



For a Brighter Future.

Strategic Plan

2016

Steve Hoffman, President/CEO

Approved by Board: January 21, 2016

Introduction

The following pages outline Brightpoint's strategic plan for the next three years, through the end of 2018. Our central philosophy in the plan is to be both comprehensive and ambitious. We want our plan to include not only all of the things that we hope to do new or better in the coming years, but also all the major services that the organization delivers. As such, the reader will find reference to the major programs that Brightpoint already delivers. We also feel that accomplishing the majority of an ambitious plan will get us farther than completing all of a conservative plan. We do not presume that we will achieve all that is here, but we will strive for that and the organization will be much improved as a result.

The plan is organized around a set of long-range goals, objectives for each goal, and major action steps for each objective, all of which has been developed through a strategic planning process involving and approved by the Brightpoint board of directors. The plan highlights major actions to achieve, as well as major output targets, but does not include major outcome goals for the clients we serve. While outcomes are ultimately what we are here to achieve, those goals can be found in the various individual plans of our programs.

Throughout the plan the reader will find references to other documents, such as our program plans. These are more detailed plans that for the sake of size, do not need to be copied here. However, those can be thought of as "attachments" to the strategic plan and are very much a part of the overall strategic direction of the organization. These will be included with the strategic plan where appropriate, or are available on request for more information.

Lastly, we wanted to make note of the names that are identified throughout the document, as either champions, team members, or responsible persons. These names are by no means meant to indicate that these are the only people involved with various actions or will do all the work. Board members, organization staff, and volunteers will help in this effort. Identifying names is simply an effort to assign accountability for the progress of the various goals and objectives. Put another way, these are the identified key leaders and facilitators of the goals, objectives, and steps, but are certainly not the only ones helping to achieve them.

We are excited to present our 2016-2018 strategic plan, and look forward to making Brightpoint a better organization and to better serve our clients and communities.

Brightpoint Board of Directors

Vision

Brightpoint envisions a world without poverty in which all people have access to opportunities and are treated with dignity.

Mission

Brightpoint's mission is to help communities, families, and individuals remove the causes and conditions of poverty.

Values

- 1) Demonstrate extreme commitment to our mission and provide accountable results;
- 2) Treat all people with dignity and provide excellent customer service;
- 3) Be servant leaders and act courageously;
- 4) Collaborate with clients, partners, funders, stakeholders, and each other to achieve our mission;
- 5) Act with integrity, consistency, and openness in everything we do.

Long-Range Goals

- 1) Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.
- 2) Provide services that allow children to develop to their potential so they can grow into self-sufficient adults.
- 3) Increase the provision of services that build assets for families and improve the community conditions in which they live.
- 4) Enhance Brightpoint's operational excellence by increasing our capacity to achieve results.
- 5) Increase public awareness and advocacy of both poverty and Brightpoint, and develop new revenue sources through a comprehensive development program.

Strategic Goals and Objectives 2016-2018

- 1) Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.
 - a) Provide and expand Family Development case management services.
 - b) Provide housing assistance via the Housing Choice Voucher Program (HCVP), Permanent Supportive Housing (PSH), Emergency Solutions Grant (ESG), and Supportive Services for Veteran Families (SSVF), and expand programming into counties that are underserved.
 - c) Provide utility assistance via the Energy Assistance Program (EAP) and add programming to help fill the gaps of service need in this area.
 - d) Expand ways to provide food assistance to families through partnerships, provision of services, and elimination of food deserts.
 - e) Provide child care assistance via the Child Care Voucher Program (CCDF) and On-My-Way Pre-K, and increase capacity to shorten waiting list time for clients in these programs.
 - f) Provide health care assistance via the Covering Kids and Families program, and expand the program into Adams and Wells Counties.
 - g) Develop new services that help families meet their transportation needs.
 - h) Expand employment services via the Brightpoint Career Academy and Lasting Stability and Success for Individuals (LSSI Works) program.
 - i) Increase access to educational resources for adults through linkages and advocacy.
 - j) Maintain and expand services that help families manage and increase their financial resources.
 - k) Increase partnerships with organizations that provide addiction services, promote healthy family interaction, and establish support systems for clients.
- 2) Provide services that allow children to develop to their potential so they can grow into self-sufficient adults.
 - a) Provide and expand Early Head Start (EHS) services to children ages 0-2.
 - b) Provide and expand Head Start (HS) services to children ages 3-5.
 - c) Explore ways to provide a “family child care” option to families, that expands the Head Start model to children above age 5.
 - d) Provide and maintain the Jobs for America’s Graduates (JAG) program for juniors and seniors in high school.

- e) Enhance JAG services by providing financial literacy and flexible financial assistance.
 - f) Explore expanding services to recent high school graduates.
 - g) Develop services that promote healthy two-parent relationships for children.
- 3) Increase the provision of services that builds assets for families and improve the community conditions in which they live.
- a) Increase consumer lending to \$1 million per year.
 - b) Increase small business lending to \$500,000 per year.
 - c) Develop an automobile loan program.
 - d) Establish the Enterprise Pointe live/work project in Fort Wayne or another community.
 - e) Develop 50 units of affordable housing.
 - f) Provide and expand the Weatherization (WX) program.
 - g) Rehabilitate 12 owner-occupied homes within a community outside of Fort Wayne.
 - h) Develop home ownership assistance services, including housing counseling and financial assistance.
 - i) Convene a Quality of Life planning process within the service area.
- 4) Enhance Brightpoint's operational excellence by increasing our capacity to achieve results.
- a) Ensure accountability, compliance, and transparency via fiscal/legal/program monitoring and maintaining certifications/accreditations.
 - b) Develop leadership capacity at the board, executive, and management levels, and among emerging leaders.
 - c) Enhance customer service at all levels and departments of the organization.
 - d) Grow our financial reserve to \$1.125 million.
 - e) Improve human capital through enhanced hiring and training systems.
 - f) Enhance the culture and environment of the organization through implementation of values, improved communication, and increased morale.
 - g) Enhance the planning process via improved program planning and evaluation.

- h) Increase and enhance partnerships that support the initiatives of goals 1, 2, and 3.
 - i) Increase utilization of technology accelerators that enhance service delivery and increase capacity to achieve results.
 - j) Improve facilities to enhance the client experience and increase safety of clients and staff.
- 5) Increase public awareness and advocacy of both poverty and Brightpoint, and develop new revenue sources through a comprehensive development program.
- a) Increase recognition of Brightpoint and its mission through public relations and education.
 - b) Increase Brightpoint's annual fundraising campaign to \$250,000 annually.
 - c) Increase and enhance the use of volunteer resources.
 - d) Enhance our public advocacy capacity at the local, state, and national levels.

Objectives for
Long Range Goal #1

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1a: Provide and expand Family Development case management services.

Champion: Pam Brookshire

Others on team: Steve Hoffman, John Robb, Melissa McClure

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide Family Development to 200 families by 12/31/16</i>	Robb	12/16	
2	See program plan			
3	<i>Provide CAP to 100 families by 12/31/16</i>	Robb	12/16	
4	See program plan			
5	<i>Provide Bounce Back financial assistance to 30 families by 12/31/16</i>	Robb	12/16	
6	<i>Increase the capacity to serve clients in Family Development from 5 FTEs to 8 FTEs.</i>			
7	Increase utilization of Bounce Back case management to 1 FTE.	Robb	12/17	
8	Advocate for more funding through utilities, such as the Universal Service Fund	Brookshire	12/18	
9	Advocate for state funding set aside for Family Development	Hoffman	12/18	
10	Develop ways of funding Family Development through accessing non-traditional funding or building the model into programs	Hoffman, Brookshire	12/18	
11	Work with INCAA program committee to spread the use of Family Development throughout the state	Hoffman	12/18	
12	Promote the use of the Family Development system locally	Hoffman	12/18	
13	Translate the Matrix into Spanish	Robb	12/16	
14	<i>Increase CAP funding pool by 50%, to \$240,000 annually.</i>	Hoffman, Brookshire	12/18	
15	Maintain funding from United Way	Hoffman	06/16	

Step	Action	Person Responsible	Target Date	Status
16	Maintain funding from Bounce Back	Hoffman	12/16	
17	Apply for funding from each county's community foundation	McClure	12/16	
18	As the opportunity arises, set aside flexible financial assistance in existing programs	Brookshire	12/18	
19	Seek funding from new sources that are not traditional to Brightpoint	Hoffman	12/17	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1b: Provide housing assistance via the Housing Choice Voucher Program (HCVP), Permanent Supportive Housing (PSH), Emergency Solutions Grant (ESG), and Supportive Services for Veteran Families (SSVF), and expand programming into counties that are underserved.

Champion: Pam Brookshire

Others on team: John Robb, Melissa McClure, Matt Beer, Monica Elam

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide HCVP to 170 families by 12/31/16</i>	Beer	12/16	
2	See program plan			
3	<i>Provide PSH to 40 families by 09/30/16</i>	Beer	12/16	
4	See program plan			
5	<i>Provide ESG to 40 families by 12/31/16</i>	Robb	12/16	
6	See program plan			
7	<i>Provide SSVF to 100 families by 09/30/16</i>	Robb	12/16	
8	See program plan			
9	<i>Expand ESG into Elkhart and St. Joseph counties</i>			
10	Advocate for balance of state funding	Brookshire	12/16	
11	Complete application requirements for balance of state funding	Brookshire	12/17	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1c: Provide utility assistance via the Energy Assistance Program (EAP) and add programming to help fill the gaps of service need in this area.

Champion: Pam Brookshire

Others on team: Lesa Cassel, Joel Harms, Andrea Dawkins, Kira McKinley

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide Energy Assistance to 9,000 families by 9/30/16</i>	Cassel	9/16	
2	See program plan			
3	<i>Increase funding for utility deposits, disconnect fees, clients above EAP guidelines</i>			
4	Cultivate funding from NIPSCO	Brookshire	09/17	
5	Cultivate funding from AEP	Brookshire	09/17	
6	Assist INCAA with statewide funding efforts	Brookshire	12/18	
7	<i>Develop furnace repair and replacement program</i>			
8	Design program and case for support	Harms	07/16	
9	Seek funding options	Brookshire	12/18	
10	Advocate for state funding	Brookshire	12/18	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1d: Expand ways to provide food assistance to families through partnerships, provision of services, and elimination of food deserts.

Champion: Steve Hoffman

Others on team: Mary Lee Freeze, Theresa Dorais, Sherry Early-Aden, Pam Brookshire, Marie McFadden

Step	Action	Person Responsible	Target Date	Status
1	Provide Community Cupboard referrals to 500 families by 12/31/16	Brookshire	12/16	
2	Audit current usage levels	McFadden	02/16	
3	Determine usage capacity	Brookshire	03/16	
4	Implement system of usage within agency programs	McFadden	05/16	
5	Develop tracking system	McFadden	05/16	
6	Explore partnerships with Associated Churches system	Hoffman	08/16	
7	Provide 15,000 meals through the CACFP program in Head Start by 10/31/16	Dorais	10/16	
8	Expand Thankful Thursday food backpack program from 1 Head Start site to 4	Freeze	10/18	
9	Expand backpack program to one additional site by 10/31/16	Freeze	10/6	
10	Establish a grocery store within a food desert in Fort Wayne			
11	Develop business plan	Aden, Hoffman	06/16	
12	Explore possible funding options	Aden, Hoffman	08/16	
13	Explore use of Legacy funds and New Market tax credits	Aden, Hoffman	08/16	
14	Conduct site visit to Daily Table in Boston	Aden, Hoffman	08/16	
15	Explore possible site locations	Aden, Hoffman	08/16	
16	Present plan of action to board	Hoffman	10/16	

17	Secure funding	Hoffman	10/17	
18	Secure site location and begin development	Aden, Hoffman	06/18	
19	Launch	Aden, Hoffman	12/18	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1e: Provide child care assistance via the Child Care Voucher Program (CCDF) and On-My-Way Pre-K, and increase capacity to shorten waiting list time for clients in those programs.

Champion: Pam Brookshire

Others on team: Steve Hoffman, Lesa Cassel, Andrea Young, Kira McKinley

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide CCDF to 8080 children by 06/30/16</i>	Cassel	06/16	
2	See program plan			
3	Complete implementation of Region 1B by 06/30/16	Cassel	06/16	
4	See program plan			
5	<i>Provide On-My-Way Pre-K to 400 children by 08/30/16</i>	Cassel	08/30	
6	See program plan			
7	<i>Increase the capacity to serve clients on the child care waiting lists from \$80,000 to \$160,000</i>	Hoffman	12/18	
8	Secure United Way allocations funding of \$100,000	Hoffman	06/16	
9	Secure Women United funding totaling \$40,000 over next three years	Hoffman	12/18	
10	Seek IaUW funding	Hoffman	12/16	
11	Cultivate funding from St. Joseph County and Elkhart County United Ways	Hoffman	12/16	
11	Determine ways to expand the pool via flexible dollars in existing programs	Brookshire	12/18	
12	Connect waiting list assistance to Career Academy and LSSI Works programs	Hoffman	12/16	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1f: Provide health care assistance via the Covering Kids and Families (CKF) program, and expand the program into Adams and Wells Counties.

Champion: Pam Brookshire

Others on team: Amanda Chappell, Damelis Naranjo

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide CKF to 2000 households by 12/31/16</i>	Chappell	12/16	
2	See program plan			
3	<i>Expand CKF to Adams and Wells Counties</i>	Brookshire	12/17	
4	Acquire CHIPRA grant	Brookshire	12/16	
5	Secure CKF start-up grant	Brookshire	12/16	
6	Acquire match funds in counties	Brookshire	12/17	
7	Launch in both counties	Chappell	12/17	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1g: Develop new services that help families meet their transportation needs

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Pam Brookshire, Mary Lee Freeze, Marie McFadden

Step	Action	Person Responsible	Target Date	Status
1	<i>Develop automobile loan program</i>	Aden	12/17	
2	Design terms and underwriting guidelines	Aden	03/16	
3	Pilot internally among Brightpoint staff	Aden	09/16	
4	Seek funding sources, include use of CDFI funds	Hoffman, Aden	12/16	
5	Secure funding	Hoffman, Aden	09/17	
6	Launch program	Aden	12/17	
7	<i>Increase use of CAP for transportation needs</i>	Brookshire	12/16	
8	Determine parameters for fuel assistance, auto repair, etc.	Hoffman, Brookshire	03/16	
9	Integrate CAP transportation assistance into Career Academy and LSSI Works programs	Hoffman	06/16	
10	Develop tracking system	McFadden	05/16	
11	Implement into CAP services	Brookshire	06/16	
12	<i>Explore ways to increase use of private transportation for clients</i>	Hoffman	12/17	
13	Research auto programs throughout the nation	McFadden	06/16	
14	Explore ways to utilize Uber or similar ride-sharing system for clients	Hoffman	12/17	
15	Explore increasing routes via the Community Transportation Network beyond Head Start programming	Freeze	06/16	
16	Determine viability of a rebirth of the Wheels to Work program, either internally or in support of another organization	Hoffman	12/17	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1h: Expand employment services via the Brightpoint Career Academy and the Lasting Stability and Success for Individuals (LSSI Works) program.

Champion: Steve Hoffman

Others on team: Pam Brookshire, Jennie Renner, Kristen Keuhl, John Robb

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide the Career Academy to 100 people by 12/31/16</i>	Renner	12/16	
2	Maintain assessment and enrollment systems with Blue Jacket	Renner	12/16	
3	Enhance internal system of referrals into program	Brookshire	12/16	
4	Provide outreach for the program in Allen and surrounding counties	Renner	12/16	
5	Secure funds to conduct program in Allen County	Hoffman	12/16	
6	Maintain Hoffman Estate requirements for academies outside of Allen County	Hoffman	12/16	
7	<i>Integrate Brightpoint services into LSSI's Lasting Stability and Success for Individuals program.</i>	Hoffman	12/16	
8	Develop referral system into program	Hoffman	04/16	
9	Integrate Family Development case management services into Transitions and Career Academy phases	Hoffman	06/16	
10	Incorporate the Career Academy into LSSI as the third phase of the system	Hoffman	06/16	
11	Secure supportive services linkages (CAP, child care, CKF) to program at the Transitions and Career Academy phases	Hoffman	06/16	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1i: Increase access to educational resources for adults through linkages and advocacy.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Pam Brookshire, Mary Lee Freeze, Marie McFadden

Step	Action	Person Responsible	Target Date	Status
1	<i>Develop partnerships with Ivy Tech, IPFW, and Indiana Tech</i>	Hoffman	12/17	
2	Determine what we would like to seek in a partnership	Hoffman	06/16	
3	Negotiate with schools to create linkages between Brightpoint services and the schools	Hoffman	12/17	
4	<i>Advocate with schools to remove pre-requisites for courses that would be beneficial to our clients</i>	Hoffman	12/17	
5	<i>Explore ways to remove barriers to post-secondary education access for clients</i>	Hoffman	12/16	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1j: Maintain and expand services that help families manage and increase their financial resources.

Champion: Sherry Early-Aden

Others on team: Steve Hoffman, Pam Brookshire, Scott Kinsey, John Robb

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide tax prep and EITC assistance to 2,000 households by 05/31/16</i>			
2	Maintain partnership with United Way and RSVP	Hoffman	05/16	
3	Maintain IT requirements for partnership	Kinsey	05/16	
4	<i>Provide financial literacy training to 200 adults via workshops by 12/31/16</i>	Aden	12/16	
5	<i>Provide financial literacy to 100 adults via Family Development by 12/31/17</i>	Robb	12/17	
6	<i>Provide financial literacy to 200 youth via the JAG program by 12/31/16</i>	Brookshire	06/17	
7	Determine program design to integrate into current JAG services	Brookshire	06/16	
8	Launch program	Brookshire	09/16	
9	<i>Increase consumer lending to \$1 million per year</i>			
10	Complete implementation of CLC loan program	Aden	02/16	
11	Develop business partners totaling at least 3,000 employees	Hoffman, Aden	12/16	
12	Develop business partners in rural service area counties	Hoffman, Aden	12/16	
13	Secure \$500,000 in EQ2 funding from local banking institutions	Hoffman	12/16	
14	Develop tracking system to monitor consumer lending data, including tracking of credit scores	Aden	06/16	
15	Develop system to offer CLC borrowers the opportunity to receive financial literacy training	Aden	06/16	

16	Explore other avenues of funding contributions for the program	Hoffman, Aden	12/16	
17	<i>Explore ways to support an increase in child support payment rates among clients and the community at large</i>	Brookshire	12/18	

Goal 1: Develop a system of quality services for low-income families that will provide them the full spectrum of services needed to achieve self-sufficiency.

Objective 1k: Increase partnerships with organizations that provide addiction services, promote healthy family interaction, and establish support systems for clients.

Champion: Steve Hoffman

Others on team: Marie McFadden, Melissa McClure

Step	Action	Person Responsible	Target Date	Status
1	Inventory current partnerships	McFadden	12/16	
2	Determine needed services for clients	Hoffman	03/17	
3	Inventory organizations that provide needed services	McClure	05/17	
4	Develop plan to negotiate with targeted organizations	Hoffman	8/17	
5	Negotiate with organizations	Hoffman	08/18	
6	Finalize partnerships	Hoffman	12/18	

Objectives for
Long Range Goal #2

Goal 2: Provide services that allow children to develop to their potential so they can grow into self-sufficient adults.

Objective 2a: Provide and expand Early Head Start (EHS) services to children ages 0-2.

Champion: Mary Lee Freeze

Others on team: Tammy Pifer, Lisa Kipker, Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide EHS to 72 children by 10/31/16</i>	Pifer	10/16	
2	See program plan			
3	<i>Increase EHS slots by 8 slots</i>	Freeze	12/17	
4	Evaluate expansion funding opportunities within HHS	Freeze	06/16	
5	Design Early Head Start center-based model	Pifer	06/16	
6	Evaluate potential locations and facility costs	Kipker	06/16	
7	Secure expansion funding from HHS	Freeze	10/17	
8	Explore alternative funding options for center-based model	Pifer	12/16	

Goal 2: Provide services that allow children to develop to their potential so they can grow into self-sufficient adults.

Objective 2b: Provide and expand Head Start (HS) services to children ages 3-5.

Champion: Mary Lee Freeze

Others on team: Lisa Kipker, Pam Mason, Deanna Backman, Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide HS to 585 children by 10/31/16</i>	Freeze	10/16	
2	See program plan			
3	<i>Increase HS slots from 585 to 602</i>	Freeze	10/17	
4	Develop cost structure for adding classroom	Kipker	07/16	
5	Determine funding viability via On-My-Way Pre-K	Kipker	07/16	
6	Evaluate other revenue models, including CCDF and self-pay	Freeze	12/16	
7	Determine site location and build out classroom	Freeze	04/17	
8	Equip classroom	Backman	08/17	
9	Hire staff	Backman	08/17	

Goal 2: Provide services that allow children to develop to their potential so they can grow into self-sufficient adults.

Objective 2c: Explore ways to provide a “family child care” option to families, that expands the Head Start model to children above 5.

Champion: Mary Lee Freeze

Others on team: Pam Mason, Lisa Kipker, Tammy Pifer, Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	Research models throughout nation	Kipker, Mason	12/16	
2	Determine program design	Freeze	06/17	
3	Determine budget	Freeze	06/17	
4	Explore funding options	Freeze	12/17	
5	Determine viability and next steps	Hoffman	06/18	

Goal 2: Provide services that allow children to develop to their potential so they can grow into self-sufficient adults.

Objective 2d: Provide and maintain the Jobs for America’s Graduates (JAG) program for juniors and seniors in High School.

Champion: Pam Brookshire

Others on team: Rachel Bryant, Jarrell Hunter, Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide JAG to 560 youth by 5/31/16</i>	Bryant	05/16	
2	See program plan			
3	Advocate for ways to limit or eliminate WIOA funding cuts to program	Hoffman, Brookshire	05/16	
4	Advocate for program at state level	Hoffman	05/16	
5	Explore alternative funding sources	Brookshire, Bryant	05/16	
6	Acquire replacement funding for any WIOA funding losses	Brookshire, Bryant	05/17	

Goal 2: Provide services that allow children to develop to their potential so they can grow into self-sufficient adults.

Goal 2e: Enhance JAG services by providing financial literacy and flexible financial assistance, and explore expanding services to recent high school graduate.

Champion: Pam Brookshire

Others on team: Rachel Bryant, Steve Hoffman, Sherry Early-Aden, Jarrell Hunter

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide financial literacy to 200 youth via the JAG program by 12/31/16</i>	Brookshire	06/17	
2	Determine program design to integrate into current JAG services	Brookshire	06/16	
3	Launch program	Brookshire	09/16	
4	<i>Secure \$10,000 in Y-CAP financial assistance funding</i>			
5	Secure funding from United Way of Allen County	Hoffman	06/16	
6	Secure funding from local sources in counties outside Allen	Bryant	06/16	
7	<i>Explore expanding service to recent high school gradates</i>			
8	Research needs and available resources for this population	Brookshire	06/16	
9	Design program components and budget data	Brookshire	12/16	
10	Explore funding opportunities	Brookshire	12/16	
11	Determine viability and next steps	Hoffman	03/17	

Goal 2: Provide services that allow children to develop to their potential so they can grow into self-sufficient adults.

Goal 2f: Develop services that promote healthy two-parent relationships for children

Champion: Steve Hoffman

Others on team: Pam Brookshire, Mary Lee Freeze, Sherry Early-Aden, Pam Mason, Rachel Bryant

Step	Action	Person Responsible	Target Date	Status
1	<i>Develop Fatherhood Initiative within Head Start and Early Head Start</i>	Freeze		
2	Evaluate last initiative	Freeze, Mason	04/16	
3	Re-design initiative	Freeze, Mason	07/16	
4	Re-launch initiative	Freeze, Mason	10/16	
5	Evaluate initiative for replication in other agency programs	Hoffman	05/17	
6	<i>Develop anti-teen pregnancy curriculum within JAG</i>	Hoffman, Brookshire	08/13	
7	Review current activities and research options	Brookshire, Bryant	09/16	
8	Explore partnership opportunities	Brookshire, Bryant	09/16	
9	Design curriculum	Brookshire, Bryant	03/17	
10	Launch curriculum	Bryant	07/17	
11	<i>Explore options that promote two-parent involvement</i>	Robb	09/14	
12	Explore healthy marriages programming or partnerships	Hoffman	06/17	
13	Explore ways to support an increase in child support payment rates among clients and the community at large	Brookshire	12/18	
14	Research other programs and evaluate viability	Hoffman	12/18	

Objectives for
Long Range Goal #3

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3a: Increase consumer lending to \$1 million per year.

Champion: Sherry Early-Aden

Others on team: Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	Complete implementation of CLC loan program	Aden	02/16	
2	Develop business partners totaling at least 3,000 employees	Hoffman, Aden	12/16	
3	Develop business partners in rural service area counties	Hoffman, Aden	12/16	
4	Secure \$500,000 in EQ2 funding from local banking institutions	Hoffman	12/16	
5	Develop tracking system to monitor consumer lending data, including tracking of credit scores	Aden	06/16	
6	Develop system to offer CLC borrowers the opportunity to receive financial literacy training	Aden	06/16	
7	Explore other avenues of funding contributions for the program	Hoffman, Aden	12/16	

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3b: Increase small business lending to \$500,000 per year.

Champion: Sherry Early-Aden

Others on team: Steve Hoffman, Evan Neubacher, Remound Wright, Barb Cayce

Step	Action	Person Responsible	Target Date	Status
1	Maintain SBA and CDFI capacity funding to ensure program self-sufficiency	Aden	12/16	
2	Maintain SBA loan funding of at least \$250,000 per year	Aden	12/16	
3	Increase CDFI loan funding to \$250,000	Aden	12/17	
4	Secure other sources of loan funding	Aden, Hoffman	12/18	
5	Secure \$75,000 annually for loan-loss reserve	Aden, Hoffman	12/17	
6	Increase street outreach to secure 40 loans per year	Neubacher	12/16	
7	Increase bank referrals to secure 25 loans per year	Aden, Hoffman	12/16	
8	Increase partner referrals to secure 6 loans per year	Aden	12/16	
9	Maintain post-loan TA to ensure success of client	Wright	12/16	
10	Maintain post-loan monitoring to ensure low default rate	Cayce	12/16	

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3c: Develop an automobile loan program

Champion: Steve Hoffman

Others on team: Sherry Aden

Step	Action	Person Responsible	Target Date	Status
1	<i>Develop automobile loan program</i>	Aden	12/17	
2	Design terms and underwriting guidelines	Aden	03/16	
3	Pilot internally among Brightpoint staff	Aden	09/16	
4	Seek funding sources, include use of CDFI funds	Hoffman, Aden	12/16	
5	Secure funding	Hoffman, Aden	09/17	
6	Launch program	Aden	12/17	

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3d: Establish the Enterprise Pointe live/work project in Fort Wayne or another community

Champion: Sherry Early-Aden

Others on team: Steve Hoffman, Dawn Gallaway

Step	Action	Person Responsible	Target Date	Status
1	Locate site that is viable for project in Fort Wayne	Gallaway, Aden	05/16	
2	Seek alternate locations in other communities	Gallaway, Aden	05/16	
3	Develop pro forma	Gallaway	06/16	
4	Develop site plan	Aden	08/16	
5	Develop tax credit funding application	Gallaway, Aden	10/16	
6	Secure funding	Gallaway, Aden	12/16	
7	Secure additional funding if necessary	Gallaway, Aden	12/16	
8	Begin construction	Keller Development	06/17	
9	Lease up units	New Generation	06/18	

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3e: Develop 50 units of affordable units.

Champion: Sherry Early-Aden

Others on team: Steve Hoffman, Dawn Gallaway

Step	Action	Person Responsible	Target Date	Status
1	<i>Establish Enterprise Pointe</i>			
2	Locate site that is viable for project in Fort Wayne	Gallaway, Aden	05/16	
3	Seek alternate locations in other communities	Gallaway, Aden	05/16	
4	Develop pro forma	Gallaway	06/16	
5	Develop site plan	Aden	08/16	
6	Develop tax credit funding application	Gallaway, Aden	10/16	
7	Secure funding	Gallaway, Aden	12/16	
8	Secure additional funding if necessary	Gallaway, Aden	12/16	
9	Begin construction	Keller Development	06/17	
10	Lease up units	New Generation	06/18	
11	<i>Develop second housing project</i>			
12	Determine project scope	Aden, Hoffman	12/16	
13	Locate site	Gallaway, Aden	03/17	
14	Develop pro forma	Gallaway	04/17	
15	Develop site plan	Aden	05/17	
16	Develop tax credit funding application	Gallaway, Aden	07/17	
	Secure funding	Gallaway, Aden	12/17	
	Secure additional funding if necessary	Gallaway, Aden	12/17	
	Begin construction	Keller Development	06/18	

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3f: Provide and expand the Weatherization (WX) program.

Champion: Pam Brookshire

Others on team: Joel Harms

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide Weatherization to 120 households by 9/30/16</i>	Harms	09/16	
2	See program plan			
3	<i>Secure 33% additional WX funding via DOE and LIHEAP.</i>			
4	Meet current DOE and LIHEAP production goals	Harms	09/16	
5	Increase internal capacity of the WX department	Harms	09/16	
6	Cultivate increase in funding amounts	Brookshire	03/17	
7	<i>Develop business opportunities via Energy Savers Consultants</i>			
8	Increase internal capacity of the WX department	Harms	09/17	
9	Research business opportunities	Brookshire	12/17	
10	Secure business opportunities	Brookshire	06/18	

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3g: Rehabilitate 12 owner-occupied homes within a community outside of Fort Wayne.

Champion: Sherry Early-Aden

Others on team: Steve Hoffman, Pam Brookshire, Joel Harms, Pat Burke

Step	Action	Person Responsible	Target Date	Status
1	Renew CHDO status	Aden	06/16	
2	Determine next community	Hoffman	04/16	
2	Negotiate with local community leaders	Hoffman	08/16	
3	Locate properties	Burke	08/16	
4	Complete funding application	Aden	10/16	
5	Secure funding	Aden	12/16	
6	Develop work scopes	Burke	06/17	
7	Complete rehab work	Burke	03/18	

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3h: Develop home ownership assistance services, including housing counseling and financial assistance

Champion: Sherry Early-Aden

Others on team: Matt Beer, Steve Hoffman, John Robb, Melissa McClure

Step	Action	Person Responsible	Target Date	Status
1	Finish implementation of housing counseling into HCVP/PSH	Beer	06/16	
2	Design down payment assistance programs	Aden	12/16	
3	Secure funding resources	Hoffman	06/17	
4	Implement programs	Aden	12/17	
5	Explore mortgage program	Aden	12/18	

Goal 3: Increase the provision of services that builds assets for families and improve the community conditions in which they live.

Goal 3i: Convene a Quality of Life planning process within the service area.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden

Step	Action	Person Responsible	Target Date	Status
1	Complete North Anthony Corridor project	Hoffman	06/16	
2	Explore possible next locations	Hoffman	06/17	
3	Negotiate with community leaders	Hoffman, Aden	09/17	
4	Contract with IACED	Hoffman	12/17	
5	Conduct planning process	Hoffman, Aden	12/18	

Objectives for
Long Range Goal #4

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4a: Ensure accountability, compliance, and transparency via fiscal/legal/program monitoring and maintaining certifications/accreditations.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Trudy Adams, Veronica Mertz, Mary Lee Freeze, Pam Brookshire

Step	Action	Person Responsible	Target Date	Status
1	Fiscal			
2	See Fiscal program plan			
3	Conduct annual audit	Finance Committee, Mertz	01/16	
4	Maintain compliance with all federal, state, program fiscal regulations	Finance Committee, Mertz	Ongoing	
5	Maintain internal financial controls and maintain compliance with Brightpoint fiscal policies	Mertz	Ongoing	
6	Human Resources			
7	See Human Resources program plan			
8	Maintain compliance with all federal and state regulations	Adams	Ongoing	
9	Maintain compliance with Brightpoint personnel policies and procedures	Adams	Ongoing	
10	Program			
11	See program plans			
12	Maintain terms of each program agreement/contract	Brookshire, Freeze, Aden	Ongoing	
13	Certifications/Accreditations			
14	Maintain Comprehensive Administrative Review (CAR) requirements	Hoffman	Ongoing	
15	Maintain United Way Standards accreditation	Hoffman	Ongoing	
16	Maintain Better Business Bureau accreditation	Hoffman	Ongoing	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4b: Develop leadership capacity at the board, executive, and management levels, and among emerging leaders.

Champion: Steve Hoffman

Others on team: Board Development Committee, Sherry Early-Aden, Mary Lee Freeze, Pam Brookshire

Step	Action	Person Responsible	Target Date	Status
1	Board			
2	Review bylaws and board policies and integrate into board operations	BD Committee	12/16	
3	Maintain board membership and identify and recruit members to succeed in positions	BD Committee	12/16	
4	Increase participation of board members in fundraising	RD Committee	12/16	
5	Monitor strategic plan	Planning Committee	12/16	
6	Increase knowledge and engagement of board members	BD Committee	12/16	
7	Staff			
8	Complete development of leadership program via the Inspire grant	Hoffman	06/17	
9	Participate in high-potential leadership academy	Aden, Freeze, Brookshire	02/17	
10	Evaluate other leadership development opportunities/trainings	Hoffman	06/16	
11	Conduct leadership training for management team	Hoffman	06/17	
12	Design internal training programs for emerging leaders	Hoffman	12/16	
13	Identify external opportunities for emerging leaders	Hoffman	12/16	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4c: Enhance customer service at all levels and departments of the organization.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Mary Lee Freeze, Pam Brookshire, Lesa Cassel, Marie McFadden

Step	Action	Person Responsible	Target Date	Status
1	Increase Brightpoint’s net promotor score to 30			
2	Develop quality assurance system	McFadden	06/16	
3	Conduct initial baseline surveys	McFadden	08/16	
4	Implement ongoing quality assurance system	McFadden	12/16	
5	Develop customer service guidelines in Family Support	Cassel	08/16	
6	Provide customer service training in Family Support	Cassel	09/16	
7	Develop and implement customer service guidelines for the organization	Hoffman	08/16	
8	Develop and implement customized customer service guidelines for each department	Brookshire, Aden, Freeze	06/17	
9	Develop customer service measurements for each department	McFadden	06/17	
10	Conduct measurements	McFadden	06/18	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4d: Grow our financial reserves to \$1.125 million.

Champion: Steve Hoffman

Others on team: Board committees

Step	Action	Person Responsible	Target Date	Status
1	Maintain investment portfolio to ensure at least 5% returns each year. Targets: 2016=\$880,000, 2017=\$924,000, 2018=\$970,000	Hoffman	12/18	
2	Increase fundraising to \$250,000 annually, and target 10% annually to reserve funds. Targets: 2016=\$15,000, 2017=\$20,000, 2018=\$25,000	Hoffman	12/18	
3	Maintain organizational budgets to ensure no deficits	Hoffman	12/16	
3	Manage organizational finances to ensure portion of developer fees, profits, and operating grants can be earmarked to reserve fund each year. Target: \$95,000	Hoffman	04/13	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4e: Improve human capital through enhanced hiring and training programs.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Pam Brookshire, Mary Lee Freeze, Trudy Adams

Step	Action	Person Responsible	Target Date	Status
1	Audit hiring survey questions	Adams	04/16	
2	Develop standard survey questions that will be utilized for every position	Hoffman	06/16	
3	Develop survey questions for each position	Hoffman	09/16	
4	Develop technical skill tests for various positions	Aden, Brookshire, Freeze	09/16	
5	Develop personality testing program for all positions	Hoffman	12/16	
6	Evaluate training program study from IPFW	Hoffman	03/16	
7	Develop implementation plan	Hoffman	09/16	
8	Implement training program	Hoffman	12/16	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4f: Enhance the culture and environment of the organization through implementation of values, improved communication, and increased morale.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Pam Brookshire, Mary Lee Freeze, Claire Chapin, Jennie Renner, Trudy Adams

Step	Action	Person Responsible	Target Date	Status
1	Incorporate values into customer service guidelines	Hoffman	06/17	
2	Design ways to increase awareness of values internally	Hoffman	06/16	
3	Incorporate values into hiring process	Hoffman	12/16	
4	Develop individualized plan for each value	Hoffman	12/17	
5	Implement plans	Hoffman	12/18	
6	Finalize implementation of PolicyStat	Chapin	06/16	
7	Develop schedule of directors visiting staff meetings	Chapin	06/16	
8	Develop internal newsletter	Renner	12/16	
9	Establish bi-monthly managers meetings	Hoffman	02/16	
10	Develop schedule of inter-departmental road shows	Renner	06/16	
11	Maintain wellness program	Adams	12/16	
12	Enhance employee break room	Brase	12/16	
13	Provide funds for employee morale initiatives	Hoffman	12/16	
14	Develop internal morale initiatives	Hoffman	12/16	
15	Provide all-employee holiday event	Hoffman	12/16	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4g: Enhance the planning process via improved program planning and evaluation.

Champion: Marie McFadden

Others on team: Sherry Early-Aden, Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	Enhance quality of program plans	McFadden	09/16	
2	Fully implement program evaluation process	McFadden	08/16	
3	Establish quality assurance process	McFadden	12/16	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4h: Increase and enhance partnerships that support the initiatives of goals 1, 2, and 3.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Pam Brookshire, Mary Lee Freeze, Marie McFadden

Step	Action	Person Responsible	Target Date	Status
1	Inventory current partnerships	McFadden	12/16	
2	Determine needed services for clients	Hoffman	03/17	
3	Inventory organizations that provide needed services	McFadden	05/17	
4	Develop plan to negotiate with targeted organizations	Hoffman	8/17	
5	Negotiate with organizations	Hoffman	08/18	
6	Finalize partnerships	Hoffman	12/18	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4i: Increase utilization of technology accelerators that enhance service delivery and increase capacity to achieve results.

Champion: Scott Kinsey

Others on team: Sherry Early-Aden, Deb Brase, Jennie Renner, Pam Brookshire

Step	Action	Person Responsible	Target Date	Status
1	See IT program plan			
2	Enhance agency Intranet site	Kinsey	12/16	
3	Establish board area of Policystat	Brase	12/16	
4	Establish new Human Resources database	Adams, Veronica Mertz	06/16	
5	Develop CKF and Family Development databases	Brookshire	12/16	
6	Develop mobile technologies to enhance text reminders and communication	Kinsey	12/17	
7	Develop Brightpoint iPhone application	Aden	12/18	
8	Develop video-conferencing capability for programs and departments	Kinsey	12/16	
9	Utilize video development capabilities to enhance training, communication, etc.	Renner	08/16	

Goal 4: Enhance Brightpoint’s operational excellence by increasing our capacity to achieve results.

Goal 4j: Improve facilities to enhance the client experience and increase safety of clients and staff.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Mary Lee Freeze, Pam Brookshire, Deb Brase

Step	Action	Person Responsible	Target Date	Status
1	Develop plan for lobby and waiting room enhancements of main building	Brase	06/16	
2	Implement enhancements	Brase	12/16	
3	Enhance employee break room	Aden	12/16	
4	Develop security protocols for main building	Hoffman	06/16	
5	Develop security protocols for all sites	Brase	06/17	
6	Maintain risk assessment process at all sites	Brase	12/16	
7	Build playground at Werling Head Start site	Freeze	09/16	
8	Build tricycle paths at Werling and Temple Head Start sites	Freeze	09/17	

Objectives for
Long Range Goal #5

Goal 5: Increase public awareness and advocacy of both poverty and Brightpoint, and develop new revenue sources through a comprehensive development program.

Goal 5a: Increase recognition of Brightpoint and its mission through public relations and education

Champion: Jennie Renner

Others on team: Sherry Early-Aden, RD Committee, Steve Hoffman, Kristen Keuhl

Step	Action	Person Responsible	Target Date	Status
1	<i>See Development plan for annual marketing plan</i>			
2	<i>Maintain Brightpoint Events</i>			
3	Maintain RECAP event	RD Committee	06/16	
4	Conduct 7 poverty simulations in 2016	Renner	12/16	
5	<i>Establish Brightpoint Speakers Bureau</i>			
6	Update presentation	Renner	06/16	
7	Recruit and train speakers: 6 staff, 4 volunteers	Hoffman	09/16	
8	Develop strategy for increasing speaking engagements	Renner	09/16	
9	Develop partnerships to increase cause marketing campaigns	Hoffman	12/17	
10	Develop market survey system to measure community awareness	Hoffman	12/16	

Goal 5: Increase public awareness and advocacy of both poverty and Brightpoint, and develop new revenue sources through a comprehensive development program.

Goal 5b: Increase Brightpoint’s annual fundraising campaign to \$250,000 annually.

Champion: Jennie Renner

Others on team: Sherry Early-Aden, RD Committee, Steve Hoffman, Kristen Keuhl

Step	Action	Person Responsible	Target Date	Status
1	<i>See development plan for annual campaign plan</i>			
2	Maintain 100% board and executive staff giving annually	RD Committee, Hoffman	12/16	
3	Maintain and improve United Way campaign	Renner	06/16	
4	Increase 20x20 challenge to 125 donors and \$5,500	RD Committee	12/16	
5	Maintain Brightpoint Golf and increase profit to \$25,000	RD Committee	12/16	
6	Increase Brightpoint endowment to \$100,000	Hoffman	12/18	
7	Increase bank giving to \$100,000 annually	Hoffman	12/18	
9	Increase individual donors to 250 and individual donation amount to \$100,000.	RD Committee	12/18	
10	Increase non-bank corporate giving to \$50,000 annually	RD Committee	12/18	

Goal 5: Increase public awareness and advocacy of both poverty and Brightpoint, and develop new revenue sources through a comprehensive development program.

Goal 5c: Increase and enhance of the use of volunteer resources

Champion: Jennie Renner

Others on team: Kristen Keuhl, Trudy Adams

Step	Action	Person Responsible	Target Date	Status
1	Audit volunteer opportunities in each department	Keuhl	06/16	
2	Develop volunteer opportunity document	Renner	09/16	
3	Recruit volunteers	Renner	12/17	

Goal 5: Increase public awareness and advocacy of both poverty and Brightpoint, and develop new revenue sources through a comprehensive development program.

Goal 5d: Enhance Brightpoint’s public advocacy capacity at the local, state, and national levels.

Champion: Steve Hoffman

Others on team: Board, VPs

Step	Action	Person Responsible	Target Date	Status
1	Build relationships with Mayor Henry and Fort Wayne City Councilman	Hoffman	12/17	
2	Conduct information sharing meetings with mayors of other key cities in service area	Hoffman	12/18	
3	Conduct legislative breakfast for state senators and representatives	Hoffman	08/16	
4	Build relationships with state senators and representatives	Hoffman	12/18	
5	Secure meeting with Congressman Stutzman	Hoffman	12/16	
6	Maintain relationships with state administrators	Hoffman, VPs	12/18	
7	Develop volunteer advocate pool	Hoffman	12/17	
8	Maintain membership support of advocacy efforts with NCAF, INCAA, and IACED	Hoffman	12/16	
9	Register as Indiana lobbyist	Hoffman	12/17	
10	Support specific advocacy efforts through communication, testimony, etc.	Hoffman	Ongoing	