit of, or be distributed to, its directors, officers, or any other private individual, except for reimbursement for expenses reasonably incurred in furtherance of the purposes set forth in this Bylaw.

The corporation also has such powers as are now or may hereafter be granted under the laws of the State of Wisconsin that are in furtherance of the corporation’s exempt purposes within the meaning of Section 501(c)(3) of the Code.

## IV. BOARD OF DIRECTORS

IV.1 General Powers and Number. The business and affairs of the corporation shall be managed by its Board of Directors. At the first annual meeting of the members of the Board of Directors, three (3) classes of directors shall be elected as follows: Class I with three (3) members for a term of one (1) year; Class II with four (4) members for a term of two (2) years; and Class III with four (4) members for a term of three (3) years, their terms to run from said meeting until their successors are elected. Thereafter, as the term of office of each director expires, the vacancy so created shall be filled by the election of a director for a period of three (3) years by the members of the Board of Directors at an annual meeting of the directors. Board members who have served two consecutive three-year terms must take a one-year absence from the Board before they can be re-elected to the Board.

IV.2 Qualification, Removal From, and Resignation of Office. Each director shall be an individual. A director may be removed from office by affirmative vote of a majority of the members of the Board of Directors entitled to vote for the election of such director, such vote to be taken at any meeting of the Board called for that purpose, provided that a quorum is present. A director may resign at any time by filing his or her written resignation to the President or Secretary.

IV.3 Annual Meeting. The annual meeting of the Board of Directors of the corporation shall be held in the month of November of each year, at such time and place as may be designated by the Board, for the purpose of electing directors and for the transaction of such other business as may come before the meeting. If the election of directors is not held at the annual meeting, the election shall be held at the next regular meeting of the Board.

IV.4 Regular Meetings. Regular meetings of the Board of Directors of the corporation may be authorized by the Board and may be set at regular intervals and/or called by the President on his/her own initiative or upon written request of a majority of the directors.

IV.5 Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the President, Secretary, or any two (2) directors. The President or Secretary calling any special meeting of the Board of Directors may fix any place, either within or without the State of Wisconsin, as the place for holding any special meeting of the Board of Directors.

IV.6 Notice of Meeting. The President or Secretary shall notify the Board of Directors of the time and place of each meeting of the Board. Such notice may be given by mail, by e-mail, in person, or by telephone as the need dictates.

IV.7 Quorum. Attendance by a majority of then existing members of the Board of Directors shall constitute a quorum for the transaction of business.

IV.8 Manner of Acting. If a quorum is present, the affirmative vote of the majority of the directors present at the meeting shall be the act of the Board of Directors, unless the vote of a greater number is required by law or by the Articles of Incorporation or these Bylaws.

IV.9 Conduct of Meetings. The President, and in the President's absence, the Vice President and in his or her absence, the President's designee, and in the absence of all three, any director chosen by the directors present, shall call meetings of the Board of Directors to order and shall act as chairperson of the meeting. The Secretary shall act as secretary of all meetings of the Board, but, in the Secretary's absence, the chairperson may appoint any other person to act as secretary of the meeting. All questions of parliamentary procedure shall be decided according to Robert's Rules of Order.

IV.10 Voting. Each director shall be entitled to one (1) vote upon each matter submitted to a vote of the Board of Directors.

IV.11 Vacancies. Any vacancy occurring in the Board of Directors through death, resignation, removal, disqualification or other cause, but excluding vacancies occurring through expiration of a director's term, may be filled by the Board of Directors until the next annual meeting by the affirmative vote of a majority of the directors then in office.

IV.12 Compensation. The Board of Directors shall serve without compensation.

IV.13 Action Without Meeting. Action taken without a meeting by a majority of all directors that comprise the Board of Directors is nevertheless a Board action, if the action in question is ratified by the Board at its next regular meeting and filed with the minutes of such meeting, whether done before or after the action is taken.

IV.14 Committees. The Board of Directors may appoint any committees it is deemed necessary to properly carry on the business of the corporation. Members of each committee will be recruited and selected by the chairperson and members of the committee, and may be any persons felt best qualified to serve on the specified committee. All committees will have a minimum of one (1) director. Individuals may serve on more than one committee at a time. Committee chairpersons shall be appointed by a majority of the Board of Directors and may be removed by a majority of the Board. Each committee shall have as chairperson a member of the Board, who shall be responsible for directing and coordinating the affairs of the committee. The term of the chairperson of each committee shall be for one (1) year, commencing at the time of the annual meeting and renewable at each subsequent annual meeting. The designation of a committee and the delegation of authority to it does not relieve the Board or any director of any responsibility imposed upon the Board or director by law.

IV.15 Executive Committee. The Executive Committee shall act as the administrative body of the corporation and be responsible for coordinating the implementation of the

corporation's policies and projects and such other duties as the Board of Directors may require. The Executive Committee shall consist of the President, the Immediate Past President, the Vice President, the Secretary, and the Treasurer. The membership of the Executive Committee may be augmented from time to time at the discretion of the Board who may appoint other directors to the Executive Committee.

The Executive Committee shall perform or supervise routine administrative duties in implementation of the corporation's policies and projects whether or not specifically prescribed by the Board of Directors or any other duties specifically delegated by the Board of Directors. If such duties have not been delegated, the Executive Committee may act on behalf of the corporation to transact any urgent business that might arise between Board meetings if such action is ratified by the Board at a later meeting. A majority of the number of members of the Executive Committee shall constitute a quorum for the transaction of business at any meeting of the Executive Committee.

IV.16 Indemnification of Officers and Directors. Subject to the conditions and limitations of this Section and the corporation's Articles of Incorporation, the corporation shall, to the fullest extent permitted by the Wisconsin Nonstock Corporation Law as it may then be in effect, indemnify and hold harmless each person (and the heirs and legal representatives of such person) who was a director or officer of the corporation, or of any other corporation or other enterprise which he or she served in any capacity at the request of the corporation, against any and all liability and expense actually and reasonably incurred by him or her in connection with or resulting from any claim, action, arbitration, suit, or proceeding, civil, criminal, administrative, or investigative, or threat thereof that arises out of the duties of the officer or director, provided such person has not been shown to have failed to exercise good faith in what he or she reasonably believed to be the best interests of the corporation or such other corporation or other enterprise, as the case may be, and in addition, with respect to any criminal action or proceeding, had reasonable cause to believe that his or her conduct was not unlawful.

## V. OFFICERS

V.1 Number. The principal officers of the corporation shall be a President, an Immediate Past President, a Vice President, a Secretary, and a Treasurer, each of whom shall be elected by the Board of Directors. Such other officers and assistant officers as may be deemed necessary may be elected or appointed by the Board of Directors. Any two (2) or more offices may be held by the same person, except the offices of President and Immediate Past President, President and Secretary, and President and Vice President.

V.2 Election and Term of Office. The initial officers of the corporation shall be elected by the Board of Directors at their first meeting for a term expiring on the date their successors are elected. Thereafter, the officers of the corporation shall be elected annually by the Board at its annual meeting. If the election of officers shall not be held at such meeting, such election shall be held at a special meeting of the Board to be scheduled as soon thereafter as may be convenient. Each officer shall hold office until his or her successor shall have been duly elected or until his or her death, resignation, or removal.

V.3 Removal From and Resignation of Office. An officer may be removed from office by a vote of at least two-thirds (2/3) of the directors at any meeting called for that purpose, provided that a quorum is present. Any officer may resign at any time by giving written notice to the Board of Directors, the President, or the Secretary. Any such resignation shall take effect at the time the notice of resignation is delivered, unless the notice specifies a later effective date.

V.4 President. The President shall be the principal executive officer of the corporation and, subject to the control of the Board of Directors, shall, in general, supervise and control all of the business and affairs of the corporation. The President shall, when present, preside at all meetings of the Board of Directors and the Executive Committee. The President shall have authority to sign, execute, and acknowledge, on behalf of the corporation, contracts or other instruments necessary or proper to be executed in the course of the corporation's regular business, or which shall be authorized by resolution of the Board of Directors; and, except as otherwise provided by law or the Board of Directors, he or she may authorize any Vice President or other officer or agent of the corporation to sign, execute, and acknowledge such documents or instruments in his or her place and stead. The President shall, in general, perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time.

V.5 Immediate Past President. The Immediate Past President shall automatically serve a one-year term of office as the Immediate Past President and shall automatically continue to be a director on the Board of Directors during that time period.

V.6 Vice President. In the absence of the President or in the event of his or her death, resignation, removal, disqualification, inability, or refusal to act, or in the event for any reason it shall be impracticable for the President to act personally, the Vice President (or in the event there

be more than one (1) Vice President, the Vice Presidents in the order designated by the Board of Directors, or in the absence of any designation, then in the order of their election) shall perform the duties of the President, and when so acting, shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall perform such other duties and have such authority as from time to time may be delegated or assigned to him or her by the President or by the Board of Directors. The execution of any instrument of the corporation by any Vice President shall be conclusive evidence, as to third parties, of his or her authority to act in the stead of the President.

V.7 Secretary. The Secretary shall: (a) keep the minutes of the meetings of the Board of Directors in one or more books provided for that purpose; (b) see that all notices are duly given in accordance with the provisions of these Bylaws or as required by law; (c) be custodian of the corporate records; (d) keep or arrange for the keeping of a register of the post office address of each member of the Board of Directors of the corporation which shall be furnished to the Secretary by such member; (e) sign, as Secretary, documents and instruments authorized by the Board; and (f) in general, perform all duties incident to the office of Secretary and have such other duties and exercise such authority as from time to time may be delegated or assigned to him or her by the President or by the Board.

V.8 Treasurer. The Treasurer shall: (a) have charge and custody of and be responsible for all funds and securities of the corporation; (b) receive and give receipts for monies due and payable to the corporation from any source whatsoever and deposit all such monies in the name of the corporation in such banks, financial institutions, trust companies or other depositories as shall be selected in accordance with the provisions of Bylaw VI of these Bylaws; and (c) in general, perform all of the duties incident to the office of Treasurer and have such other duties and exercise such other authority as from time to time may be delegated or assigned to him or her by the President or by the Board of Directors. The records of the Treasurer shall be subject to examination at any reasonable time, upon request, by any member of the Board. If required by the Board, the Treasurer shall give a bond for the faithful discharge of his or her duties in such sum and with such surety as the Board shall determine.

V.9 Other Assistants and Acting Officers. The Board of Directors shall have the power to appoint any person to act as assistant to any officer, or as agent for the corporation in his or her stead, or to perform the duties of such officer whenever for any reason it is impracticable for such officer to act personally, and such assistant or acting officer or other agent so appointed by the Board shall have the power to perform all the duties of the office to which he or she is so appointed to be assistant, or as to which he or she is so appointed to act, except as such power may be otherwise defined or restricted by the Board.

V.10 Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise shall be filled by the Board of Directors for the unexpired portion of the term.

V.11 Compensation. No officer of the corporation shall receive any salary or anything of pecuniary value from the corporation for performing services as an officer, but may be reimbursed for actual expenses in connection with such services.

## VI. CONTRACTS, LOANS, CHECKS AND DEPOSITS; SPECIAL CORPORATE ACTS

VI.1. Contracts. The Board of Directors may authorize any officer or officers, or agent or agents, to enter into any contract or execute or deliver any instrument in the name of and on behalf of the corporation, and such authorization may be general or confined to specific instances. In the absence of other designation, all deeds, mortgages, and instruments of assignment or pledge made by the corporation shall be executed in the name of the corporation by the President and by the Secretary, an Assistant Secretary, the Treasurer, or an Assistant Treasurer; and when so executed no other party to such instrument or any third party shall be required to make any inquiry into the authority of the signing officer or officers.

VI.2 Voting Securities Owned by the Corporation. Unless otherwise ordered by resolution of the Board of Directors, any two (2) officers shall have full authority on behalf of the corporation to attend, to act, and to vote at any meetings of the stockholders, bondholders, or other security holders of any corporation, trust, association, or other business entity in which the corporation may hold securities. At any such meeting, said officers shall possess all of the rights and powers incident to the ownership of such securities, which as owner thereof the corporation might have possessed if present, including the authority to delegate such authority to a proxy. The Board of Directors may, by resolution, confer like authority upon any other person or persons.

VI.3. Sale of Securities. Unless otherwise ordered by resolution of the Board of Directors, any two (2) officers are authorized and empowered jointly to buy and sell any securities held or owned by the corporation, for such consideration as should meet their approval, and to effect other writings necessary or convenient for achieving such purposes. The said officers are further authorized to give or have given the proper notices of any such action, have all such dispositions registered and noted on the books and records of this or any other corporation, trust, association, or other business entity when required, and to undertake all other actions necessary or convenient to accomplish such purchase or sale.

VI.4. Loans. No indebtedness for borrowed money shall be contracted on behalf of the corporation and no evidences of such indebtedness shall be issued in its name unless authorized

by or under the authority of a resolution of the Board of Directors. Such authorization may be general or confined to specific instances.

VI.5. Checks, Drafts, etc. All checks, drafts, or other orders for the payment of money, notes, or other evidence of indebtedness issued in the name of the corporation shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by or under the authority of a resolution of the Board of Directors.

VI.6. Deposits. All funds of the corporation not otherwise employed shall be deposited from time to time to the credit of the corporation in such banks, financial institutions, trust companies, or other depositories as may be selected by or under the authority of a resolution of the Board of Directors.

VI.7. Contributions, Gifts, Bequests, or Devises. The Board of Directors may accept on behalf of the corporation any contribution, gift, bequest, or devise for the general purposes or for any special purpose of the corporation. All gifts to the corporation or other income not otherwise designated by the donor shall be placed into the general fund held by the corporation and be for the exclusive use and benefit of the group home to be established in Wausau Wisconsin. The corporation may receive, manage, invest, and disburse conditional gifts only if such gifts are for the exclusive use and benefit of the corporation. The phrase “exclusive use and benefit of the corporation” shall include gifts for the benefit of any separate or independent organization which is supportive of or affiliated with the corporation or its programs and functions; provided that such organization is: (a) organized exclusively for charitable, scientific, or educational purposes and for the exclusive use and benefit of the corporation, and (b) qualified as an organization exempt from income tax under Section 501(c)(3) of the Code.

VI.8. Budgets. Each year, the Board of Directors shall approve a corporation budget for the fiscal year. The approved budget may be reviewed and revised periodically as deemed necessary by the Board.

VI.9. Financial Statements. Not later than three (3) months after the close of each fiscal year, the corporation shall prepare:

1. A balance sheet showing in reasonable detail the financial condition of the corporation at the close of the fiscal year; and
2. A statement of the source and application of funds showing the results of the operation of the corporation during the fiscal year.

VII. The fiscal year of the corporation shall begin on the first (1st) day of January and end on the thirty-first (31st) day of December in each year.



VIII. The corporation shall not have a corporate seal.

#### IX. NONDISCRIMINATION

It is the policy of the corporation to comply with all applicable state and federal requirements pertaining to non-discrimination on the basis of race, color, religion, creed, national origin, age, disability, sex, and other bases set forth in state and federal law. The corporation encourages the full input of all relevant groups to its deliberations and in its policy-making.

#### X. AMENDMENTS

XI. By Directors. These Bylaws may be altered, amended, or repealed and new Bylaws may be adopted by the members of the Board of Directors of the corporation by an affirmative vote of a majority of the members of the Board in good standing present in person or represented by proxy at any meeting at which a quorum is in attendance.

XII. Implied Amendments. Any action taken or authorized by the Board of Directors which would be inconsistent with the Bylaws then in effect but is taken or authorized by an affirmative vote of not less than the number of directors required to alter, amend, or repeal the Bylaws so that the Bylaws would be consistent with such action shall be given the same effect as though the Bylaws had been temporarily altered, amended, repealed, or suspended so far, but only so far, as is necessary to permit the specific action so taken or authorized.

#### XI. CONFLICTS OF INTEREST

Any contract or other transaction between the corporation and one or more of its directors or officers, or between the corporation and any organization of which one or more of its directors or officers are members or employees, or in which one or more of its board members are interested, or between the corporation and any corporation or association of which one or more of its board members are shareholders, members, board members, officers, or employees or in which one or more of its board members are interested, shall not be voidable by the corporation solely because of the directors or officer's interest, whether direct or indirect, in the transaction if:

3. The material facts of the transaction and the director or officer's interest were disclosed or known to the Board or a committee of the Board, and a majority of disinterested members of the Board or committee authorized, approved, or specifically ratified the transaction; or
4. The transaction was fair to the corporation.

For purposes of this Article XI, a majority of directors having no direct or indirect interest in the transaction shall constitute a quorum of the Board or a committee of the Board acting on the matter.





## **Letters of Support Contents:**

### Community Organizations

- North Central Community Action Program
- Boys and Girls Club
- Community Clubhouse
- Women's Community
- Housing and Homeless Coalition

### Local Districts/Schools

- Wausau School District
- Horace Mann Middle School Social Work Department
- Everest School District
- Mosinee School District

### Local Religious Organizations

- Catholic Charities
- Good Shepard Lutheran Church



911 Jackson Street Room 104 Wausau, WI 54403

Ph: 715.842.0681

September 15, 2018

Keep Area Teens Safe

KATS

924 River Road

Mosinee, WI 54455

RE: Support for KATS Program

Dear Dr. Freeman,

On behalf of North Central Community Action Program, Inc., we are pleased to write this letter of support and commitment for Keep Area Teens Safe. Our organization recognizes the need for housing for the homeless, both individuals and families. We also recognize the need for many different types of housing to include short term, transitional, and permanent supportive housing.

Adding resources to Marathon County and the surrounding vicinities for identified homeless teens will enhance the community effort to eliminate homelessness. In addition, our collaborative partnership as service providers will strengthen the community by providing a wraparound service.

As part of our commitment to the success of our community and our youth, we support Keep Area Teens Safe in their endeavor to open a safe haven for youth at risk.

Best Regards,

Diane Sennholz

Executive Director, NCCAP

**BOARD OF DIRECTORS**

*PRESIDENT*  
**CASEY NYE**

DC Everest School  
District

*PRESIDENT ELECT*  
**JEN AUNER**

BMO Harris Bank

*TREASURER*  
**TODD HAGEDORN**  
Wipfli

**TIM ANDREW**  
Miron Construction

**JOE BROWN**  
Gordon Aluminum

**JON EUTING**  
Wausau School District

**JOE FONTI**  
Furniture &  
ApplianceMart

**ROBIN HEGG**  
River Valley Bank

**MARY JO JOHNSON**  
EO Johnson Business  
Technologies

**DICK LAWSON**  
Lawson Law Office

**STEVE LIPOWSKI**  
Ruder Ware, L.L.S.C.

**MARK MEEKS**  
M3 Insurance Solutions

**RICH POIRIER**  
Church Mutual Insurance

**KEITH SCHMIDT**  
Liberty Mutual

**TONY SWEENEY**  
Piper Products

**ROB SZEKERESS**  
Peterson & Matz, Inc.

**CANDY THURS**  
Associated Bank

**RICH TOTZKE**  
Greenheck Fan Corp.

May 29, 2018

Mary Jo Freeman, M.D.  
President,  
Board of Directors  
*Keep Area Teens Safe*

Dear Mary Jo,

I am very happy to know that you and your Board are continuing to make progress with the *Keep Area Teens Safe* project for homeless and runaway teens (ages 12-17) in our area. The need for these services for young people in our area is well-documented by the schools and there is no question that current homelessness services in our area are too limited to fully address the need among this target population. At any given point in the year, the Boys & Girls Club works with small numbers of area youth who would benefit from the services that *KATS* is preparing to provide. While the Club provides a wide range of programs and services for kids in our area, including those who are homeless, we do not have and will not be adding services to shelter, counsel and find alternate housing for the young people who need these and other services. We will be happy to work with *KATS* to provide a safe environment during the day, two meals daily, many opportunities to learn new skills, make new friends, escape the stresses of their lives and simply enjoy being kids surrounded and supported by caring adult professionals.

Please continue to keep us informed of your progress and let us know if you would like to explore additional opportunities for the Club to work with *KATS*.

Thank you for the truly difficult work that you and your Board have chosen to undertake on behalf of the homeless and runaway teens in our area.

Sincerely,



Brian Stezenski-Williams  
Executive Director



Mary Jo Freeman

September 14, 2018

RE: Supportive Housing Support

Community Corner Clubhouse/ NCHC is writing in support of Keep Area Teens Safe (KATS) Supportive Housing.

As a mental health and AODA service provider that serves adults in the greater Marathon County area we support efforts that address access and develop housing opportunities that will keep people safe, and offers clean affordable housing to those who need it most.

We also know that when people have access to housing they have higher success rates in treatment and can fully attend to areas of life such as: obtaining basic needs such, connecting to treatment, participating in self-help and support groups, and finally addressing employment goals.

KATS is a well-qualified recipient to receive this type of grant support to address the housing needs in our area. I fully endorse support of this funding.

Respectfully,

Michelle Hazuka, MS, LPC

Community Corner Clubhouse, Director

NCHC



Striving To End the Cycle of Domestic Violence, Sexual Assault and Trafficking

*We Listen, We Support, We Transform Lives*

3200 Hilltop Ave., Wausau, WI 54401-4026  
Telephone: 715/842-5663 Fax: 715/842-7051  
[womenscommunity.org](http://womenscommunity.org) [facebook.com/womenscommunity](https://facebook.com/womenscommunity)

BOARD OF DIRECTORS:

October 9, 2018

Pat Heier  
Peoples State Bank  
PRESIDENT

Mary Jo Freeman, M.D.  
President,  
Board of Directors  
*Keep Area Teens Safe*

Toni Dunwoody  
EO Johnson Business Technologies  
VICE PRESIDENT

Mike Spalding  
WoodTrust Bank  
TREASURER

Cindy M. Kohnhorst  
BMO Private Bank  
SECRETARY

Carolyn Nash, MD  
Marshfield Clinic- Wausau Center  
IMMEDIATE PAST PRESIDENT

Tara Draeger  
Aspirus Wausau Hospital

Lance Mayberry  
Nationwide Indemnity

Antonina Olszewski  
Ministry Saint Clare's Hospital

Lee Peek  
Charter Spectrum

Shelley Rowe  
Samuels Group

Anita A. Seering  
Ruder Ware, L.L.S.C.

Kou Yang  
Northcentral Technical College

Brenda Davis  
Davis Project Solutions LLC  
Board Member Emeritus

EXECUTIVE DIRECTOR:  
Jane Graham Jennings

Dear Mary Jo,

I am very happy to know that you and your Board are continuing to make progress with the *Keep Area Teens Safe* project for homeless children and youth in our area. The need for these services for young people in our area is well-documented by the schools and there is no question that current homelessness services in our area are too limited to fully address the need among this target population. The Women's Community is well aware that run away and homeless youth are often targeted by individuals who prey on the most vulnerable; too often those young people get trapped in a life of sexual exploitation and trafficking. Having a safe environment where young people can go when they aren't able to stay in their homes is critical in the prevention of human trafficking. We are happy to see this project moving forward and will partner with *Keep Area Teens Safe* in any way we can to help ensure the youth in our community are safe.

I appreciate the efforts you and your board have put into this project and am anxious to see it come to fruition. Thank you for the truly difficult work you have committed to for the young people in our area.

Most Sincerely,

Jane E. Graham Jennings  
Executive Director







September 20, 2018

Keep Area Teens Safe (KATS)  
924 River Rd.  
Mosinee, WI 54455

RE: Support for KATS Program

Dear Dr. Freeman,

The following is a letter of support for the plans to develop a transitional home for teens who are experiencing homelessness. The Housing and Homelessness Coalition of Marathon County feels the KATS program will be an asset to the community. The Coalition recognizes the need for housing for homeless and/or runaway teens who are at risk in the greater Wausau area.

The Housing and Homelessness Coalition views the program as a highly needed resource and will enhance the Coalition's and community's efforts to eradicate homelessness. The collaborative relationship with Coalition members will strengthen the program by providing wraparound services.

We welcome the KATS program and view it as a commitment to the success of our youth and support Keep Area Teens Safe in their opening of a safe haven for at risk youth.

Sincerely,

A handwritten signature in black ink, appearing to read "Pam Anderson".

Pam Anderson  
Co-Chair  
Housing and Homelessness Coalition

**United Way  
of Marathon County**  
705 S. 24<sup>th</sup> Ave, Suite 400B  
Wausau, WI 54401  
715-848-2927  
715-848-2929 (fax)

Learn more at [UnitedWayMC.org](http://UnitedWayMC.org)



WAUSAU SCHOOL DISTRICT  
Longfellow Administration Center

415 Seymour Street • P.O. Box 359 • Wausau, Wisconsin 54402-0359 • 715-261-0500 • [www.wausauschools.org](http://www.wausauschools.org)  
*Dr. Michael A. Schwei, Interim Superintendent of Schools*

April 17th, 2018

Keep Area Teens Safe  
KATS  
924 River Road  
Mosinee, WI 54455

RE: Support for KATS Program

Dear Dr. Freeman,

The Wausau School District is pleased to write this letter of support for Keep Area Teens Safe. Our organization recognizes the potential need for housing for homeless youth at risk in the greater Wausau area.

Adding resources to Marathon County and the surrounding vicinities for homeless teens will enhance the community effort to counter homelessness. In addition, our collaborative partnership as service providers will strengthen the community by providing a wraparound service.

We support Keep Area Teens Safe in their endeavor to open a safe haven for youth at risk.

Sincerely,

Dr. Jeff Lindell, Director of Pupil Services

--  
**Suzanne Huss, MSSW, APSW**

School Social Worker  
Wausau School District  
Horace Mann Middle School: (715) 261-0751 x22751  
NTC Alternative High School: (715) 803-1730  
[shuss@wausauschools.org](mailto:shuss@wausauschools.org)



## Guidance Department

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3101 North 13th Street • Wausau, Wisconsin 54403-2317  
Phone 715-261-0740 • Fax 715-261-2029

October 2nd, 2018

Keep Area Teens Safe (KATS)  
924 River Road  
Mosinee, WI 54455

Dear Dr. Freeman,

As a school social worker for the Wausau School District, I have direct contact with families and students who are homeless. This year, the number of our homeless students is particularly staggering. There is certainly a need for students to have a safe, supportive, and structured place to sleep and eat during this time of need and Keep Area Teens Safe (KATS) will offer that.

It is my hope that this resource be made available as soon as possible for our community's children.

Sincerely,

A handwritten signature in cursive script that reads "Suzanne Huss".

Suzanne Huss, MSSW, APSW  
School Social Worker



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**D.C. Everest Area School District**

6300 Alderson Street  
Weston, WI 54476  
Phone 715-359-4221

Mary Jo Lechner, Ed.D.  
Assistant Superintendent  
Curriculum & Learning

**MISSION STATEMENT**

D.C. Everest Area School District, in partnership with the community, is committed to being an innovative educational leader in developing knowledgeable, productive, caring, creative, responsible individuals prepared to meet the challenges of an ever-changing global society.

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April 10, 2018

Keep Area Teens Safe  
KATS  
924 River Road  
Mosinee, WI 54455

RE: Support for KATS Program

Dear Dr. Freeman,

On behalf of D.C. Everest School District, we are pleased to write this letter of support and commitment for Keep Area Teens Safe. Our organization recognizes the need for housing for homeless and/or runaway teens at risk in the greater Wausau area.

Adding resources to Marathon County and the surrounding vicinities for homeless teens will enhance the community effort to eliminate homelessness. In addition, our collaborative partnership as service providers will strengthen the community by providing a wraparound service.

As part of our commitment to the success of our youth and our community, we fully support Keep Area Teens Safe in their endeavor to open a safe haven for youth at risk.

Best Regards,

A handwritten signature in cursive script that reads "Mary Jo Lechner".

Dr. Mary Jo Lechner  
Assistant Superintendent  
Curriculum & Learning



May 9, 2017

To Whom It May Concern,

I am the homeless liaison for the Mosinee School District. As the liaison, I am always trying to support students that are within our district who qualify under the McKinney Vento Act. One of the barriers to the Mosinee area for these students is transportation and housing for unaccompanied youth.

I was contacted by Mary Jo Freeman about the need for a housing for homeless teenagers in Marathon Co. Adding resources to Marathon Co. for homeless teens, would be a great resource to have when informing students about housing options. Each school year, there are students in the Mosinee area who are looking for housing, when they qualify under the McKinney Vento Act. The number of students vary year to year. A couple of years ago we had up to six students and other years it could be just two that were looking for housing. Therefore, I would support the need for housing in Marathon Co for homeless unaccompanied youth.

Thank you for your efforts to help our children.

Sincerely,

Mary Zimmerman  
Homeless Liaison  
715-693-2530 ext 6102



August 3, 2018

Keep Area Teen Safe  
KATS  
924 River Road  
Mosinee, WI 54455

RE: Support for KATS Program

Dear Dr. Freeman,

On behalf of Catholic Charities, we are pleased to write this letter of support and commitment for the Keep Area Teens Safe. Our organization recognizes the need for housing for homeless and/or runaway teens as risk in the greater Wausau area.

Adding resources to Marathon County and the surrounding vicinities for homeless teens will enhance the community effort to eliminate homelessness. In addition, our collaborative partnership as service providers will strengthen the community by providing a wraparound service.

As part of our commitment to the success of our youth and our community, we fully support Keep Area Teens Safe in their endeavor to open a safe haven for youth at risk.

Best Regards,

*Tracy Rieger*

Tracy Rieger  
Director – Community Homeless Facilities



540 South Third Avenue ■ Wausau, Wisconsin 54401 ■ 715-849-3311 FAX 715-849-8414



Community Partner



Member Agency

October 24, 2018

Keep Area Teens Safe  
KATS  
924 River Road  
Mosinee, WI 54455

RE: Support for KATS Program

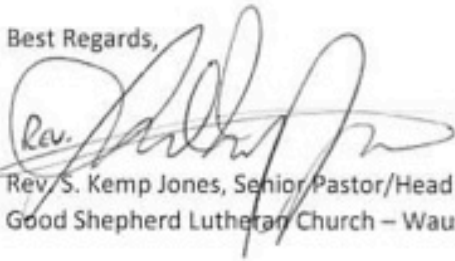
Dear Dr. Freeman,

On behalf of the people of Good Shepherd Lutheran Church – Wausau, WI, I am honored to write this letter of support and commitment for Keep Area Teens Safe (KATS). Our congregation understands intimately the need for housing for homeless and/or runaway teens who are at tremendous risk in the greater Wausau area. We interact with struggling families in some way almost every day.

I believe adding resources to Marathon County and the surrounding vicinities for homeless teens will enhance the community effort to eliminate homelessness. Further, our collaborative partnership as service providers will certainly strengthen the community by providing a wraparound service.

As part of our commitment to the success of our youth and our community, we fully support Keep Area Teens Safe in their endeavor to open a safe haven for youth at risk.

Best Regards,

A handwritten signature in black ink, appearing to read "Rev. S. Kemp Jones". The signature is stylized and written over the printed name and title below it.

Rev. S. Kemp Jones, Senior Pastor/Head of Staff  
Good Shepherd Lutheran Church – Wausau, WI

YOUTH SERVICES  
Year One - Five Budget (2020 - 2024)

	2020	2021	2022	2023	2024	
<b>INCOME</b>						
FEDERAL DOLLARS - VOCA GRANT	\$ -	\$ -	\$ -	\$ -	\$ 200,000	(Next funding cycle begins 2024)
STATE OF WISCONSIN	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
MARATHON COUNTY	\$ 25,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	
CITY OF WAUSAU	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
From Campaign for operations	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	
<b>OTHER GOVERNMENT LOCAL</b>						
UNITED WAY ALLOCATED						
UNITED WAY DESIGNATED	\$ -	\$ -	\$ -	\$ 30,000	\$ 30,000	
LOCAL DOLLARS FOUNDATIONS	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	McDonald, Dudley)
DONATIONS INDIVIDUAL AND BUSINESS	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
INTEREST & MISC						
<b>TOTAL INCOME</b>	<b>\$ 335,000</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>	<b>\$ 390,000</b>	<b>\$ 490,000</b>	
<b>EXPENSES</b>						
<b>PERSONNEL -</b>						
STAFF SALARIES	\$ 180,000	\$ 185,000	\$ 190,000	\$ 195,000	\$ 240,000	
PAYROLL TAXES	\$ 14,400	\$ 15,500	\$ 16,600	\$ 17,700	\$ 18,800	
FRINGE BENEFITS	\$ 27,000	\$ 28,000	\$ 29,000	\$ 30,000	\$ 31,000	
<b>TOTAL PERSONNEL</b>	<b>\$ 221,400</b>	<b>\$ 228,500</b>	<b>\$ 235,600</b>	<b>\$ 242,700</b>	<b>\$ 289,800</b>	
<b>INSURANCE</b>						
PROFESSIONAL FEES -	\$ 4,500	\$ 4,700	\$ 4,900	\$ 5,100	\$ 5,300	
CONTRACT LABOR	\$ 1,000	\$ 1,030	\$ 1,061	\$ 1,093	\$ 1,126	
AUDIT & ACCOUNTING FEES	\$ 500	\$ 515	\$ 530	\$ 546	\$ 563	
POSTAGE	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	
OFFICE SUPPLIES	\$ 1,200	\$ 1,236	\$ 1,273	\$ 1,311	\$ 1,351	
PROGRAM SUPPLIES -						
CLIENT SUPPLIES	\$ 800	\$ 824	\$ 849	\$ 874	\$ 900	
CLIENT TRANSPORTATION	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	
GROUP ACTIVITIES	\$ 2,000	\$ 2,060	\$ 2,122	\$ 2,185	\$ 2,251	
EQUIPMENT	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	
DEPRECIATION	\$ 16,500	\$ 16,995	\$ 17,505	\$ 18,030	\$ 18,571	
TELEPHONE (includes cell phone stipends)	\$ 2,400	\$ 2,472	\$ 2,546	\$ 2,623	\$ 2,701	
TRAINING/CONFERENCES	\$ 1,500	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	
FOOD SUPPLIES-SHELTER ONLY	\$ 7,000	\$ 7,210	\$ 7,426	\$ 7,649	\$ 7,879	
STAFF TRAVEL	\$ 250	\$ 258	\$ 265	\$ 273	\$ 281	
PRINTING	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	
<b>TOTAL PROGRAM OPERATIONS</b>	<b>\$ 40,250</b>	<b>\$ 41,523</b>	<b>\$ 42,827</b>	<b>\$ 44,165</b>	<b>\$ 45,537</b>	
<b>SPACE</b>						
UTILITIES	\$ 3,000	\$ 3,200	\$ 3,400	\$ 3,600	\$ 3,800	
MAINTENANCE & REPAIRS	\$ 800	\$ 900	\$ 1,000	\$ 1,000	\$ 1,000	
<b>TOTAL SPACE</b>	<b>\$ 3,800</b>	<b>\$ 4,100</b>	<b>\$ 4,400</b>	<b>\$ 4,600</b>	<b>\$ 4,800</b>	
<b>DUES MEMBERSHIPS</b>						
STAFF APPRECIATION	\$ 400	\$ 412	\$ 424	\$ 437	\$ 450	
PUBLIC RELATIONS/ BD DEV	\$ 300	\$ 309	\$ 318	\$ 328	\$ 338	
VOLUNTEER RECRUITMENT & APPRECIATION	\$ 50	\$ 52	\$ 53	\$ 55	\$ 56	
<b>TOTAL SPECIAL COSTS</b>	<b>\$ 250</b>	<b>\$ 258</b>	<b>\$ 265</b>	<b>\$ 273</b>	<b>\$ 281</b>	
<b>TOTAL EXPENSES</b>	<b>\$ 266,450</b>	<b>\$ 275,153</b>	<b>\$ 283,888</b>	<b>\$ 292,558</b>	<b>\$ 341,262</b>	
<b>Net Profit/(Loss)</b>	<b>\$ 68,550</b>	<b>\$ 84,848</b>	<b>\$ 76,112</b>	<b>\$ 97,442</b>	<b>\$ 148,738</b>	
<b>REVISED CAMPAIGN</b>						
Technology				\$ 20,000		
Building & Improvements				\$ 670,000		
Program startup				\$ 200,000		
Training/Devel				\$ 10,000		
Furnishing				\$ 100,000		
Initial Sustainability - 4 year operating				\$ 500,000		
<b>Total</b>				<b>\$ 1,500,000</b>		