

Bridge Communities
STRATEGIC PLAN EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

Motivated by our fundamental mission to provide services and opportunities that connect homeless families to a better future, Bridge Communities undertook the development of a comprehensive Strategic Plan to lead us into the future. The Bridge Communities Strategic Plan was developed in collaboration with Board members, Program Partners and staff, led by consultant Lisa Dietlin. The Strategic Plan spans the three-year period from September 2010 through December 2013. The initial planning process took place beginning in the first quarter of 2010. Through this planning process, we have renewed our vision and clarified where we want to go in the next three years. Because of the complex nature of working with homeless families in the current environment, the Board and staff have reconfirmed our core organizational values, which include:

- Striving for personal integrity in all interactions.
- Encouraging collaborative decision-making while valuing individual initiative.
- Valuing diverse perspectives.
- Consciously sustaining an environment of caring, support and personal growth for our staff and others with whom we work.

The Strategic Plan has five goal areas:

Goal One: Program

Goal Two: Financial

Goal Three: Governance and Human Resource Management

Goal Four: Marketing/Awareness

Goal Five: Advocacy

The overall strategic goals of the Plan are:

1. **Striving to expand our leadership and resources in the area of homelessness.**
2. **Committing to building a solid financial base for our short- and long-term vision.**
3. **Maximizing our organizational structure to enhance and support being one of the most effective service providers for homeless families in the Chicago area.**
4. **Striving to expand our marketing efforts in areas outside Glen Ellyn, Illinois.**
5. **Committing to ongoing advocacy, education and nurturing of far-reaching efforts to eradicate homelessness.**

The Plan includes specific objectives and action steps to address each of these strategic goals. Critical success factors of the Plan include:

1. Implementation of designated goals/action steps by each committee.
2. Ongoing reference to work plan by each committee and the Board.
3. Consistent monitoring of committees by the Board and Executive Director.

As a result of implementing the Strategic Plan, Bridge will have attained:

- **Long-term, clear focus and direction**
- **sufficient resources to pursue that direction**
- **strong alignment of resources for cost-effective and efficient operations**
- **A firm foundation from which to continue to provide high quality social services to homeless families in DuPage County.**

If the Board decides, through monitoring, that the Plan needs revision, a systematic process will be used to ensure that the Plan remains current to the needs of the organization and all key stakeholders.

Overview of Bridge Communities

Bridge Communities is a private, not-for-profit transitional housing program in DuPage County. Bridge provides apartments, supportive services, and a stable environment for homeless families who are working on developing/improving the skills necessary to live in stable housing. Bridge partners with local churches and community groups that provide mentors and essential financial support.

Vision

Communities where families in need have safe and affordable housing.

Mission Statement

We inspire and affect change by advocating for homeless families. We provide services and opportunities that connect families to a better future. We collaborate with faith-based partners, community groups and businesses to leverage resources and create long-term solutions. We lead by example through our innovative programs and grassroots involvement.

Values

We strive for personal integrity in all interactions. We encourage collaborative decision-making while valuing individual initiative. We value diverse perspectives. We consciously sustain an environment of caring, support and personal growth for our staff and others with whom we work.

History

In 1988, Mark Milligan and Bob Wahlgren saw a need to do more for homeless families than just offer emergency shelter. With the support of their church, the First Congregational Church of Glen Ellyn, an apartment was rented for a homeless family. This new transitional housing program was called "The Apartment Project." As money became available, "The Apartment Project" continued to add apartments for homeless families.

As the efforts of Mark and Bob began to show results, they encouraged other groups to develop transitional housing programs to sponsor homeless families based on their model of volunteer mentors. In 1992, their efforts were formalized into a non-profit organization called Bridge Communities, Inc., with a mission to provide transitional housing to homeless families in DuPage County.

In 1998, as more churches adopted the Bridge model of working with homeless families, Bridge evolved into an umbrella organization committed to supporting local churches sponsoring homeless families in transitional housing. Bridge supportive services include screening and assessment for all incoming homeless families, case management, employment assistance, and educational services which include child and adult tutoring, as well as parenting and educational consultation. Today, Bridge partners with more than 40 churches and groups to support over one hundred homeless families annually.

Critical Success Factors

Short-Term (September 2010 – December 2011)

1. Begin implementation of designated goals/strategies by each committee.
2. On-going reference to work plan by each committee.
3. Consistent monitoring of committees by Board and Executive Director.

Long Term (January 2012 – December 2013)

1. Expand Bridge's leadership and resources in the area of homelessness.
2. Continue building a solid financial base for our short- and long-term vision.
3. Maximize our organizational structure to enhance and support being one of the most effective service providers for homeless families in the Chicago area.
4. Expand our marketing efforts in areas outside Glen Ellyn, Illinois.
5. Continue our commitment to ongoing advocacy, education and nurturing of far-reaching efforts to eradicate homelessness.

Desired Outcomes from Implementing Strategic Plan

1. Strengthen and expand our network of sustainable Program Partners, who are the foundation of our Program.
2. Enhance and expand quality services to the homeless families we serve.
3. Achieve financial stability by reducing the risk of funding shortfalls.
4. Become a recognized advocate for affordable housing for low-income families.
5. Strengthen strategic capacity of Board and staff leadership.

Bridge Communities Strategic Plan

September 2010 – December 2013

The following is the three-year Strategic Plan developed for Bridge Communities.

The Strategic Plan has five goal areas:

- Goal One: Program
- Goal Two: Financial
- Goal Three: Governance and Human Resource Management
- Goal Four: Marketing/Awareness
- Goal Five: Advocacy

GOAL ONE: *Bridge Communities strives to expand its leadership and resources in the area of homelessness.*

Objective A: Expand Program to serve more client families.

- Action: Expand Bridge Communities' Transitional Housing Program.
- Action: Develop and implement marketing plan for expansion and program.
- Action: Develop policy and strategy to purchase additional housing units to support program expansion.
- Action: Develop structure to increase traditional Program Partner support with additional focus on corporations and community groups.
- Action: Develop and implement a plan to increase our Program Partner base including faith-based organizations, community groups and corporations.

Objective B: Expand traditional housing program to include a Phase II option.

- Action: Develop policy and strategy for purchasing additional housing units.
- Action: Determine specific Program elements for Phase II.

Objective C: Develop community-based delivery of services in Naperville.

- Action: Gather Naperville Partners to participate in planning a new way of delivering services.
- Action: Identify community resources to implement plan.
- Action: Develop Marketing/PR strategy for communicating plan.

Objective D: Further strengthen relationships and expertise of Program Partners.

- Action: Develop strategies for succession planning.
- Action: Assist with succession planning, as needed.
- Action: Create and implement Best Practices Manual for Program Partners.

Objective E: Formalize national/international consulting services on promoting the Bridge model to help homeless families elsewhere.

- Action: Explore possible funding and enhancement of present informal service.
- Action: Develop marketing strategy following funding.

Objective F: Ensure that ongoing outcome studies capture Bridge Program's effectiveness.

Action: Recruit university research team to provide consultation on present model and make recommendations for ongoing studies.

GOAL TWO: *Bridge Communities is committed to building a solid financial base for its short- and long-term vision.*

Objective A: Insure long-term sustainability.

Action: Determine goals of an endowment campaign and execute the next steps.

Action: Develop and execute the planned giving program.

Objective B: Conduct an audit of the current development goals and processes.

Action: Review 2002 Development audit to identify remaining goals.

Action: Determine focus and appropriate human and financial resources used to accomplish the development objectives.

Action: Conduct new audit, if necessary.

Objective C: Explore business opportunities for Bridge.

Action: Examine possible business plans for first floor of Bridge office building.

Action: Explore feasibility of a for-profit business arm of Bridge.

Objective D: Expand Corporate Partnerships.

Action: Increase corporate sponsorships of events and donations.

Objective E: Formalize annual Development Plan with fundraising opportunities and goals.

Action: Set goals and objectives for major gift giving, target percentages for sources of funding and expanding number and type of events.

GOAL THREE: *Bridge Communities maximizes its organizational structure to enhance and support being one of the most effective service providers for homeless families in the Chicago area.*

Objective A: Enhance the effectiveness of the Bridge Board of Directors.

Action: Increase diversity on the Board. Review current Board membership and secure nominations with the objective of improving diversity.

Action: Add a minimum of four new individuals to the Board in 2010 with all four individuals filling diversity goals.

Action: Develop Associate Board of younger members beginning in 2011.

Action: Enhance Advisory Board to capture passion of departing Board members and key community volunteers with specific expertise.

Objective B: Create a succession plan for officer positions on the Board.

Action: Review current process and make recommendations on terms and officer limits.

Objective C: Continue ongoing Board education in all aspects of operations.

Action: Share information on various program and/or governing issues.

Action: Implement and evaluate new Board Mentor process during 2010.

Objective D: Provide and further develop the staff succession plan.

Action: Determine communication plan and vehicles to external audiences.

Objective E: Conduct human resources audit.

Action: Ask Mercer Consulting to conduct a pro-bono audit or find other resources.

Objective F: Maximize use of client database in area of grant reporting requirements.

Action: Locate resources to assess database needs and implement changes, as needed.

GOAL FOUR: *Bridge Communities strives to expand its marketing efforts in areas outside of Glen Ellyn.*

Objective A: Target fundraising strategies to coincide with new community-based delivery of services.

Action: Coordinate with new PR Marketing Committee.

Objective B: Increase brand awareness and fundraising efforts in Naperville.

Action: Develop mutually beneficial marketing and fundraising plan for Families Helping Families (FHF) and Bridge Communities.

Action: Attend a minimum of two networking events each month and join appropriate business and networking groups.

Action: Identify and solicit other non-profits in Naperville to determine if there is a possibility for joint marketing and fundraising partnerships.

Action: Identify new fundraising opportunities that are held in Naperville and utilize Naperville resources.

Objective C: Launch a Women's Luncheon to increase brand awareness, corporate partnerships and expand donor base.

Action: Determine concept and host event in May 2011.

Action: Recruit committee members and identify prospects.

Objective D: Develop Board/Marketing PR Committee.

Action: Develop structure, roles and responsibilities for committee.

Action: Recruit members for committee.

Action: Develop branding messages based on program and financial objectives.

Action: Improve upon use of social media to communicate mission.

Action: Develop and implement annual communication/marketing plan in partnership with Program staff and committee, Chair of the Finance Committee, and Chair of the Development Committee.

GOAL FIVE: *Bridge Communities commits to ongoing advocacy, education and nurturing of far-reaching efforts to eradicate homelessness.*

Objective: Continue local, state and national advocacy efforts.

Action: Empower key staff to provide leadership.

Action: Utilize website and other social media tools to educate, advocate and build key networks.

Short- and Long-Term Strategic Priorities

The three-year Strategic Plan includes specific short-term actions that are focused on the first year of the Plan as well as the longer-term actions for the remainder of the Plan.

<p align="center">Strategic Priorities for 2010-2011</p>	<p align="center">Strategic Priorities for 2012-2013</p>
<ul style="list-style-type: none"> • Expand Program to serve more client families. • Expand traditional housing program to include a Phase II Program. • Further strengthen relationships and expertise of Program Partners. • Determine and begin implementation of goals for an endowment and capital campaign. • Enhance the effectiveness of the Board of Directors. • Create a succession plan for officer positions on the Board. • Increase “brand awareness” and corporate sponsorships. • Develop Board PR/Marketing Committee. • Formalize annual Development Plan with fundraising opportunities and goals. 	<ul style="list-style-type: none"> • Develop community-based delivery of services in Naperville. • Formalize national/international consulting services on promoting the Bridge model to help homeless families elsewhere. • Recruit university research team to provide consultation on present model and make recommendations for ongoing studies. • Explore business opportunities for Bridge. • Expand corporate partnerships. • Continue ongoing Board education in all aspects of operations. • Continue local, state and national advocacy efforts. • Ongoing endowment and capital campaign.

Major Ongoing Operational Functions

Along with achieving the strategic goals and objectives listed in this Plan, Bridge Communities will be tending to the day-to-day, operational activities that are not necessarily included as specific goals in this Plan. It is important to acknowledge these operational activities as well as the strategic activities in this Plan.

<i>Type of Operational Activity</i>
Board of Directors' operations: includes self-evaluation, staffing, training and organizing of members, conducting meetings, coordinating committees, supervising Executive Director, etc.
Administration: includes activities to coordinate the overall organization, i.e. central management activities, program activities, fiscal management.
Strategic Planning: using a highly collaborative process to generate/update a relevant, realistic, and flexible Strategic Plan document. The Plan's goals will guide the organization's operations.
Program Planning <ul style="list-style-type: none">• Research homeless needs in the community.• Design services to meet the needs of our clients (homeless families).• Identify resources (not offered in the program) to meet our clients' needs.• Design and implement program evaluations to stakeholders to assess program services and staff.• Review program evaluation results on a regular basis.• Expected expenses: identify what expenses are needed to operate for the fiscal year.• Expected revenue: identify what revenues are expected from fees, grants, etc. for the fiscal year.• Expected deficits: identify expected deficits for the fiscal year to form the basis for fundraising.
Marketing <ul style="list-style-type: none">• Identifying target markets for the program.• Convey Bridge Communities' unique features and benefits to each target market.• Identify what messages to convey to each target.• Identify methods to convey each message.
Fundraising <ul style="list-style-type: none">• Develop fundraising plan to include what funds are needed, sources for funding, how they will be approached, who will approach them and when, how grants will be administered.• Implement Plan: conduct fundraising, including Board involvement.
Staffing and Supervision <ul style="list-style-type: none">• Identify staffing needs.• Recruit and hire staff.• Train/organize staff.• Supervise staff: assign goals, delegate, evaluate performance.

Program Operations

- Obtain and maintain resources needed to deliver services.
- Deliver services to clients.

Financial Management

- Review and update fiscal policies and procedures.
- Develop Operating Budget.
- Bookkeeping: managing transactions, following fiscal policies and accounting standards.
- Financial analysis: income, balance and cash flow statements.
- Generate financial reports for Board of Directors.

Conduct Evaluations

- Of staff by the Executive Director.
- Of Executive Director and President by the Board per Personnel Policy.
- Of Programs per program evaluation plans.

Management of Strategic Plan Document

Monitoring Implementation of the Plan

Implementation of the Strategic Plan will be monitored by the Board of Directors and the Executive Director, who will receive regular status reports (at least every other month) from Planning Committees and/or staff. Reports will relate to the achievement of the objectives and goals as itemized in this Strategic Plan.

Communicating the Plan

The final, approved version of the Strategic Plan will be communicated to all key stakeholders. The format of the particular communication will be customized according to the particular stakeholder receiving the Plan. Examples of key stakeholders include:

1. Staff members: certain staff members will receive the Plan in its entirety.
2. Board of Directors: each member will receive the Plan in its entirety.
3. Potential and current funders: may receive top-level goals and status of achievement of goals.
4. Collaborators: may receive top-level goals and status of achievement of goals.
5. Other stakeholders, such as Program Partners who participate in the program evaluation survey process: may receive some of the information in the Plan.

Procedure to Modify the Plan When Needed

The content of the Plan can change (between major, yearly strategic planning sessions) as members of the Board of Directors and staff perceive the need for those changes. It is not likely that changes will occur to the mission, as much as to the various goals and objectives in the Plan. Any changes will be made in a manner that does not detract from the value of the Plan to the major stakeholders. Therefore, the following procedure will be used if changes are required to the Plan:

1. A need for a change to the Plan is noticed, usually by members of the staff or Board Executive Committee.
2. The reasons for the change and the wording of the change are articulated to the Board Executive Committee members, who decide if the change should be made or not.
3. If the change is approved by the Board Executive Committee, it is then made to the Strategic Plan, including changing the revision date of the Plan document.

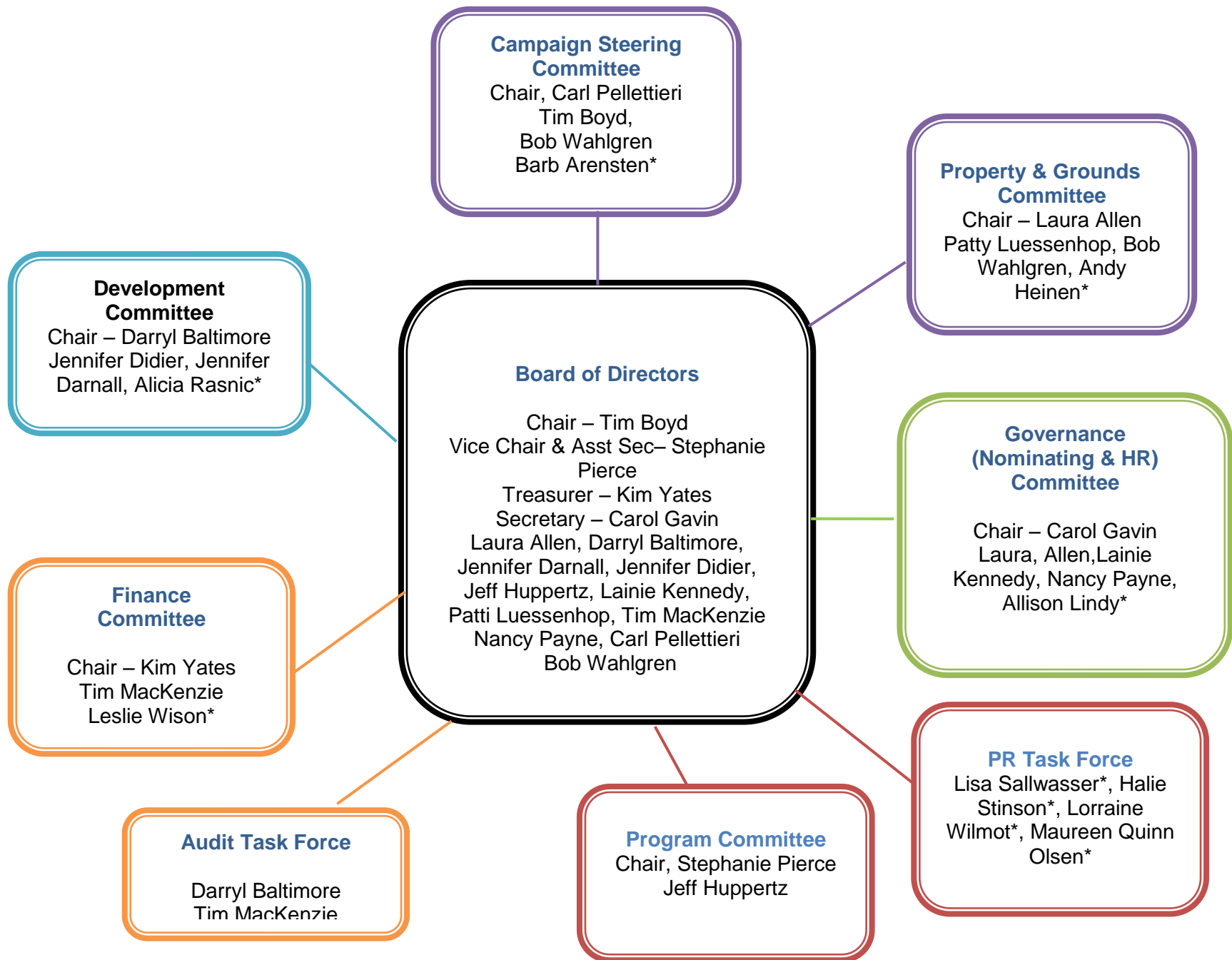
If the change is to the Mission, the Board of Directors will assess if any key stakeholders should be apprised of the change, including their receiving an updated version of the Strategic Plan.

BRIDGE COMMUNITIES, INC.

...CONNECTING HOMELESS FAMILIES WITH A BETTER FUTURE

Board of Directors Directory

Name	Position	Address	Phone Number/Email Address
Tim Boyd	Chairman	517 Arboretum Circle Wheaton, IL 60187	tcboyd@comcast.net 630-784-9661
Stephanie Pierce	Vice-Chairman	273 Taylor Glen Ellyn, IL 60137	skpierce8@yahoo.com 630-942-1758
Carol Gavin	Secretary	11703 Shag Bark Lane Burr Ridge 60527	ccgavin@comcast.net 630-789-2923
Kimberly Yates	Treasurer	101 Burr Ridge Parkway Burr Ridge, IL 60527	Kimberly.yates@harrisbank.com 630-920-6975 (work) 630-272-9061 (cell)
Laura Allen	Board Member	835 S. Monroe Hinsdale, IL 60521	lauragallen@comcast.net 630-986-8293 (home) 708-308-248 (cell)
Darryl Baltimore	Board Member	259 May Avenue Glen Ellyn, IL 60137	dbaah@allstate.com 847-402-2576 (work) 773-350-5831 (cell) 630-469-1104 (home)
Jennifer Darnall	Board Member	640 Forest Avenue Glen Ellyn, IL 60137	darfamily@aol.com 630-469-3712
Jennifer Didier	Board Member	2625 Butterfield Rd # 312E Oak Brook, IL 60523	JDidier@directionstraining.com 630-590-6566
Jeff Huppertz	Board Member	664 Forest Ave. Glen Ellyn, IL 60137	jeff.huppertz@gmail.com 630-453-1967 (cell) 630-790-4925 (home)
Lainie Kennedy	Board Member	874 Maryknoll Circle Glen Ellyn, IL 60137	lkennedy@novamed.com 630-534-5117 (home) 312-718-6126 (cell)
Patricia Luessenhop	Board Member	26W221 Arrow Glen Ct. Wheaton, IL 60187	pluessenhop@monarchlanding.net 360-699-6494 (cell)
Tim MacKenzie	Board Member	832 S. Elm Street Hinsdale, IL 60521	tmackenzie@meritcapital.com 630-240-5152
Nancy Payne	Board Member	22W481 Ahlstrand Glen Ellyn, IL 60137	thepaynes@mac.com 630-858-7678
Carl Pellettieri	Board Member	618 Prairie Ave. Glen Ellyn, IL 60137	carl@thepellettierigroup.com 630-534-4963
Bob Wahlgren	Board Member	675 Euclid Glen Ellyn, IL 60137	chadbridge@aol.com 630-688-0911 (cell)



Overview of Program and Services

PROGRAM

Bridge Communities is a multi-phase Transitional Housing Program for homeless families in DuPage County. It includes a two year transitional housing program and a post graduate housing support program. Bridge also provides home-ownership opportunities, for clients exiting the Program, with its Shared-Equity Condo purchase program. Bridge serves low and moderate-income families who have become homeless due to various reasons, such as divorce, domestic violence, loss of employment, health issues, etc. Bridge partners with over 40 churches and community groups who provide mentors and essential financial support. The volunteer mentors make the Bridge Program unique. Mentors have been the “heart” of Bridge Communities since its founding in 1988. Volunteer mentors provide the caring and encouragement necessary to foster the personal and economic growth the families need to achieve independence and stable housing.

SERVICES

Housing

Through the financial support of Bridge Program Partners, Bridge provides a stable, safe, clean apartment for each family in one of our 14 Bridge-owned apartment buildings. Bridge also owns three condo buildings containing 18 units of housing.

Intake

Bridge staff conduct phone intakes and in-person interviews with at-risk or homeless families who call Bridge Communities for assistance.

Case Management

Case managers operate as members of the client family’s service team and provide:

- consultation
- coordination with other team members
- problem solving/crisis intervention
- advocacy
- links to community resources

Employment Assistance

The Bridge Employment Director is a member of the Bridge support team and assists adult clients in securing and/or maintaining employment that will sustain their economic self-sufficiency upon exit from the Program. Services provided are:

- basic skill and interests assessment
- assist clients in determining their best career path
- job preparation: composing resumes, conducting practice interviews
- assist clients with job search
- job retention coaching
- consult with clients’ case managers and mentors
- find tutors designed to aid clients in their professional development
- find computer and/or other classes to assist clients in their professional development

Tutoring/Children Services

The Bridge Education Coordinator is a member of the Bridge support team and assists children in achieving academic success, assists their parents in understanding the educational process, and supports the children in their efforts to achieve in school. The Education Coordinator also assists adult clients in improving their academic skills in order to increase their level of employability.

Services provided are:

- private tutors (certified teachers) for children and adults
- advocacy as a liaison with schools on behalf of parents and their children
- resources for summer enrichment activities for children
- parenting assistance – one-on-one, classes, referrals
- learning resource centers that provide computer access and enrichment activities for children
- advocacy for resources in such areas as childcare, counseling, and assessment

Car Donation Program

Bridge Communities provides donated cars to homeless families in the Program. These cars help clients get back on the road to self-sufficiency. One of the most significant barriers to clients finding and keeping employment is that of unreliable transportation. Many client families enter our Transitional Housing Program with no car or cars that soon break down. Most of these cars are not worth the cost of repairing. Since there is limited public transportation in DuPage County, owning a car is a real necessity for any family. Client families use the donated cars to transport themselves to work and their children to school, child care and activities.

SWOT Analysis

A SWOT Analysis was used as an aid for identifying Bridge Communities' Strengths, Weaknesses, Opportunities and Threats

○ **Strengths**

There were five specific areas identified by the group:

- Stable financials despite present state of the economy and the lack of government funding.
- A strong Board and staff that carries out the organization's mission.
- The organizational model of Bridge Communities.
- The present culture which is exemplified through the participants' passion and positive outlook.
- A great reputation through community involvement and the past success of graduates of the program.

○ **Weaknesses**

The group assigned to this area identified the most frequent responses:

- There's only a select number of staff which limits opportunities.
- The volunteer model has limitations due to diversity.
- A lack of long-term housing, i.e., Phase II, for completed graduates that cannot find affordable housing.
- Bridge Communities' financial security limits goals to the existing budget.
- The lack of racial and ethnic diversity on the Board and staff.
- Geographic limitations in that the program is centered in Glen Ellyn but lacks reach in other areas of DuPage County.

○ **Opportunities:** The group assigned to this area identified the most frequent responses:

- The development and expansion of programs to serve more clients and communities such as collaboration with other agencies.
- More corporate development is needed in order to recruit new potential donors.
- Expansion could include franchising the model and marketing to other agencies which would grow existing programs.
- Increasing diversity among the staff.
- The success rate of clients should be tracked better as the organization should evaluate clients' success following completion of the program.
- Conduct heavier screening prior to acceptance.
- More program resources through community outreach capitalizing on the organization's good reputation.
- Additional housing as the real estate prices have dropped and the costs are low.

○ **Threats**

The group assigned to this area identified the most frequent responses:

- The economy continues to stay weak, which may lead to less funding and fewer opportunities for programs and their resources.
- Presently there is a lack of government and individual donor funding.
- Reduced involvement from the Board and the community to support the organization's programs.
- Lack of succession planning due to future retirements of staff.
- Increase in unemployment and a lack of affordable housing; low wages and high cost of housing.
- Bridge Communities' present relationship with the Community Housing Association of DuPage (CHAD).

Strategic Plan Dashboard Metrics: September 2010 – December 2013

GOAL ONE: Bridge Communities strives to expand its leadership and resources in the area of homelessness.

Objective A	Status	Actions	Responsibility	Timeline	Budget
Expand Program to serve more client families.		Expand Bridge Communities transitional housing program.	Program Committee, Joyce, Karen	Per Proposal 2012	
		Develop and implement marketing plan for expansion and program.	Program Committee, Joyce, Karen	1 st Qtr 2011	
		Develop policy and strategy to purchase additional housing units to support program expansion.	Property & Grounds, Development and Finance Committees	Nov 2010	
		Develop structure to increase traditional Program Partner support with additional focus on corporations and community groups.	Program Committee	2 nd Qtr 2011	
		Develop and implement a plan to increase Program Partner base including faith-based organizations, community groups and corporations.	Marketing Committee, Mark	2 nd Qtr 2011	
Objective B	Status	Actions	Responsibility	Timeline	Budget
Expand traditional housing program to include a Phase II option.		Develop policy and strategy for purchasing additional housing units.	Finance and Property & Grounds Committees	Nov 2010	
		Determine specific Program elements for Phase II	Program Committee	Dec 2010	
Objective C	Status	Actions	Responsibility	Timeline	Budget
Develop community-based delivery of services in Naperville.		Gather Naperville Partners to participate in planning a new way of delivering services.	Program Committee, Mark, Karen	2 nd Qtr 2011	
		Identify community resources to implement plan.	Program Committee, Vicky, Jenny	2 nd Qtr 2011	
		Develop Marketing/PR strategy for communicating plan.	Program and PR/Marketing Committees	3 rd Qtr 2011	
Objective D	Status	Actions	Responsibility	Timeline	Budget
Further strengthen relationships and expertise of Program Partners.		a. Develop strategies for succession planning b. Assist with succession planning, as needed.	a. Program Committee b. Mark and Karen	a. 1 st Qtr 2011 b. Ongoing	
		Create and implement Best Practices Manual for Program Partners.	Program Committee	Dec 2012	

Objective E	Status	Actions	Responsibility	Timeline	Budget
Formalize national/international consulting services on promoting the Bridge model to help homeless families elsewhere.		Explore possible funding and enhancement of present informal service.	Development Committee, Margo	Funding 2011 2012	
		Develop marketing strategy following funding.	TBD		
Objective F	Status	Actions	Responsibility	Timeline	Budget
Insure that ongoing outcome studies capture Bridge Program's effectiveness.		Recruit university research team to provide consultation on present model and make recommendations for ongoing studies.	Program Committee, Marge	2012	
GOAL TWO: Bridge Communities is committed to building a solid financial base for its short- and long-term vision.					
Objective A	Status	Actions	Responsibility	Timeline	Budget
Insure long-term sustainability.		Determine goals of an endowment campaign and execute the next steps.	Endowment Committee	1 st Qtr 2011	
		a. Develop the Planned Giving Campaign. b. Implement Plan.	Endowment Committee	a. 1 st Qtr 2011 b. TBD	
Objective B	Status	Actions	Responsibility	Timeline	Budget
Conduct an audit of the current development goals and processes.		Review 2002 Development audit to identify remaining goals.	Development Committee, Mark, Amy	1 st Qtr 2011	
		Determine focus and appropriate human and financial resources used to accomplish the development objectives.	Development and HR Committees, Mark, Amy	1 st Qtr 2011	
		Conduct new audit, if necessary.	Development Committee, Mark, Amy	3 rd Qtr 2011	
Objective C	Status	Actions	Responsibility	Timeline	Budget
Explore business opportunities for Bridge.		Examine possible business plans for first floor of Bridge office building.	TBD		
		Explore feasibility of a for-profit arm of Bridge.	TBD		
Objective D	Status	Actions	Responsibility	Timeline	Budget
Expand Corporate Partnerships.		Increase corporate sponsorships of events and donations.	Development Committee, Mark, Amy	Ongoing	

Objective E	Status	Actions	Responsibility	Timeline	Budget
Formalize annual Development Plan with fundraising opportunities and goals.		Set goals and objectives for major gift giving, target percentages for sources of funding and expanding number and type of events.	Development Committee, Mark, Amy	Dec 2011	
GOAL THREE: Bridge Communities maximizes its organizational structure to enhance and support being one of the most effective service providers for homeless families in the Chicago area.					
Objective A	Status	Actions	Responsibility	Timeline	Budget
Enhance the effectiveness of the Bridge Board of Directors.		Increase diversity on the Board. Review current Board membership and secure nominations with the objective of improving diversity.	Nominating Committee, Joyce	Ongoing	
		Add a minimum of four new individuals to the Board in 2010 with all four individuals filling diversity goals.	Nominating Committee, Joyce	Dec 2010	
		Develop Associate Board of younger members beginning in 2011.	Development Committee	4 th Qtr 2011	
		Enhance Advisory Board to capture passion of departing Board members and key community volunteers with specific expertise.	Development Committee	4 th Qtr 2011	
Objective B	Status	Actions	Responsibility	Timeline	Budget
Create a succession plan for officer positions on the Board.		Review current process and make recommendations on terms and officer limits.	Nominating Committee	Dec 2010	
Objective C	Status	Actions	Responsibility	Timeline	Budget
Continue ongoing Board education in all aspects of operations.		Share information on various program and/or governing issues.	Governance Committee, Mark, Joyce	Ongoing	
		Implement and evaluate new Board Mentor process during 2010.	Nominating Committee, Joyce	Ongoing	
Objective D	Status	Actions	Responsibility	Timeline	Budget
Provide and further develop the staff succession plan.		Determine the communication plan and vehicles to external audiences.	H.R. Committee, Joyce	Ongoing	
Objective E	Status	Actions	Responsibility	Timeline	Budget

Conduct human resources audit.		Ask Mercer Consulting to conduct a pro-bono audit or find other resources.	H.R. Committee, Joyce	Dec 2010	
Objective F	Status	Actions	Responsibility	Timeline	Budget
Maximize use of client database in area of grant reporting requirements.		Locate resources to assess database needs and implement changes, as needed.	Staff	TBD	
GOAL FOUR: Bridge Communities strives to expand its marketing efforts in areas outside of Glen Ellyn.					
Objective A	Status	Actions	Responsibility	Timeline	Budget
Target fundraising strategies to coincide with new community-based delivery of services.		Coordinate with new PR Marketing Committee.	P.R./Marketing Committee	TBD	
Objective B	Status	Actions	Responsibility	Timeline	Budget
Increase brand awareness and fundraising efforts in Naperville.		Develop mutually beneficial marketing and fundraising plan for Families Helping Families (FHF) and Bridge Communities.	P.R./Marketing Committee	TBD	
		Attend a minimum of two networking events each month and join appropriate business and networking groups.	Staff	TBD	
		Identify and solicit other non-profits in Naperville to determine if there is a possibility for joint marketing and fundraising partnerships.	P.R./Marketing Committee	TBD	
		Identify new fundraising opportunities that are held in Naperville and utilize Naperville resources.	Development Committee, Amy	Ongoing	
Objective C	Status	Actions	Responsibility	Timeline	Budget
Launch a Women's Luncheon to increase brand awareness, corporate partnerships and expand donor base.		Determine concept and host event in May 2011.	Development Committee, Jenny	2 nd Qtr 2011	
		Recruit committee members and identify prospects.	Development Committee, Jenny	Dec 2010	
Objective D	Status	Actions	Responsibility	Timeline	Budget
Develop Board P.R./Marketing		Develop structure, roles and responsibilities.	Governance Committee	Nov 2010	

Committee.		Recruit members for Committee.	Nominating Committee	ASAP	
		Develop branding messages based on Program and Financial objectives.	P.R./Marketing Committee	TBD	
		Improve upon use of social media to communicate mission.	P.R./Marketing Committee	TBD	
		Develop and implement annual communication and marketing plan in partnership with Program Committee and staff, Chair of Finance Committee, and Chair of Development Committee.	P.R./Marketing Committee	TBD	
GOAL FIVE: Bridge Communities commits to ongoing advocacy, education and nurturing of far-reaching efforts to eradicate homelessness.					
Objective	Status	Actions	Responsibility	Timeline	Budget
Continue local, state and national advocacy efforts.		Empower key staff to provide leadership.	Joyce	Ongoing	
		Utilize website and other social media tools to educate, advocate and build key networks.	P.R./Marketing Committee, Joyce	2012	