



For a Brighter Future.

Strategic Plan

2022

Steve Hoffman, President/CEO

Approved by Board: January 20, 2022

Introduction

The following pages outline Brightpoint's strategic plan for the next three years, through the end of 2024. 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 have 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.

The words used at the start of goals and objectives are key to understanding the plan. "Provide" signifies an objective that is about delivering services that Brightpoint currently operates and we are setting an annual target for that service. Words like "expand", "increase", and "enhance" signify an effort to expand or enhance existing services or capacity. Finally, words like "develop" signify that we are trying to build entirely new services or capacity for the organization.

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 2022-2024 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.

Strategic Goals and Objectives 2022-24

- 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. (Family)
 - b) Provide housing assistance via the Housing Choice Voucher Program (HCVP), Permanent Supportive Housing (PSH), Emergency Solutions Grant (ESG), Emergency Voucher Program (EVP) and Supportive Services for Veteran Families (SSVF). (Family)
 - c) Provide utility assistance via the Energy Assistance Program (EAP) and add programming to help fill the gaps of service need in this area. (Family)
 - d) Expand ways to provide food assistance to families through partnerships, provision of services, and elimination of food deserts. (Family & Community)
 - 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. (Family)
 - f) Provide health insurance via the Covering Kids and Families program. (Family)
 - g) Develop new services that help families meet their transportation needs. (Family)
 - h) Enhance existing services and partnerships to create greater access to employment for our clients. (Family)
 - i) Increase access to educational and training resources for adults through linkages and advocacy. (Agency)

- 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. (Family)
 - b) Provide and expand Head Start (HS) services to children ages 3-5. (Family)
 - c) Explore ways to reach middle school and early high school children and initiate their thinking about adulthood. (Agency)
 - d) Provide and maintain the Jobs for America's Graduates (JAG) program for juniors and seniors in high school. (Family)
 - e) Enhance JAG services by providing financial literacy and other life skills training and career exploration. (Family)
 - f) Develop the capacity of child care provision within our service area. (Agency)

- 3) Increase the provision of services that build assets for families and improve the community conditions in which they live.
 - a) Increase consumer lending from \$750,000 to \$2 million per year. (Family)
 - b) Increase small business lending from \$500,000 to \$750,000 per year. (Community)
 - c) Expand automobile loan program from \$60,000 to \$250,000 per year. (Community)
 - d) Establish the Oak St. and Permanent Supportive Housing projects. (Community)
 - e) Integrate the Whitely Crossings Neighborhood Corporation into the organization. (Community)
 - f) Develop 95 units of affordable housing. (Community)
 - g) Provide and expand the Weatherization (WX) program. (Family)
 - h) Rehabilitate 12 owner-occupied homes within a community outside of Fort Wayne. (Family)
- 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. (Agency)
 - b) Increase our organizational presence in our rural communities and South Bend. (Agency)
 - c) Improve the client management system within the organization. (Agency)
 - d) Enhance customer service at all levels and departments of the organization. (Agency)
 - e) Grow our financial reserve from \$1.5 million to \$1.9 million. (Agency)
 - f) Expand staff capacity within the organization. (Agency)
 - g) Enhance the culture and environment of the organization through implementation of values, improved communication, and increased morale. (Agency)
 - h) Increase and enhance partnerships that support goals 1, 2, and 3. (Agency)
 - i) Improve diversity, equality, and inclusion both in our communities and within our organization. (Agency)
 - j) Increase utilization of technology accelerators that enhance service delivery and increase capacity to achieve results. (Agency)
- 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. (Community)
- b) Increase recognition of Brightpoint and its mission through public relations and education. (Agency)
- c) Help promote 211 so more people are aware that the service is a “front door” for meeting needs. (Community)
- d) Increase Brightpoint’s annual fundraising campaign from \$350,000 to \$400,000 annually. (Agency)
- e) Diversify Brightpoint’s financial resources by expanding existing sources and accessing new ones. (Agency)
- f) Enhance our public advocacy influence at the local, state, and national levels. (Community)

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 12/31/22</i>	Robb	12/22	
2	See program plan			
3	<i>Provide Outcomes Financial Assistance (OFA) to 80 families by 12/31/22</i>	Robb	12/22	
4	See program plan			
5	<i>Provide Bounce Back financial assistance to 30 families by 12/31/22</i>	Robb	12/22	
6	<i>Increase the capacity to serve clients in Family Development.</i>			
7	Increase utilization of Bounce Back case management to 1 FTE.	Robb	12/24	
8	Engage with INCAA process to establish statewide system of Family Development, which will lead to statewide funding models.	Hoffman, Brookshire	12/24	
9	Develop new ways of funding Family Development to increase caseload capacity.	Hoffman	12/24	
10	Organize the Family Development department to maximize ability to serve clients and increase caseloads.	Brookshire	12/22	
11	Develop new data management systems within the Family Development department to more effectively manage services.	Brookshire	12/22	
12	<i>Enhance Family Development by integrating with the Family Independence Cooperative.</i>	Hoffman	12/24	
13	Maintain the partnership, including all system policies and procedures	Hoffman	12/24	
14	Serve 20 clients within the pilot	Brookshire	12/23	
15	Secure new funding to help expand the collaborative	Hoffman	06/24	

Step	Action	Person Responsible	Target Date	Status
16	Enhance Family Development services by updating case management curriculum.	Brookshire		
17	Analyze and enhance financial literacy/budgeting component	Robb	12/22	
18	Analyze and enhance job search component	Robb	12/22	
19	Establish life skills component	Brookshire	12/22	
20	Establish education/training protocols	Brookshire	12/22	
21	Increase OFA funding pool by 50%, to \$255,000 annually.	Hoffman	12/24	
22	Maintain funding from United Way	Hoffman	06/22	
23	Maintain funding from Bounce Back	Hoffman	12/22	
24	Leverage Dekalb County OFA project into \$10,000 annually	Hoffman	12/24	
25	Apply for funding from each county's community foundation	McClure	12/24	
26	As the opportunity arises, set aside flexible financial assistance in existing programs	Brookshire	12/24	
27	Seek funding from new sources that are not traditional to Brightpoint	Brookshire	12/24	

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 12/31/22</i>	Beer	12/22	
2	See program plan			
3	<i>Provide PSH to 40 families by 09/30/22</i>	Beer	09/22	
4	See program plan			
5	<i>Provide ESG to 40 families by 12/31/22</i>	Robb	12/22	
6	See program plan			
7	<i>Provide SSVF to 95 families by 09/30/22</i>	Robb	09/22	
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

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide Energy Assistance to 8,000 families by 9/30/22</i>	Cassel	9/22	
2	See program plan			
3	<i>Increase funding for utility deposits, disconnect fees, clients above EAP guidelines</i>			
4	Cultivate funding from NIPSCO	Brookshire	09/24	
5	Cultivate funding from AEP	Brookshire	09/24	
6	Assist INCAA with statewide funding efforts	Brookshire	12/24	
7	<i>Implement water bill assistance</i>			
8	Design program	Cassel	01/22	
9	Hire staff	Cassel	01/22	
10	Fully implement program	Cassel	05/22	
11	Establish new office location in Columbia City	Brookshire	06/23	

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, Andrew Applegate, 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	12/24	
2	<i>Provide 115,000 meals through the CACFP program in Head Start by 10/31/22</i>	Dorais	10/22	
3	<i>Expand Thankful Thursday food backpack program from 1 Head Start site to 4</i>	Freeze	10/24	
4	<i>Establish a grocery store within a food desert in Fort Wayne</i>	Hoffman	12/24	
5	Continue building partnership with City of Ft. Wayne	Hoffman	06/22	
6	Establish location	Hoffman	09/22	
7	Secure funding needed for startup and future operating support	Hoffman	09/22	
8	Secure partnership agreement with entity to develop and manage the store	Hoffman	09/22	
9	Open store	Hoffman	12/22	
10	<i>Conduct 8 Healing Kitchen classes annually</i>	Applegate	12/24	

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 Dawkins, Anne Adams

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide CCDF to 3800 children by 09/30/22</i>	Cassel	09/22	
2	See program plan			
3	Successfully re-implement Allen, Elkhart and St. Joseph Counties.	Brookshire	09/22	
4	Secure and equip new site locations	Cassel	01/22	
5	Staff new positions	Cassel	01/22	
6	Increase service provision to 2019 levels in these counties	Cassel	09/22	
7	<i>Provide On-My-Way Pre-K to 200 children by 09/30/22</i>	Cassel	09/22	
8	See program plan			
9	<i>Increase the capacity to serve clients on the child care waiting lists from \$100,000 to \$160,000</i>	Hoffman	12/24	
10	Maintain United Way allocations funding of \$100,000	Hoffman	06/22	
11	Secure funding from Early Childhood Coalition of Allen County	Hoffman	12/22	
12	Cultivate funding from United Way of St. Joseph County	Hoffman	12/23	
13	Determine ways to expand the pool via flexible dollars in existing programs	Brookshire	12/24	
14	Secure donations/grants that add to our pool	Brookshire	12/24	

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 12/31/22</i>	Chappell	12/22	
2	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 1g: Develop new services that help families meet their transportation needs

Champion: Steve Hoffman

Others on team: Pam Brookshire, Mary Lee Freeze, Eric Ogle

Step	Action	Person Responsible	Target Date	Status
1	<i>Expand automobile loan program to 50 loans</i>		12/24	
2	Secure CDFI funding to expand loan pool		12/24	
3	Secure loan pool dollars from banks	Hoffman	12/23	
4	Manage agency funds in an effort to increase DtS loan pool	Hoffman	06/22	
5	Expand access to auto loans to new client pools, including Head Start/Early Head Start, BP housing developments, Broker collaboration	Hoffman	12/22	
6	<i>Increase use of OFA for transportation needs to \$40,000</i>	Brookshire	12/24	
7	<i>Explore an auto maintenance/repair program</i>	Hoffman	12/24	
8	Research models across the nation	Applegate	12/22	
9	Develop program logic model or business plan, to include forecasted budget	Hoffman	12/23	
10	Explore funding possibilities	Hoffman	12/23	
11	<i>Develop auto collaboration with AHS partners</i>			
12	Establish taskforce	Hoffman	12/22	
12	Determine needs and brainstorm ideas	Hoffman	06/23	
13	Reach consensus on collaborative design	Hoffman	09/23	
14	Establish collaborative	Hoffman	03/24	

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

Objective 1h: Enhance existing services and partnerships to create greater access to employment for our clients.

Champion: Steve Hoffman

Others on team: Pam Brookshire, John Robb, Melissa McClure, Mary Lee Freeze

Step	Action	Person Responsible	Target Date	Status
1	<i>Integrate Brightpoint services into LSSI's Lasting Stability and Success for Individuals program.</i>	Robb	12/24	
2	Increase number of referrals to LSSI Works to 25 per year.	Robb	12/24	
3	<i>Develop standardized employment curriculum within Family Development</i>	Robb	12/22	
4	Customize curriculum for other case management programs within the organizations	Freeze	12/24	

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: 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	12/23	
2	Determine what we would like to seek in a partnership	Hoffman	06/22	
3	Negotiate with schools to create linkages between Brightpoint services and the schools	Hoffman	12/23	
4	<i>Advocate with schools to remove pre-requisites for courses that would be beneficial to our clients</i>	Hoffman	12/24	
5	<i>Explore ways to remove barriers to post-secondary education access for clients</i>	Hoffman	12/24	
6	<i>Establish partnership with trade unions to provide access to training for clients</i>	Hoffman	12/24	
7	Explore possibilities with labor union contacts	Hoffman	12/23	
8	Determine first trade to be established based on feasibility and potential	Hoffman	04/24	
9	Establish MOU with appropriate trade union	Hoffman	06/24	
10	Connect first client	Brookshire	12/24	

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: Lisa Kipker, Pam Mason, Deanna Backman, Theresa Dorais, Tammy Pifer

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide EHS to 130 children by 10/31/22</i>	Freeze	10/22	
2	See program plan			
3	<i>Implement expansion into Dekalb County</i>	Freeze	06/22	
4	See program plan			
5	<i>Explore ways to promote/support Head Start standards to other child care centers, home-schoolers, etc.</i>	Freeze	12/23	

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, Tammy Pifer

Step	Action	Person Responsible	Target Date	Status
1	<i>Provide HS to 675 children by 10/31/22</i>	Freeze	10/22	
2	See program plan			
3	<i>Implement expansion into Dekalb County</i>	Freeze	06/22	
4	See program plan			
5	<i>Increase 20% of HS slots from part-day to full-day</i>	Freeze	10/24	
6	Evaluate expansion funding opportunities within HHS	Freeze	12/23	
7	Evaluate potential locations and facility costs	Kipker	12/23	
8	Secure expansion funding from HHS	Freeze	12/24	
9	Explore alternative funding options for center-based model	Freeze	12/24	
10	<i>Explore ways to promote/support Head Start standards to other child care centers, home-schoolers, etc.</i>	Freeze	12/23	
11	<i>Develop partnership with Fort Wayne Children's Choir to add arts enhancements to Head Start curriculum.</i>	Freeze	12/22	

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 Brookshire, Steve Hoffman, Lisa Kipker

Step	Action	Person Responsible	Target Date	Status
1	Research programming to middle school kids throughout community	Kipker	12/22	
2	Analyze JAG curriculum to determine if we can adjust it for a "light" approach to younger kids	Brookshire	06/23	
3	Develop curriculum	Brookshire	12/23	
4	Explore funding options	Hoffman	12/23	
5	Develop program plan or partnership plan based on findings	Freeze	12/24	
6	Explore opportunities to provide social media training to parents	Hoffman	12/23	

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 5/31/22</i>	Bryant	05/22	
2	See program plan			
3	Implement JAG in new High School	Bryant	05/22	
4	Develop plan to promote JAG to more than just school administrators (like teachers, coaches, etc.)	Hoffman	12/22	
5	Promote JAG enrollment using new plan within schools	Bryant	08/23	

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	06/22	
2	Hire Resource Coordinator	Bryant	08/22	
3	Provide training to youth	Bryant	06/23	
4	<i>Provide Financial Literacy training to 200 youth via the JAG program by 06/30/23</i>	Bryant	06/23	
5	Determine life skills enhancements that can be provided via resource coordinator	Bryant	12/22	
6	Secure needed volunteers or subcontractors to provide training	Bryant	03/23	
7	Establish calendar and implement	Bryant	06/23	
8	Determine career exploration enhancements that can be provided via resource coordinator	Bryant	12/22	
9	Secure needed volunteers or subcontractors to provide training	Bryant	03/23	
10	Establish calendar and implement	Bryant	06/23	
11	<i>Explore JAG type services to older youth (18-24)</i>	Hoffman	12/23	

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

Goal 2f: Develop capacity of child care provision within our service area.

Champion: Steve Hoffman

Others on team: Pam Brookshire, Mary Lee Freeze, Pam Mason, Lesa Cassel

Step	Action	Person Responsible	Target Date	Status
1	<i>Support advocacy efforts to increase resources available for child care providers</i>	Hoffman	12/24	
2	Advocate for increased flexibility in use of child care vouchers	Hoffman	04/23	
3	Advocate for increased funding availability for child care providers	Hoffman	12/24	
4	<i>Explore Brightpoint role in Child Care Resource and Referral activities</i>	Brookshire	12/22	
5	Evaluate what elements Brightpoint can provide and at what level	Brookshire	06/22	
6	Redesign current processes to include CCRR work in agency operations	Brookshire	09/22	
7	Launch services	Brookshire	12/22	

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 from \$750,000 to \$2 million per year.

Champion: Steve Hoffman

Others on team: Matt Crouch

Step	Action	Person Responsible	Target Date	Status
1	Increase staff capacity to 6 BDF staff	Crouch	03/22	
2	Maintain current employers on program	Hoffman	12/24	
3	Secure employer leads from board	Hoffman	03/22	
4	Develop detailed employer prospect list	Hoffman	06/22	
5	Develop action plan, including timeline, of employer recruitment	Crouch	07/22	
6	Begin employer recruitment plan	Crouch	08/22	
7	Secure \$50,000 in increased capacity funding	Hoffman	12/23	
8	Maintain \$1 million EQ2 funding for loan pool	Hoffman	12/22	
9	Secure \$2 million EQ2 funding for Loan pool	Hoffman	12/24	
10	Secure \$50,000 in loan loss reserve donations per year	Hoffman	12/24	
11	Secure 2,000 new employee base, \$1 million per year	Hoffman	12/22	
12	Secure 6,000 new employee base, \$1.4 million per year	Hoffman	12/23	
13	Secure 10,000 new employee base, \$2 million loan per year	Hoffman	12/24	

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 from \$500,000 to \$750,000 per year.

Champion: Matt Crouch

Others on team: Steve Hoffman

Step	Action	Person Responsible	Target Date	Status
1	Maintain SBA and CDFI capacity funding to ensure program self-sufficiency	Crouch	12/22	
2	Maintain SBA loan funding of at least \$500,000 per year	Crouch	12/22	
3	Increase CDFI loan funding to \$250,000	Crouch	12/22	
4	Secure other sources of loan funding	Hoffman	12/24	
5	Secure \$75,000 annually for loan-loss reserve	Hoffman	12/24	
6	Increase street outreach to secure 25 loans per year	Crouch	12/22	
7	Increase bank referrals to secure 15 loans per year	Crouch	12/23	
8	Increase referrals in South Bend to secure 6 loans per year	Crouch	12/24	
9	Maintain post-loan TA to ensure success of client	BDF Manager	12/24	
10	Maintain post-loan monitoring to ensure low default rate	BDF Manager	12/24	
12	Develop targeted small business lending program for Southeast Fort Wayne	Hoffman	12/23	

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 from \$60,000 to \$250,000 per year.

Champion: Steve Hoffman

Others on team: Matt Crouch

Step	Action	Person Responsible	Target Date	Status
1	Secure additional loan pool	Hoffman	12/22	
2	Expand product offering to Broker collaboration	Hoffman	08/22	
3	Expand product offering to Brightpoint housing developments	Crouch	06/23	
4	Create plan and linkages to other Brightpoint programs.	Crouch	12/22	
5	Test with selected CLC clients	Crouch	12/24	
6	Create linkage to LSSI Works	Hoffman	06/22	
7	Maintain underwriting and servicing guidelines	Crouch	12/24	

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 Oak St. and Permanent Supportive Housing projects.

Champion: Steve Hoffman

Others on team: Christine Deutscher, Pam Brookshire, Matt Crouch

Step	Action	Person Responsible	Target Date	Status
1	<i>Develop 9 homes via the Oak St. project in Columbia City</i>		12/22	
2	Implement building plans	Deutscher	12/22	
3	Manage budgets/funding needs	Deutscher	12/22	
4	<i>Establish a Permanent Supportive Housing project in our service territory</i>			
5	Determine appropriate site	Brookshire	03/22	
6	Secure LIHTC funds from HCDA	Hoffman	08/22	
7	Secure construction/permanent loans	Hoffman	08/22	
8	Finalize tax credit sales with investors	Gallaway	12/22	
9	Secure additional funding if necessary	Hoffman	12/22	
10	Begin construction	Keller Development	05/23	
11	Lease up units	New Generation	05/24	

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

Goal 3e: Integrate the Whitley Crossings Neighborhood Corporation into the organization.

Champion: Matt Crouch

Others on team: Steve Hoffman, Marcy Thompson, Kristi Stull, Veronica Mertz

Step	Action	Person Responsible	Target Date	Status
1	Analyze WCNC bookkeeping and integrate financials into Brightpoint system	Stull	04/22	
2	Develop financial reporting package	Crouch	06/22	
3	Complete audit on WCNC	Crouch	09/22	
4	Update property management processes	Thompson	09/22	
5	Complete needed maintenance items on individual units	Thompson	12/22	
6	Secure gap funding for rehab of Clugston	Crouch	06/22	
7	Complete rehab work at Clugston	Crouch	12/22	
8	Develop plan for divesting of Heritage Homes	Crouch	12/22	

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

Goal 3f: Develop 95 units of affordable units.

Champion: Steve Hoffman

Others on team: Christine Deutscher, Dawn Gallaway, Matt Crouch

Step	Action	Person Responsible	Target Date	Status
1	Complete absorption of Whitley Crossings Neighborhood Corporation	Hoffman	08/22	
2	Complete legal requirements and close on the transfer	Hoffman	01/22	
3	Implement new policies and procedures	Hoffman	05/22	
4	Maintain requirements and customer service through transfer implementation	Hoffman	08/22	
5	Complete Oak St. (9 units)			
6	Begin construction	Deutscher	12/22	
7	Lease up units	Deutscher	12/22	
8	Complete PSH project (50 units)			
9	Begin construction	Keller Development	05/23	
10	Lease up units	New Generation	05/24	
11	Establish next housing project (36 units)			
12	Determine project scope	Hoffman	12/23	
13	Locate site	Hoffman	03/24	
14	Develop pro forma	Gallaway	04/24	
15	Develop site plan		05/24	
16	Develop tax credit funding application	Gallaway	07/24	
17	Secure funding	Gallaway	12/24	

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

Goal 3g: 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 80 households by 9/30/22</i>	Harms	09/22	
2	See program plan			
3	<i>Secure 20% additional Weatherization funding for deferrals</i>	Brookshire	12/24	

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

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

Champion: Matt Crouch

Others on team: Steve Hoffman,

Step	Action	Person Responsible	Target Date	Status
1	Finalize agreements with new community	Crouch	12/22	
2	Locate properties	Crouch	06/23	
3	Complete funding application	Crouch	10/23	
4	Secure funding	Crouch	12/23	
5	Develop work scopes	Crouch	06/24	
6	Complete rehab work	Crouch	12/24	

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: Trudy Adams, Veronica Mertz, Mary Lee Freeze, Pam Brookshire, Matt Crouch

Step	Action	Person Responsible	Target Date	Status
1	Fiscal			
2	See Fiscal program plan			
3	Conduct annual audit	Finance Committee, Mertz	01/22	
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, Crouch	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: Mary Lee Freeze, Pam Brookshire, Lesa Cassel, Matt Crouch

Step	Action	Person Responsible	Target Date	Status
1	<i>South Bend</i>			
2	Raise funds for BDF employee to be stationed in South Bend	Crouch	09/22	
3	Hire BDF staffperson	Crouch	12/22	
4	Seek partners who can “sell” CLC program	Hoffman	12/22	
5	Secure first employment partner for CLC in South Bend	Hoffman	03/23	
6	Re-establish county office in South Bend	Brookshire	01/22	
7	Bring CCDF utilization in St. Joseph County back to 2019 levels.	Brookshire		
8	Determine staff capability to participate with community groups	Brookshire	06/22	
9	Assign staff to key community groups, as feasible	Brookshire	09/22	
10	Develop relationship with United Way of St. Joseph County	Hoffman	12/22	
11	Connect with Real Services to determine how we can work together	Hoffman	12/22	
12	Utilize banking partners in the region to help us engage in South Bend	Hoffman	12/23	
13	Explore housing development opportunity in South Bend	Hoffman	12/24	
14	<i>Rural Counties (not Allen or St. Joseph)</i>			
15	Re-establish county office in Elkhart County	Brookshire	01/22	
16	Bring CCDF utilization in Elkhart County back to 2019 levels	Cassel	12/22	
17	Apply for OFA funding from each county’s community foundation	McClure	12/24	

18	Determine community groups we are currently engaged with in counties	Brookshire	06/23	
19	Determine staff capability to participate with community groups	Brookshire	06/23	
20	Assign staff to key community groups, as feasible	Brookshire	09/23	
21	Determine which staff live in rural counties	Brookshire	06/24	
22	Work to secure board memberships for staff that live in rural counties	Hoffman	12/24	
23	Explore hiring a county outreach coordinator	Hoffman	12/24	
24	Utilize RV to deliver services to 6 rural cities/towns	Mertz	12/23	
25	Develop volunteer cadre to drive RV	Mertz	12/22	
26	Utilize RV to deliver services to 15 rural cities/towns in 2024	Mertz	12/24	
27	Establish new Head Start sites in Deklab County	Freeze	01/22	
28	Conduct yard signage campaign for Head Start and evaluate results	Freeze	06/22	

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

Goal 4c: Improve the client management system within the organization.

Champion: Steve Hoffman

Others on team: Veronica Mertz, Tammy Pifer, Mary Lee Freeze, Pam Brookshire, Matt Crouch, Jennie Renner

Step	Action	Person Responsible	Target Date	Status
1	<i>Analyze monthly report process and determine strategies to enhance the process</i>	Applegate	12/22	
2	Develop new client management systems within the Family Development department to more effectively manage services.	Brookshire	12/22	
3	Improve data collection and outcome measurement systems in Head Start/Early Head Start	Pifer	06/23	
4	Fully implement CAA Connect in Family Support, Family Development, and Covering Kids and Families	Brookshire	12/23	
5	Update reporting package in the Brightpoint Development Fund	Crouch	12/22	
6	Publish statistics more regularly on social media	Renner	12/24	

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

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

Champion: Steve Hoffman

Others on team: Veronica Mertz, 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	06/22	
3	Conduct initial baseline surveys	Applegate	08/22	
4	Implement ongoing quality assurance system	Applegate	12/22	
5	Develop customer service guidelines in Family Support	Cassel	08/22	
6	Provide customer service training in Family Support	Cassel	09/22	
7	Develop and implement customer service guidelines for the organization	Hoffman	06/23	
8	Develop and implement guidelines custom for each department	Brookshire, Freeze	06/24	
9	Develop customer service measurements for each department	Applegate	06/24	
10	Conduct measurements	Applegate	12/24	
11	Establish annual Dialogues on Poverty	Applegate	12/24	
12	Develop client advisory committee plan	Hoffman	06/22	
13	Establish client advisory committees for each major program	Hoffman	12/22	

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

Goal 4e: Grow our financial reserve from \$1.5 million to \$1.9 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: 2022=\$1,575,000, 2023=\$1,653,750, 2024=\$1,736,437	Hoffman	12/24	
2	Increase fundraising to \$350,000 annually, and target 10% annually to reserve funds. Targets: 2022=\$35,000, 2023=\$35,000, 2024=\$35,000	Hoffman	12/24	
3	Maintain organizational budgets to ensure no deficits	Hoffman	12/24	
3	Manage organizational finances to ensure portion of developer fees, profits, and operating grants can be earmarked to reserve fund each year. Target: \$58,563	Hoffman	12/24	

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

Goal 4f: Expand staff capacity within the organization

Champion: Steve Hoffman

Others on team: Veronica Mertz, Pam Brookshire, Mary Lee Freeze

Step	Action	Person Responsible	Target Date	Status
1	Fully absorb staff expansion in Head Start	Freeze	05/22	
2	Fully absorb staff expansion in Family Support	Brookshire	05/22	
3	Secure property management firm for WCNC	Hoffman	03/22	
4	Expand fiscal department by one FTE	Hoffman	12/23	
5	Expand maintenance capacity in Head Start	Freeze	12/24	
6	Add housing specialist in BDF		12/24	
7	Develop financial capacity to have some outsourcing capability in the IT department	Mertz	12/24	
8	Enhance succession plan to more strategically and comprehensively prepare for staffing changes over the next decade	Hoffman	12/22	
9	Develop “career ladder” and “Why have a career at Brightpoint” documents	Adams	12/22	

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

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

Champion: Steve Hoffman

Others on team: Pam Brookshire, Mary Lee Freeze, Jennie Renner, Trudy Adams, Ron Clark

Step	Action	Person Responsible	Target Date	Status
1	Incorporate values into customer service guidelines	Hoffman	06/23	
2	Develop schedule of directors visiting staff meetings	Clark	06/22	
3	Develop schedule of directors visiting sites	Clark	06/22	
4	Maintain internal newsletter	Renner	12/22	
5	Maintain quarterly managers meetings	Hoffman	12/22	
6	Develop schedule of inter-departmental road shows	Renner	03/22	
7	Maintain wellness program	Adams	12/22	
8	Increase usage of wellness suite	Clark	12/22	
9	Develop and administer employee survey on employee benefits	Adams	04/23	
10	Develop and administer annual employee survey	Adams	12/22	
11	Develop plan of action based on survey results	Hoffman	02/23	
12	Provide funds for employee morale initiatives	Hoffman	06/22	
13	Develop internal morale initiatives	Hoffman	12/22	
14	Establish more “fun” days within the organization	Adams	12/22	
15	Promote and expand mentoring program	Hoffman	12/22	
16	Form Diversity/Equity/Inclusion staff committee	Hoffman	01/22	
17	Develop DEI plan for the organization	DEI Committee	06/22	
18	Implement plan	DEI Committee	08/22	
19	Develop ways to increase usage of Employee Assistance program	Mertz	12/23	

20	Update tracking system	Clark	06/22	
21	Update emergency control procedures and risk management manual			
22	<i>Establish "culture" relationships with other organizations</i>	Hoffman	06/22	
23	Determine staff participants	Hoffman	02/22	
24	Develop topic list	Hoffman	03/22	
25	Select potential organizational partners	Hoffman	05/22	
26	Begin discussions, meant to increase our knowledge of what other organizations do and develop new ideas for Brightpoint	Hoffman	06/22	

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: Matt Crouch, Pam Brookshire, Mary Lee Freeze, Andrew Applegate

Step	Action	Person Responsible	Target Date	Status
1	Maintain inventory of current partnerships	Applegate	12/22	
2	Determine needed services for clients	Hoffman	03/23	
3	Inventory organizations that provide needed services	Applegate	05/23	
4	Develop plan to negotiate with targeted organizations	Hoffman	8/23	
5	Negotiate with organizations	Hoffman	08/24	
6	Finalize partnerships	Hoffman	12/24	

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

Goal 4i: Improve diversity, equality, and inclusion both in our communities and within our organization.

Champion: Steve Hoffman

Others on team: Veronica Mertz, Trudy Adams, Mary Lee Freeze, Pam Brookshire, Jennie Renner, Matt Crouch

Step	Action	Person Responsible	Target Date	Status
1	<i>Develop DEI plan for organization internally</i>	DEI Committee	08/22	
2	Form Diversity/Equity/Inclusion staff committee	Hoffman	01/22	
3	Implement plan	DEI Committee	08/22	
4	<i>Ensure demographic representation within the organization</i>			
5	Ensure equitable hiring practices	Hoffman	Ongoing	
6	Monitor staffing demographics	Hoffman	Ongoing	
7	Maintain our board profile	Board Dev. Com.	Ongoing	
8	Seek committee members from diverse populations	Board Dev. Com.	Ongoing	
9	<i>Provide leadership opportunities to people from diverse populations</i>			
10	Promote from within when we have qualified internal candidates	Hoffman	Ongoing	
11	Include diverse staff on internal committees, taskforces, etc.	Hoffman	Ongoing	
12	Promote staff for leadership positions elsewhere, such as boards, collaboratives, etc.	Hoffman	12/22	
13	Advocate for diversity within leadership positions in our communities	Hoffman	12/24	
14	Highlight leaders in agency communications on regular basis.	Renner		
15	<i>Listen to the people we serve</i>			
16	Conduct and annual client survey	Applegate	12/22	
17	Form advisory committees for major programs	Brookshire	12/22	

18	Conduct dialogues on poverty	Hoffman	12/24	
19	<i>Provide economic opportunity to lower-income people</i>			
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	<i>Encourage voting</i>			
22	Promote voting in elections at our sites and with materials via programs (same as our Census promotion)	Hoffman	12/24	
23	<i>Advocate for social justice public policy</i>			
24	Engage our clients in advocacy initiatives	Advocacy Com.	12/24	
25	Advocate for policies that improve social justice, and against policies that adversely impact social justice	Advocacy Com.	12/24	
26	<i>Conduct internal DEI assessment and training to identify further goals and develop further individual and organizational action plans.</i>	Hoffman	06/22	
27	Replicate previous effort (among leadership) to a new group of Brightpoint employees	Hoffman	12/22	

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

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

Champion: Steve Leslie

Others on team: Veronica Mertz, Ron Clark, Pam Brookshire

Step	Action	Person Responsible	Target Date	Status
1	See IT program plan			
2	Establish board area of Policystat	Clark	06/22	
3	Develop and implement CAA connect	Brookshire	06/22	
4	Enhance mobile technologies to enhance text reminders and communication	Leslie	12/23	
5	Develop Brightpoint phone app	Leslie	12/24	
6	Develop video-conferencing capability for programs and departments	Leslie	12/22	
7	Utilize video development capabilities to enhance training, communication, etc.	Adams	08/23	
8	Expand remote working capability	Mertz	12/22	
9	Design system for physical application pick-up and drop-off at main building	Brookshire	06/22	

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: Andrew Applegate, Jennie Renner

Step	Action	Person Responsible	Target Date	Status
1	Raise funds specifically for public education programs/campaigns	Hoffman	12/24	
2	Develop print and video library of client stories	Renner	12/24	
3	Conduct 5 poverty simulations in 2022	Renner	12/22	
4	Work with Alliance for Human Services to deliver a human services awareness campaign	Hoffman	08/22	
5	Develop a partnership to deliver a cause marketing campaign	Hoffman	12/23	
6	Conduct print media campaign with INPUT	Renner	12/22	
7	Sponsor a local event/video presentation that raises profile of low-income families	Renner	06/20	
8	Enhance the Community Needs Assessment	Applegate	06/23	
9	Promote CNA	Renner	09/23	
10	Develop white paper and “publish” to community partners, leaders, etc.	Hoffman	12/23	

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: RD Committee, Steve Hoffman, Outreach Committee

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	06/22	
4	Conduct 5 poverty simulations in 2022	Renner	12/22	
5	<i>Establish Brightpoint Speakers Bureau</i>			
6	Update presentation	Renner	04/22	
7	Recruit and train speakers: 6 staff, 4 volunteers	Hoffman	07/22	
8	Develop strategy for increasing speaking engagements	Renner	07/22	
9	<i>Conduct new market survey</i>	Hoffman	06/22	
10	Analyze market survey and develop new strategies	RD Committee	12/22	
11	Determine new annual budget for agency marketing	Hoffman	12/22	

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

Goal 5c: Help promote 211 so more people are aware that the service is a “front door” for meeting needs.

Champion: Steve Hoffman

Others on team: Lesa Cassel, Jennie Renner, Ron Clark

Step	Action	Person Responsible	Target Date	Status
1	Serve on Indiana 211 Advisory Board	Hoffman	Ongoing	
2	Promote via social media in regular rotation	Renner	12/22	
3	Include 211 in website and phone messaging	Renner	12/22	
4	All staff promote use as client needs warrant	Hoffman	12/22	
5	Provide 211 materials in all Brightpoint locations	Clark	12/23	

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

Goal 5d: Increase Brightpoint’s annual fundraising campaign from \$350,000 to \$400,000 annually.

Champion: Jennie Renner

Others on team: RD Committee, Steve Hoffman

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	12/22	
3	Maintain and improve United Way campaign	Renner	06/22	
4	Increase 20x20 challenge to 125 donors and \$5,500	RD Committee	12/22	
5	Maintain Brightpoint Golf and increase profit to \$30,000	RD Committee	12/22	
6	Increase Brightpoint endowment to \$100,000	Hoffman	12/24	
7	Increase bank giving to \$100,000 annually	Hoffman	12/24	
9	Increase individual donors to 500 and individual donation amount to \$100,000.	RD Committee	12/24	
10	Increase non-bank corporate giving to \$200,000 annually	RD Committee	12/24	

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

Goal 5e: 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	12/24	

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

Goal 5f: 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 Council members	Hoffman	12/23	
2	Conduct information sharing meetings with mayors of other key cities in service area	Hoffman	12/24	
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	12/24	
5	Maintain relationships with local staff for our members of Congress	Hoffman	12/24	
6	Secure meeting with Congressman Banks	Heuer	12/24	
7	Secure meeting with Senator Young	Busch	12/24	
8	Secure meeting with Senator Braun	Busch	12/24	
9	Maintain relationships with state administrators	Hoffman, VPs	12/24	
10	Develop volunteer advocate pool	Hoffman	12/24	
11	Maintain membership support of advocacy efforts with NCAF, INCAA, and Prosperity Indiana	Hoffman	12/24	
12	Maintain seat on United Way of Allen County public policy committee	Hoffman	12/24	
13	Register as Indiana lobbyist	Hoffman	12/24	
14	<i>Support specific advocacy efforts through communication, testimony, mobilization, etc.</i>	Hoffman	Ongoing	