



For a Brighter Future.

Strategic Plan

2019

Steve Hoffman, President/CEO

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Introduction

The following pages outline Brightpoint's strategic plan for the next three years, through the end of 2021. 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, members of teams, or persons responsible. 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, staff from all over the organization, and volunteers will be helping 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 may not be the only ones and certainly not the only ones helping to achieve them.

We are excited to present our 2019-2021 strategic plan, and look forward to making Brightpoint a better organization and to better serving 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) Provide quality services for low-income families that will provide them with the opportunities they need 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 of poverty, advocate for low-income families, and develop new revenue sources through a comprehensive development program.
- 6) Improve diversity, equality, and inclusion both in our communities and within our organization.

Strategic Goals and Objectives 2019-2021

- 1) Provide quality services for low-income families that will provide them with the opportunities they need 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).
 - 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.
 - g) Develop new services that help families meet their transportation needs.
 - h) Support the expansion of the Lasting Stability and Success for Individuals (LSSI Works) program.
 - i) Increase access to educational and training resources for adults through linkages and advocacy.
 - j) Expand services that enhance the life skills of the people Brightpoint serves.
- 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 reach middle school and early high school children and initiate their thinking about adulthood.
 - 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 other life skills training and career exploration.
 - f) Develop services that promote healthy families.

- 3) Increase the provision of services that build assets for families and improve the community conditions in which they live.
 - a) Increase consumer lending to \$2 million per year.
 - b) Increase small business lending to \$500,000 per year.
 - c) Expand automobile loan program to \$250,000 per year.
 - d) Establish the Enterprise Pointe live/work project in Angola.
 - e) Develop 137 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) Provide and expand housing counseling services.
 - i) Maintain and expand services that help families manage and increase their financial resources.
- 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) Increase our organizational presence in our rural communities and South Bend.
 - c) Enhance customer service at all levels and departments of the organization.
 - d) Expand staff capacity within the organization.
 - e) Grow our financial reserve to \$1.4 million.
 - f) Enhance the culture and environment of the organization through implementation of values, improved communication, and increased morale.
 - g) Increase and enhance partnerships that support goals 1, 2, and 3.
 - h) Increase utilization of technology accelerators that enhance service delivery and increase 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.
 - a) Raise awareness of poverty and the issues that low-income families face, as well as the assets that low-income families have.

- b) Increase recognition of Brightpoint and its mission through public relations and education.
 - c) Increase Brightpoint's annual fundraising campaign to \$350,000 annually.
 - d) Diversify Brightpoint's financial resources by expanding existing sources and accessing new ones.
 - e) Enhance our public advocacy capacity at the local, state, and national levels.
- 6) Improve diversity, equality, and inclusion both in our communities and within our organization.

Objectives for
Long Range Goal #1

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need 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 12/31/19</i>	Robb	12/19	
2	See program plan			
3	<i>Provide Outcomes Financial Assistance (OFA) to 100 families by 12/31/19</i>	Robb	12/19	
4	See program plan			
5	<i>Provide Bounce Back financial assistance to 30 families by 12/31/19</i>	Robb	12/19	
6	<i>Increase the capacity to serve clients in Family Development from 4 case managers to 6.</i>			
7	Increase utilization of Bounce Back case management to 1 FTE.	Robb	12/19	
8	Engage with INCAA process to establish statewide system of Family Development, which will lead to statewide funding models.	Hoffman, Brookshire	12/21	
9	Advocate for state funding set aside for Family Development	Hoffman	12/21	
10	Advocate for more funding through utilities, such as the Universal Service Fund	Brookshire	12/20	
11	Develop ways of funding Family Development through accessing non-traditional funding or building the model into programs	Hoffman, Brookshire	12/21	
12	<i>Enhance Family Development by integrating with the “Broker Collaborative”</i>	Hoffman	12/20	
13	Complete Foellinger Breakthrough planning process and apply for Phase II funding	Hoffman, Brookshire	06/19	
14	Secure Phase II funding	Hoffman	10/19	
15	Establish system policies and procedures	Hoffman	06/19	

Step	Action	Person Responsible	Target Date	Status
16	Implement service delivery protocols	Hoffman	10/19	
17	Launch pilot	Brookshire	12/19	
18	Serve 20 clients within the pilot	Brookshire	12/20	
19	<i>Enhance Family Development services by updating case management curriculum.</i>	Brookshire		
20	Analyze and enhance financial literacy/budgeting component	Robb	12/19	
21	Analyze and enhance job search component	Robb	12/19	
22	Establish life skills component	Brookshire	12/20	
23	Establish education/training protocols	Brookshire	12/20	
24	<i>Increase OFA funding pool by 50%, to \$240,000 annually.</i>	Hoffman, Brookshire	12/21	
25	Maintain funding from United Way	Hoffman	06/19	
26	Increase funding from United Way by \$20,000	Hoffman	06/19	
27	Maintain funding from Bounce Back	Hoffman	12/19	
28	Increase funding from Bounce Back by \$20,000	Hoffman	12/20	
29	Apply for funding from each county's community foundation	McClure	12/21	
30	As the opportunity arises, set aside flexible financial assistance in existing programs	Brookshire	12/21	
31	Seek funding from new sources that are not traditional to Brightpoint	Brookshire	12/21	

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need 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).

Champion: Pam Brookshire

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

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide HCVP to 160 families by 12/31/19</i>	Beer	12/19	
2	See program plan			
3	<i>Provide PSH to 40 families by 09/30/19</i>	Beer	09/19	
4	See program plan			
5	<i>Provide ESG to 40 families by 12/31/19</i>	Robb	12/19	
6	See program plan			
7	<i>Provide SSVF to 95 families by 09/30/19</i>	Robb	09/19	
8	See program plan			

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need 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, Gina Kostoff

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide Energy Assistance to 9,000 families by 9/30/19</i>	Cassel	9/19	
2	See program plan			
3	<i>Increase funding for utility deposits, disconnect fees, clients above EAP guidelines</i>			
4	Cultivate funding from NIPSCO	Brookshire	09/21	
5	Cultivate funding from AEP	Brookshire, Kostoff	09/20	
6	Assist INCAA with statewide funding efforts	Brookshire	12/21	
7	<i>Develop furnace repair and replacement program</i>			
8	Design program	Cassel	01/19	
9	Hire staff	Cassel	01/19	
10	Fully implement program	Cassel	05/19	

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need 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, Andrew Applegate

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide Community Cupboard referrals to 500 families by 12/31/21</i>	Brookshire	12/21	
2	Audit current usage levels	Applegate	02/19	
3	Determine usage capacity	Brookshire	04/19	
4	Implement system of usage within agency programs	Applegate	06/19	
5	Develop tracking system	Applegate	06/19	
6	<i>Provide 115,000 meals through the CACFP program in Head Start by 10/31/19</i>	Dorais	10/19	
7	<i>Expand Thankful Thursday food backpack program from 1 Head Start site to 4</i>	Freeze	10/20	
8	<i>Establish a grocery store within a food desert in Fort Wayne</i>	Aden	12/21	
9	Develop business plan	Aden, Hoffman	06/19	
10	Explore possible funding options	Aden, Hoffman	08/19	
11	Explore possible site locations	Aden, Hoffman	12/19	
12	Complete feasibility study	Aden	04/20	
13	Secure funding	Hoffman	10/20	
14	Secure site location and begin development	Aden, Hoffman	10/20	
15	Launch	Aden, Hoffman	12/21	
16	<i>Conduct 8 Healing Kitchen classes annually</i>	Aden	12/19	

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need to achieve self-sufficiency.

Objective 1e: Provide and expand 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 06/30/19</i>	Cassel	06/19	
2	See program plan			
3	Secure seven new counties within our service area for CCDF program	Brookshire	02/19	
4	Implement program in new counties	Cassel	06/19	
5	<i>Provide On-My-Way Pre-K to 400 children by 08/30/19</i>	Cassel	08/19	
6	See program plan			
7	Advocate to remove service need from OMW-PreK	Hoffman	05/21	
8	Advocate to increase income guideline for OMW-PreK to 200% and below of poverty.	Hoffman	05/21	
9	<i>Increase the capacity to serve clients on the child care waiting lists from \$80,000 to \$160,000</i>	Hoffman	12/21	
10	Secure United Way allocations funding of \$100,000	Hoffman	06/19	
11	Secure Foellinger Breakthrough Phase II funding and utilize \$20,000 toward child care vouchers	Hoffman	06/19	
12	Cultivate funding from United Way of St. Joseph County	Hoffman	12/20	
13	Determine ways to expand the pool via flexible dollars in existing programs	Brookshire	12/20	
14	Secure donations/grants that add to our pool	Brookshire	12/21	

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need to achieve self-sufficiency.

Objective 1f: Provide health care assistance via the Covering Kids and Families (CKF) program.

Champion: Pam Brookshire

Others on team: Amanda Chappell

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide CKF to 2000 households by 12/31/19</i>	Chappell	12/19	
2	See program plan			
3	Increase staff capacity in Allen County by 1 FTE to better serve clients	Chappell	12/19	
4	Develop outreach plan for jails to increase access to offenders leaving incarceration	Chappell	12/21	

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need 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

Step	Action	Person Responsible	Target Date	Status
1	<i>Expand automobile loan program to 50 loans</i>	Aden	12/21	
2	Secure CDFI funding to expand loan pool	Aden	10/19	
3	Explore other funding for loan pool, including EQ2 possibilities	Hoffman, Aden	12/20	
4	Expand access to auto loans to new client pools, including Head Start/Early Head Start, BP housing developments, Broker collaboration	Aden	12/19	
5	Establish ongoing loan underwriting and servicing processes	Aden	12/19	
6	<i>Complete white paper on transportation needs and service models</i>	Aden	06/19	
7	<i>Increase use of OFA for transportation needs</i>	Brookshire	12/19	
8	Determine parameters for fuel assistance, auto repair, etc.	Hoffman, Brookshire	03/19	
9	Integrate OFA transportation assistance into Family Development and Head Start/EHS	Hoffman	06/19	
10	Integrate OFA transportation assistance into Broker collaboration	Hoffman	06/19	
11	<i>Establish transportation services at Slocum Pointe</i>			
12	Conduct negotiations with Community Transportation Network for routes to Turnstone and other basic needs locations	Hoffman	12/19	
12	Secure funding	Hoffman	12/19	
13	Launch services	Hoffman	06/20	
14	<i>Explore establishing a Uber or Lyft model for low-income individuals</i>	Hoffman	12/21	
15	Test services in EHS and FD	Freeze, Brookshire	12/19	

16	Explore feasibility of including service via Brightpoint and OFA.	Hoffman	02/20	
17	Develop Uber or Lyft model within Broker collaboration	Hoffman	06/20	
18	Secure additional funding for service	Hoffman	12/21	

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need to achieve self-sufficiency.

Objective 1h: Support the expansion of the Lasting Stability and Success for Individuals (LSSI Works) employment program.

Champion: Steve Hoffman

Others on team: Pam Brookshire, John Robb, Melissa McClure

Step	Action	Person Responsible	Target Date	Status
1	<i>Integrate Brightpoint services into LSSI's Lasting Stability and Success for Individuals program.</i>	Robb	12/19	
2	Develop referral system into program	Robb	06/19	
3	Integrate Family Development case management services alongside LSSI Works services	Robb	12/19	
4	Secure supportive services linkages (OFA, child care, CKF) to program	Brookshire	12/19	
5	Support the integration of the LSSI Works program into the Broker collaboration	Hoffman	06/20	
6	Expand usage of LSSI Works throughout other Brightpoint programs	Hoffman	12/20	

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need 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

Step	Action	Person Responsible	Target Date	Status
1	<i>Develop partnerships with Ivy Tech, IPFW, and Indiana Tech</i>	Hoffman	12/20	
2	Determine what we would like to seek in a partnership	Hoffman	06/19	
3	Negotiate with schools to create linkages between Brightpoint services and the schools	Hoffman	12/20	
4	<i>Advocate with schools to remove pre-requisites for courses that would be beneficial to our clients</i>	Hoffman	12/21	
5	<i>Explore ways to remove barriers to post-secondary education access for clients</i>	Hoffman	12/21	
6	<i>Establish partnership with trade unions to provide access to training for clients</i>	Hoffman	12/21	
7	Explore possibilities with labor union contacts	Hoffman	12/20	
8	Determine first trade to be established based on feasibility and potential	Hoffman	04/21	
9	Establish MOU with appropriate trade union	Hoffman	06/21	
10	Connect first client	Brookshire	12/21	

Goal 1: Provide quality services for low-income families that will provide them with the opportunities they need to achieve self-sufficiency.

Objective 1j: Expand services that enhance the life skills of the people Brightpoint serves.

Champion: Sherry Early-Aden

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

Step	Action	Person Responsible	Target Date	Status
1	<i>Integrate Brightpoint services into LSSI's Lasting Stability and Success for Individuals program.</i>	Robb	12/19	
2	See objective 1h			
3	Conduct 8 Healing Kitchen classes annually	Aden	12/19	
4	Develop Life Skills Training Program	Brookshire	12/20	
5	Create program design	Brookshire	06/19	
6	Determine funding needs and secure funding	Hoffman	12/19	
7	Create job description	Brookshire	12/19	
8	Hire program coordinator	Brookshire	03/20	
9	Develop training calendar	Brookshire	09/20	
10	Conduct first training	Brookshire	12/20	
11	Provide Financial Literacy training to 200 adults via workshops by 12/31/21	Aden	12/19	
12	Provide Financial Literacy training to 100 adults via Family Development by 12/31/19	Aden	12/19	
13	Provide Financial Literacy training to 200 youth via the JAG program by 06/30/20	Bryant	06/20	
14	Secure United Way funding for JAG Resource Coordinator	Hoffman	06/19	
15	Hire Resource Coordinator	Bryant	08/19	
16	Provide training to youth	Bryant	06/20	
17	Provide home maintenance training to 30 clients by 12/31/20			
18	Determine curriculum	Aden	12/19	

19	Determine trainer	Aden	06/20	
20	Provide training	Aden	12/20	
21	Conduct survey/needs assessment to determine other life skills training needs	Applegate	06/19	
22	Include mental health, home ownership, auto ownership, job search, parenting, professional etiquette, time management (as well as identified topics of financial literacy, cooking/healthy eating, home maintenance)			

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 10/31/19</i>	Pifer	10/19	
2	See program plan			
3	<i>Increase EHS slots by 18 slots</i>	Freeze	12/21	
4	Evaluate expansion funding opportunities within HHS	Freeze	12/20	
5	Design Early Head Start center-based model	Pifer	06/19	
6	Evaluate potential locations and facility costs	Kipker	12/19	
7	Secure expansion funding from HHS	Freeze	12/21	
8	Explore alternative funding options for center-based model	Pifer	12/21	

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, Theresa Dorais, Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide HS to 585 children by 10/31/19</i>	Freeze	10/19	
2	See program plan			
3	<i>Increase 20% of HS slots from part-day to full-day</i>	Freeze	10/21	
4	Evaluate expansion funding opportunities within HHS	Freeze	12/20	
5	Evaluate potential locations and facility costs	Kipker	12/20	
6	Secure expansion funding from HHS	Freeze	12/21	
7	Explore alternative funding options for center-based model	Freeze	12/21	

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 reach middle school and early high school children and initiate their thinking about adulthood.

Champion: Mary Lee Freeze

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

Step	Action	Person Responsible	Target Date	Status
1	Research programming to middle school kids throughout community	Kipker	12/19	
2	Analyze programs, as well as organizational capacity	Hoffman, Freeze	04/20	
3	Determine any partnership opportunities	Hoffman, Freeze	07/20	
4	Explore funding options	Hoffman, Freeze	07/20	
5	Develop program plan or partnership plan based on findings	Freeze	12/20	

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, Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide JAG to 560 youth by 5/31/19</i>	Bryant	05/19	
2	See program plan			
3	Advocate for ways to limit or eliminate funding cuts to program	Hoffman, Brookshire	05/21	
4	Advocate for program at state level	Hoffman	05/21	
5	Explore alternative funding sources	Brookshire, Bryant	05/21	
6	Acquire replacement funding for any funding losses	Brookshire, Bryant	05/21	

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 increased financial literacy, life skills training, and career exploration.

Champion: Rachel Bryant

Others on team: Pam Brookshire, Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	Secure United Way funding for JAG Resource Coordinator	Hoffman	06/19	
2	Hire Resource Coordinator	Bryant	08/19	
3	Provide training to youth	Bryant	06/20	
4	<i>Provide Financial Literacy training to 200 youth via the JAG program by 06/30/20</i>	Bryant	06/20	
5	Determine life skills enhancements that can be provided via resource coordinator	Bryant	12/19	
6	Secure needed volunteers or subcontractors to provide training	Bryant	03/20	
7	Establish calendar and implement	Bryant	06/20	
8	Determine career exploration enhancements that can be provided via resource coordinator	Bryant	12/19	
9	Secure needed volunteers or subcontractors to provide training	Bryant	03/20	
10	Establish calendar and implement	Bryant	06/20	

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 promotes healthy families.

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	19/19	
2	Evaluate last initiative	Freeze, Mason	04/19	
3	Complete new program plan	Freeze, Mason	06/19	
4	Secure United Way funding	Hoffman	06/19	
5	Launch initiative	Mason	09/19	
6	Evaluate initiative for replication in other agency programs	Hoffman	05/20	
7	<i>Develop anti-teen pregnancy curriculum within JAG</i>	Hoffman, Brookshire	07/20	
8	Develop white paper on curriculums	Applegate	09/19	
9	Design curriculum	Brookshire, Bryant	12/19	
10	Explore partnership opportunities	Brookshire, Bryant	03/20	
	Secure necessary funding	Brookshire	06/20	
11	Launch curriculum	Bryant	07/20	
12	Evaluate curriculum for replication for non-youth	Hoffman	06/21	
13	<i>Develop healthy relationships curriculum within client education program</i>	Brookshire	12/20	
14	Develop white paper on curriculums	Applegate	09/19	
15	Design curriculum	Brookshire	12/19	
16	Explore partnership opportunities	Brookshire	03/20	
17	Secure necessary funding	Brookshire	06/20	
18	Launch curriculum	Brookshire	12/20	

19	Develop self-esteem and healthy relationships curriculum within JAG	Brookshire	07/20	
20	Develop white paper on curriculums	Applegate	09/19	
21	Design curriculum	Brookshire, Bryant	12/19	
22	Explore partnership opportunities	Brookshire, Bryant	03/20	
23	Secure necessary funding	Brookshire	06/20	
24	Launch curriculum	Bryant	07/20	
25	Evaluate curriculum for replication for non-youth	Hoffman	06/21	
26	Develop texting program to send out tips, reminders, alerts, etc. on healthy families topics	Renner	09/19	
27	Evaluate and develop technology needs	Renner	06/19	
28	Build initial content databank	Renner	09/19	
29	Launch program	Renner	09/19	
30	Build recipient list to 500	Renner	12/21	
31	Explore ways to engage extended families in the lives of children	Freeze		
32	Research existing programs/activities	Mason	06/20	
33	Develop plan for within Head Start and Early Head Start	Mason	08/20	
34	Launch plan	Mason	09/20	
35	Evaluate for replication to other areas of organization	Hoffman	09/21	
36	Explore ways to support an increase in child support payment rates among clients and the community at large	Hoffman	12/21	
37	Include research on child support within our community assessment	Applegate	06/19	
38	Engage in community conversations, including with the Alliance for Human Services, to determine any viable advocacy efforts & linkages	Hoffman	12/19	
39	Establish linkages as feasible to improve payment rates for Brightpoint clients	Hoffman	12/20	
40	Integrate protocols into Brightpoint programming to assist clients with securing child support	Hoffman	12/21	

Objectives for
Long Range Goal #3

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

Goal 3a: Increase consumer lending to \$2 million per year.

Step	Action	Person Responsible	Target Date	Status
1	Hire BDF Manager to increase staff capacity	Aden	03/19	
2	Maintain current employers on program	Hoffman	12/19	
3	Secure employer leads from board	Hoffman	03/19	
4	Develop detailed employer prospect list	Hoffman	06/19	
5	Develop action plan, including timeline, of employer recruitment	Aden	07/19	
6	Begin employer recruitment plan	Aden	08/19	
7	Secure \$50,000 in increased capacity funding	Hoffman	12/20	
8	Maintain \$1 million EQ2 funding for loan pool	Hoffman	12/19	
9	Secure \$2 million EQ2 funding for Loan pool	Hoffman	12/20	
10	Secure \$50,000 in loan loss reserve donations per year	Hoffman	12/19	
11	Secure 2,000 new employee base, \$1 million per year	Hoffman	12/19	
12	Secure 6,000 new employee base, \$1.4 million per year	Hoffman	12/20	
13	Secure 10,000 new employee base, \$2 million loan per year	Hoffman	12/21	

Goal 3: Increase the provision of services that build 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, Barb Cayce

Step	Action	Person Responsible	Target Date	Status
1	Maintain SBA and CDFI capacity funding to ensure program self-sufficiency	Aden	12/19	
2	Maintain SBA loan funding of at least \$250,000 per year	Aden	12/19	
3	Increase CDFI loan funding to \$250,000	Aden	12/21	
4	Secure other sources of loan funding	Aden, Hoffman	12/21	
5	Secure \$75,000 annually for loan-loss reserve	Aden, Hoffman	12/21	
6	Increase street outreach to secure 40 loans per year		12/19	
7	Increase bank referrals to secure 25 loans per year	Aden, Hoffman	12/19	
8	Increase partner referrals to secure 6 loans per year	Aden	12/21	
9	Maintain post-loan TA to ensure success of client		12/19	
10	Maintain post-loan monitoring to ensure low default rate	Cayce	12/19	
12	Develop targeted small business lending program for Southeast Fort Wayne	Aden, Hoffman	12/20	

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

Goal 3c: Expand automobile lending to \$250,000 per year.

Champion: Steve Hoffman

Others on team: Sherry Aden

Step	Action	Person Responsible	Target Date	Status
1	Secure additional loan pool	Hoffman	12/21	
2	Expand product offering to Broker collaboration	Hoffman	08/19	
3	Expand product offering to Brightpoint housing developments	Aden	06/19	
4	Create plan and linkages to other Brightpoint programs.	Aden	12/19	
5	Test with selected CLC clients	Aden	12/20	
6	Create linkage to LSSI Works	Hoffman	06/20	
7	Maintain underwriting and servicing guidelines	Aden	12/21	

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

Goal 3d: Establish the Enterprise Pointe live/work project in Angola

Champion: Steve Hoffman

Others on team: Dawn Gallaway

Step	Action	Person Responsible	Target Date	Status
1	Secure LIHTC funds from HCDA	Gallaway	05/19	
2	Secure construction/permanent loans	Hoffman	07/19	
3	Finalize tax credit sales with investors	Gallaway	12/19	
4	Secure additional funding if necessary	Hoffman	12/19	
5	Begin construction	Keller Development	05/20	
6	Lease up units	New Generation	05/21	

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

Goal 3e: Develop 137 units of affordable units.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Dawn Gallaway

Step	Action	Person Responsible	Target Date	Status
1	<i>Establish Enterprise Pointe (50 units)</i>	Hoffman	05/21	
2	Secure LIHTC funds from HCDA	Gallaway	05/19	
3	Secure construction/permanent loans	Hoffman	07/19	
4	Finalize tax credit sales with investors	Gallaway	12/19	
5	Secure additional funding if necessary	Hoffman	12/19	
6	Begin construction	Keller Development	05/20	
7	Lease up units	New Generation	05/21	
8	<i>Complete Slocum Pointe (43 units)</i>			
9	Begin construction	Keller Development	05/19	
10	Lease up units	New Generation	05/20	
11	<i>Develop housing units in conjunction with the New Allen Alliance (8 units)</i>			
12	Determine project scope	Aden	01/19	
13	Locate site	Aden	03/19	
14	Develop pro forma	Aden	05/19	
15	Develop site plan	Aden	06/19	
16	Secure funding	Aden	12/19	
17	Finalize builder, GC, etc.	Aden	12/19	
18	Begin construction	Aden	05/20	
19	Lease up units	Aden	05/21	
20	<i>Establish fifth housing project (36 units)</i>			
21	Determine project scope	Hoffman	12/20	

22	Locate site	Hoffman	03/21	
23	Develop pro forma	Gallaway	04/21	
24	Develop site plan	Aden	05/21	
25	Develop tax credit funding application	Gallaway, Aden	07/21	
26	Secure funding	Gallaway, Aden	12/21	

Goal 3: Increase the provision of services that build 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 9/30/19</i>	Harms	09/19	
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	09/19	
5	Increase internal capacity of the WX department	Harms	09/19	
6	Cultivate increase in funding amounts	Brookshire	03/20	
7	<i>Develop business opportunities via Energy Savers Consultants</i>			
8	Increase internal capacity of the WX department	Harms	09/20	
9	Research business opportunities	Brookshire	12/20	
10	Secure business opportunities	Brookshire	06/21	

Goal 3: Increase the provision of services that build 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	Finalize agreements with New Allen Alliance	Aden	02/19	
2	Negotiate with local community leaders	Aden	02/19	
3	Locate properties	Aden	06/19	
4	Complete funding application	Aden	10/19	
5	Secure funding	Aden	12/19	
6	Develop work scopes	Burke	06/20	
7	Complete rehab work	Burke	03/21	

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

Goal 3h: Provide and expand housing counseling services

Champion: Sherry Early-Aden

Others on team: Matt Beer, John Robb

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide housing counseling to 300 households</i>	Beer	12/19	
2	See program plan			
3	Increase contract with Housing Action Illinois to \$60,000	Aden	12/21	

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	01/19	
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: Increase our organizational presence in our rural communities and South Bend.

Champion: Steve Hoffman

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

Step	Action	Person Responsible	Target Date	Status
1	<i>South Bend</i>			
2	Raise funds for BDF employee to be stationed in South Bend	Aden	09/19	
3	Hire BDF staffperson	Aden	12/19	
4	Seek partners who can “sell” CLC program	Hoffman	12/19	
5	Secure first employment partner for CLC in South Bend	Hoffman	03/20	
6	Determine community groups we are currently engaged with in South Bend	Brookshire	06/19	
7	Determine staff capability to participate with community groups	Brookshire	06/19	
8	Assign staff to key community groups, as feasible	Brookshire	09/19	
9	Develop relationship with United Way of St. Joseph County	Hoffman	12/20	
10	Connect with Real Services to determine how we can work together	Hoffman	12/20	
11	Utilize banking partners in the region to help us engage in South Bend	Aden	12/21	
12	Explore housing development opportunity in South Bend	Hoffman	12/21	
13	<i>Rural Counties (not Allen or St. Joseph)</i>			
14	Secure seven new counties within our service area for CCDF program	Brookshire	02/19	
15	Apply for OFA funding from each county’s community foundation	McClure	12/21	
16	Determine community groups we are currently engaged with in counties	Brookshire	06/20	

17	Determine staff capability to participate with community groups	Brookshire	06/20	
18	Assign staff to key community groups, as feasible	Brookshire	09/20	
19	Determine which staff live in rural counties	Brookshire	06/21	
20	Work to secure board memberships for staff that live in rural counties	Hoffman	12/21	
21	Explore hiring a county outreach coordinator	Hoffman	12/21	
22	Utilize RV to deliver services to 6 rural cities/towns	Brookshire	12/19	
23	Develop volunteer cadre to drive RV	Brookshire	12/20	
24	Utilize RV to deliver services to 15 rural cities/towns in 2021	Brookshire	12/21	

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, Andrew Applegate

Step	Action	Person Responsible	Target Date	Status
1	Increase Brightpoint’s net promotor score to 30			
2	Develop quality assurance system	Applegate	06/19	
3	Conduct initial baseline surveys	Applegate	08/19	
4	Implement ongoing quality assurance system	Applegate	12/19	
5	Develop customer service guidelines in Family Support	Cassel	08/19	
6	Provide customer service training in Family Support	Cassel	09/19	
7	Develop and implement customer service guidelines for the organization	Hoffman	06/20	
8	Develop and implement guidelines custom for each department	Brookshire, Aden, Freeze	06/21	
9	Develop customer service measurements for each department	Applegate	06/21	
10	Conduct measurements	Applegate	12/21	
11	Establish annual Dialogues on Poverty	Brase	12/19	
12	Develop client advisory committee plan	Hoffman	12/19	
13	Establish client advisory committees for each major program	Hoffman	12/20	

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

Goal 4d: Grow our financial reserve to \$1.4 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: 2019=\$1,155,000, 2020=\$1,212,750, 2021=\$1,273,387	Hoffman	12/21	
2	Increase fundraising to \$300,000 annually, and target 10% annually to reserve funds. Targets: 2019=\$30,000, 2020=\$30,000, 2021=\$30,000	Hoffman	12/21	
3	Maintain organizational budgets to ensure no deficits	Hoffman	12/19	
3	Manage organizational finances to ensure portion of developer fees, profits, and operating grants can be earmarked to reserve fund each year. Target: \$138,000	Hoffman	12/21	

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

Goal 4e: Expand staff capacity within the organization

Champion: Steve Hoffman

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

Step	Action	Person Responsible	Target Date	Status
1	Develop budget resources needed for staff expansion	Hoffman	12/21	
2	Increase fiscal staff capacity by one FTE	Hoffman	12/20	
3	Increase human resources staff capacity by at least 0.5 FTE	Hoffman	12/21	
4	Hire BDF Manager	Aden	03/19	
5	Hire BDF staffperson to service South Bend area	Aden	12/19	
6	Increase management capacity within JAG and CKF	Brookshire	12/20	
7	Hire Assistant Early Childhood Education Manager	Freeze	12/20	
8	Hire center-based EHS Site Supervisor	Freeze	12/21	
9	Increase the capacity to serve clients in Family Development from 4 case managers to 6.	Brookshire	12/21	
10	Increase staff capacity within Family Support by 2 FTEs	Brookshire	12/21	
11	Hire Life Skills training coordinator	Brookshire	03/20	
12	Explore plan for 4 division organizational structure	Hoffman	12/21	

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, Monica Woods, Jennie Renner, Trudy Adams

Step	Action	Person Responsible	Target Date	Status
1	Incorporate values into customer service guidelines	Hoffman	06/20	
2	Develop schedule of directors visiting staff meetings	Woods	06/19	
3	Develop schedule of directors visiting sites	Woods	06/19	
4	Develop internal newsletter	Renner	12/19	
5	Maintain bi-monthly managers meetings	Hoffman	02/19	
6	Develop schedule of inter-departmental road shows	Renner	03/19	
7	Maintain wellness program	Adams	12/19	
8	Increase usage of wellness suite	Brase	12/19	
9	Develop and administer employee survey on employee benefits	Adams	04/19	
10	Develop and administer annual employee survey	Adams	12/19	
11	Develop plan of action based on survey results	Hoffman	02/20	
12	Provide funds for employee morale initiatives	Hoffman	06/19	
13	Develop internal morale initiatives	Hoffman	12/19	
14	Establish more “fun” days within the organization	Adams	12/19	
15	Promote and expand mentoring program	Hoffman	12/19	

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

Goal 4g: 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, Andrew Applegate

Step	Action	Person Responsible	Target Date	Status
1	Maintain inventory of current partnerships	Applegate	12/19	
2	Determine needed services for clients	Hoffman	03/20	
3	Inventory organizations that provide needed services	Applegate	05/20	
4	Develop plan to negotiate with targeted organizations	Hoffman	8/20	
5	Negotiate with organizations	Hoffman	08/21	
6	Finalize partnerships	Hoffman	12/21	

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

Goal 4h: 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	Establish board area of Policystat	Brase	06/19	
3	Develop CKF and Family Development databases	Brookshire	12/19	
4	Develop BDF website	Aden	03/19	
5	Develop mobile technologies to enhance text reminders and communication	Kinsey	12/20	
6	Develop Brightpoint phone app	Aden	12/21	
7	Develop video-conferencing capability for programs and departments	Kinsey	12/19	
8	Utilize video development capabilities to enhance training, communication, etc.	Renner, Kinsey	08/20	

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: Raise awareness of poverty and the issues that low-income families face, as well as the assets that low-income families have.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden, Andrew Applegate, Jennie Renner

Step	Action	Person Responsible	Target Date	Status
1	Raise funds specifically for public education programs/campaigns	Hoffman	12/21	
2	Develop print and video library of client stories	Renner	12/20	
3	Conduct 5 poverty simulations in 2019	Renner	12/19	
4	Work with Alliance for Human Services to deliver a cause marketing campaign	Hoffman	12/19	
5	Develop a partnership to deliver a cause marketing campaign	Hoffman	12/20	
6	Complete LIHTC study by IIWF	Hoffman	12/19	
7	Sponsor a local event/video presentation that raises profile of low-income families	Renner	06/20	
8	Enhance the Community Needs Assessment	Applegate	06/19	
9	Promote CNA	Renner	07/19	
10	Develop white paper and “publish” to community partners, leaders, etc.	Hoffman	12/20	

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 recognition of Brightpoint through public relations and education

Champion: Jennie Renner

Others on team: Sherry Early-Aden, RD Committee, Steve Hoffman, Rachel Wise

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 golf outing	RD Committee	06/19	
4	Conduct 5 poverty simulations in 2019	Renner	12/19	
5	<i>Establish Brightpoint Speakers Bureau</i>			
6	Update presentation	Renner	01/19	
7	Recruit and train speakers: 6 staff, 4 volunteers	Hoffman	04/19	
8	Develop strategy for increasing speaking engagements	Renner	06/19	

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 \$350,000 annually.

Champion: Jennie Renner

Others on team: Sherry Early-Aden, RD Committee, Steve Hoffman, Rachel Wise

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	12/19	
3	Maintain and improve United Way campaign	Renner	06/19	
4	Increase 20x20 challenge to 125 donors and \$5,500	RD Committee	12/19	
5	Maintain Brightpoint Golf and increase profit to \$30,000	RD Committee	12/19	
6	Increase Brightpoint endowment to \$100,000	Hoffman	12/21	
7	Increase bank giving to \$100,000 annually	Hoffman	12/21	
9	Increase individual donors to 500 and individual donation amount to \$100,000.	RD Committee	12/21	
10	Increase non-bank corporate giving to \$50,000 annually	RD Committee	12/21	

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

Goal 5c: Diversify Brightpoint’s financial resources by expanding existing sources and accessing new ones

Champion: Steve Hoffman
Others on team: Board, VPs

Step	Action	Person Responsible	Target Date	Status
1	See Brightpoint’s Case for Support	Hoffman	12/21	

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	12/20	
2	Conduct information sharing meetings with mayors of other key cities in service area	Hoffman	12/21	
3	Conduct legislative breakfast for state senators and representatives	Giaquinta, Hoffman	12/19	
4	Build relationships with state senators and representatives, targeting most strategic	Hoffman	12/21	
5	Maintain relationships with local staff for our members of Congress	Hoffman	12/21	
6	Secure meeting with Congressman Banks	Jehl	12/19	
7	Secure meeting with Senator Young	Busch	12/19	
8	Secure meeting with Senator Donnelly	Hoffman	12/19	
9	Maintain relationships with state administrators	Hoffman, VPs	12/21	
10	Develop volunteer advocate pool	Hoffman	12/19	
11	Maintain membership support of advocacy efforts with NCAF, INCAA, and Prosperity Indiana	Hoffman	12/19	
12	Maintain seat on United Way of Allen County public policy committee	Hoffman	12/19	
13	Register as Indiana lobbyist	Hoffman	12/19	
14	<i>Support specific advocacy efforts through communication, testimony, mobilization, etc.</i>	Hoffman	Ongoing	

Long Range Goal #6

Goal 6: Improve diversity, equality, and inclusion both in our communities and within our organization.

Champion: Steve Hoffman

Others on team: Sherry Early-Aden,

Step	Action	Person Responsible	Target Date	Status
1	<i>Ensure demographic representation within the organization</i>			
2	Ensure equitable hiring practices	Hoffman	Ongoing	
3	Monitor staffing demographics	Hoffman	Ongoing	
4	Maintain our board profile	Board Dev. Com.	Ongoing	
5	Seek committee members from diverse populations	Board Dev. Com.	Ongoing	
6	<i>Provide leadership opportunities to people from diverse populations</i>			
7	Promote from within when we have qualified internal candidates	Hoffman	Ongoing	
8	Include diverse staff on internal committees, taskforces, etc.	Hoffman	Ongoing	
9	Promote staff for leadership positions elsewhere, such as boards, collaboratives, etc.	Hoffman	12/21	
10	Advocate for diversity within leadership positions in our communities	Hoffman	12/21	
11	Highlight leaders in agency communications on regular basis.			
12	<i>Listen to the people we serve</i>			
13	Conduct and annual client survey	Applegate	12/20	
14	Form advisory committees for major programs	Brookshire	06/21	
15	Conduct dialogues on poverty	Hoffman	09/21	
16	<i>Conduct dialogues on diversity/inclusion</i>			
17	Create diversity/inclusion dialogues within the organization	Hoffman	10/20	
18	Support efforts within the community to create dialogues on diversity/inclusion	Hoffman	12/20	

19	Provide economic opportunity to lower-income people			
20	Deliver services to clients that provide a path to economic self-sufficiency, and deliver them while providing dignity and respect to those served	Hoffman	Ongoing	
21	Encourage voting			
22	Develop a voter registration drive	Hoffman	12/21	
23	Promote voting in elections at our sites and with materials via programs (same as our Census promotion)	Hoffman	12/21	
24	Advocate for social justice public policy			
25	Engage our clients in advocacy initiatives	Advocacy Com.	12/21	
26	Advocate for polices that improve social justice, and against polices that adversely impact social justice	Advocacy Com.	12/21	
27	Conduct internal DEI assessment and training to identify further goals and develop further individual and organizational action plans.	Hoffman	02/21	

