



South Bend Heritage

Five Year Strategic Plan 2018-2022

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INTRODUCTION

This strategic plan was produced over a ten (10) month timeline during 2017 and 2018. The plan was developed to identify current and long range community problems that might be addressed by South Bend Heritage (SBH) per its Purpose and Vision for the community. The plan guides the commitments and actions of SBH over a five (5) year period (Jan 2018-Dec 2022) to enhance the beauty and value of South Bend neighborhoods and to empower residents and businesses.

The plan was produced with the assistance of *Impacto Consulting - Sid Mohn*, South Bend Heritage board members, staff, community stakeholders, and SBH customers were extensively involved in the strategic planning process. Numerous workshops, surveys, key person interviews, data studies and review sessions were completed to create the plan.

The plan is comprised of four (4) sections:

- » Organizational Background (Vision/Purpose/Values, Staffing & Budget, Business Model, History)
- » Business Environment (Internal/External Factors, SWOT & Risk Assessment)
- » Strategic Focus Areas
- » Dashboard of Key Performance Indicators
- » Other strategic SBH reference documents- Asset Management Plan, Resource Development Plan, Annual Operating Plan, Real Estate Pipeline Projections and various city plans.

PLAN FORMALLY APPROVED: APRIL, 2018 SBH BOARD OF DIRECTORS MEETING



PLAN PROCESS SUMMARY

CONTINUING THE LEGACY // NEW CHALLENGES // NEW OPPORTUNITIES: A STRATEGIC LEADERSHIP PLAYBOOK

» SCOPE OF WORK - OVERVIEW:

Provide individual leadership mentoring to the Executive Director and facilitate the development of a strategic framework for organizational leadership for the period 2018-2020.

» ASSESSING WHERE WE GO FROM HERE: JUNE 2017 – OCTOBER 2017

Development and tabulation of a survey to key staff and key Board Directors soliciting their input as to organizational opportunities and challenges. Draft an assessment summary based on the survey, with additional interviews for clarification if needed (including a roster of critical issues) for review by the Executive Director; refine the assessment summary with the Executive Director and key Board and staff members. Develop in-depth analysis of identified critical issues: Convene a working groups to reflect on a value infrastructure for the organization as a "bridge" between Purpose and Strategic Direction. Facilitate Board Executive Committee review of the draft Organizational Values and Strategic Framework.

» LEADING THE CHARGE: EXECUTIVE MENTORING OCTOBER 2017 – MARCH 2018

In concert with the key staff and board, develop a roster of leadership objectives essential to deliver the strategic framework (possible topics include retaining existing consulting relationships and expanding consultancy portfolio, pipeline analysis, external relations priorities, new business development, community profile, etc.).

» ANALYSIS OF STRUCTURAL CHANGES/PARTNERSHIPS ESSENTIAL TO DELIVER STRATEGY: APRIL 2018



ORGANIZATION

PURPOSE

To enhance the beauty and value of neighborhoods and empower residents, through collaboration, physical transformation, advocacy and education.

VISION

A united community where diverse neighborhoods are considered choice places to live and operate business, and where all residents have equitable and just opportunities to reach their full potential.

BOARD

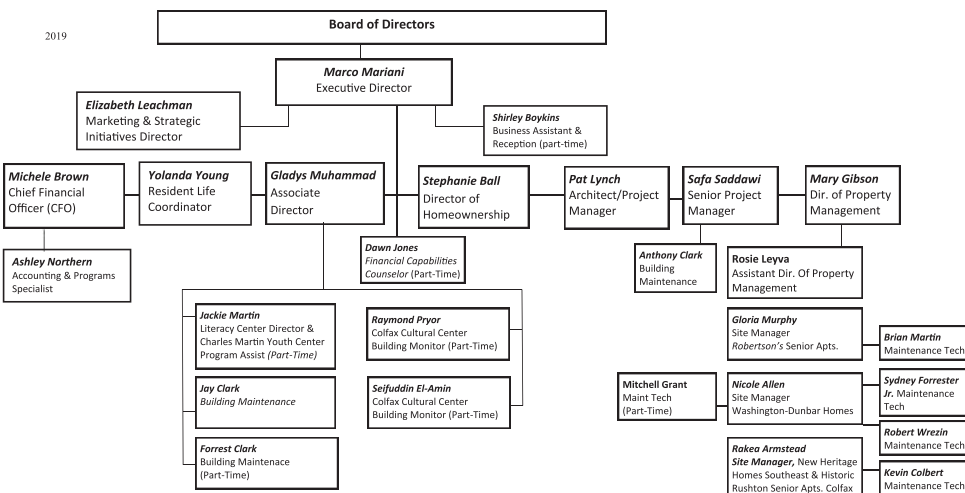
SBH is governed by a 25 member (maximum) board of directors. According to the SBH by-laws and Certified Housing Development Organization (CHDO) requirements, 50% of board members are required to live or operate a business in areas served by SBH. While board members do not have formal term limits, members are encouraged to serve two consecutive 3-year terms. The board conducts a nomination process annually and always strives to create a diverse membership that reflects the neighborhoods served by SBH and the board expertise needed to function at a high level. The board maintains five (5) committees that team with staff to Set Direction, Ensure Resources and Provide Oversight. The board also completes an organizational self-assessment every three (3) years that is used to educate and provide insights into the performance of the board in governing the organization. New board members receive a formal orientation from staff and various long-standing board members stressing board roles, responsibilities and expectations.

SBH BOARD COMPOSITION

FEMALE	13
# MINORITY (Race)	12
# RESIDENT OR BUSINESS SERVING TARGET AREAS	12
LAW	0
REAL ESTATE DEVELOPMENT	1
FINANCIAL	6
GOVERNMENT	1
ARTS-EDUCATION	3
HEALTH-HUMAN SERVICES	9
BUSINESS (PRIVATE)	2
ARCHITURE/PLANNING/ENVIRONMENT	1
FINANCE/FUND DEVELOPMENT	2
TOTAL	25

STAFF

South Bend Heritage Foundation Organizational Chart



The staff of SBHF consists of eleven full-time and six part-time positions. Because the staff is small, each member tends to carry out duties without support personnel. SBH also employs interns from several area colleges and universities and engages numerous volunteers for event/-committee support. SBH also utilizes various employment programs for senior citizens, such as National Able to assist with numerous administrative functions.

BUDGET

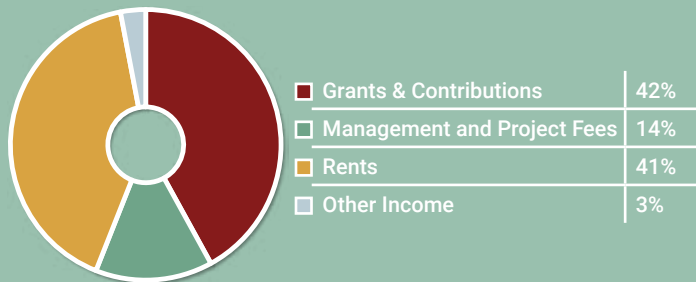
LINE OF BUSINESS BASED BUDGET

PLANNING & REAL ESTATE DEVELOPMENT | HOME OWNERSHIP DEVELOPMENT | COMMUNITY BUILDING AND ENGAGEMENT

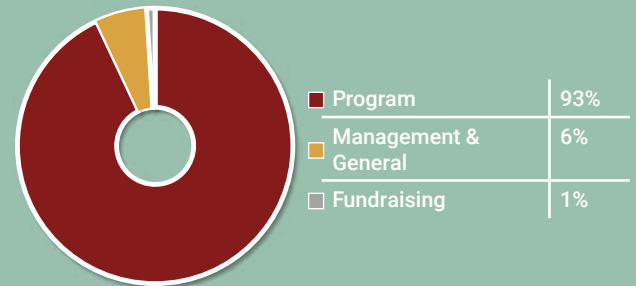
SBH has numerous subsidiary corporations related to its residential and commercial properties that are included in its budgeting/accounting process (consolidation). The Board Finance Committee and SBH staff establish the annual budget, operating assumptions, and monitor performance (budget to actual) on a quarterly basis. The SBH operating budget generally ranges from \$2.5m to \$10m depending on real estate development activity. SBH real estate activity generally subsidizes other lines of business. SBH also maintains a working line of credit and modest operating reserve to explore new ventures.



REVENUE



EXPENSES



LINE OF BUSINESS BASED BUDGET

	2018 Consolidated Budget	Budget: Real Estate Development	Budget: Residential Property Mgmt	Budget: Commercial Property Mgmt	Budget: Community Building & Engagement	Budget: NNRO	Budget: Admin.
Revenues:							
Grants/Contributions	170,000	-	58,000	-	63,684	-	48,316
NeighborWorks America	150,000	-	-	-	-	-	150,000
Government Contracts	430,000	430,000	-	-	-	-	-
Construction Contracts	4,300,000	4,300,000	-	-	-	-	-
Fee Income	478,034	2,350	-	106,000	78,250	291,434	-
Other Income	290,146	247,786	37,347	-	-	-	5,013
Rental Income	2,409,172	-	2,023,421	298,297	87,454	-	-
Gain/Loss on Sales	-	-	-	-	-	-	-
Total Income	8,227,351	4,980,136	2,118,768	404,297	229,388	291,434	203,329
Expenses:							
Salaries	1,131,692	154,373	487,673	58,600	150,180	163,380	117,485
Payroll Taxes	96,926	11,601	42,576	5,116	13,111	14,264	10,257
Benefits	112,661	23,659	25,912	563	4,506	28,165	29,855
Management Expenses	706,174	27,239	245,137	161,280	96,481	23,825	152,212
Project Expenses	4,378,400	4,378,400	-	-	-	-	-
Holding Costs	50,000	50,000	-	-	-	-	-
Occupancy	1,183,538	-	583,723	136,545	135,866	-	327,404
Depreciation	187,046	-	121,580	28,057	28,057	-	9,352
Forgiveness of Debt Income	(415,000)	-	(415,000)	-	-	-	-
Total Expenses	7,431,438	4,645,271	1,091,601	390,161	428,202	229,634	646,567
Net Income/(Subsidy)	795,913	334,864	1,027,167	14,136	(198,814)	61,800	(443,238)



AREAS & POPULATION SERVED

Historically, SBH has served the residents (primarily low-moderate income families) of the Near West-side Neighborhood as its primary target area. The neighborhood is within Census Tracts (CT) 19, 20, and 21 that surround downtown South Bend. The African American population in these CTs ranges from 48% - 72% and the medium household income in these CTs ranges from \$11,509-\$21,450 (among the poorest in the county). The combined average poverty rate within these CTs is nearly 50%.



SBH has developed and/or maintains:

- » \$70m in direct residential & commercial projects
- » \$380m in partnership projects
- » 324 rental units in four main apartment communities
- » 160,000 sq. ft. of mixed use, office, cultural and educational space in seven buildings
- » 100 +/- jobs generated or sustained annually from SBH activity



TIMELINE



1970s

SBH was officially established as an Indiana Not-for Profit Corporation in 1974. Throughout much of the 1970's SBH focused on basic community organizing in the Near West Side Neighborhood, urban planning and organizational development. During the 1970's SBH secured a small staff and regular operational funding. It partnered with the City of South Bend and Indiana Landmarks to save older homes and buildings via a revolving loan fund, targeted historic house moves and small acquisition/rehab projects.

1980s

During this period SBH expanded its partnership with the City of South Bend to establish a large Tax Increment Finance (TIF) district for the Near West Side Neighborhood. As a result of the new district, SBH was able to begin planning for major commercial and residential developments. SBH also affiliated with the Center for Community Change, Washington D.C. to grow its capacity in community organizing. SBH hired a full-time community organizer and launched numerous events. A new office along West Washington Street was also established and a cultural center was developed along the Lincolnway West commercial corridor. SBH also began assisting the Monroe Park neighborhood on the south side of town at this time which was suffering from the effects of failed urban renewal strategies.



1990s

SBH completed four (4) major Low-Income Housing Tax Credit developments during this period, adding 270 high quality apartment units to the community. The Chapin Street Market & Health Clinic were also opened adding 30,000 sq. ft. of new commercial space to the Near West Side Neighborhood. SBH also expanded its single-family rehabilitation and new construction efforts by establishing a Targeted Urban Realty Fund (TURF), Lending Enterprise for Neighborhood Development (LEND) and CA\$H+. New partnerships were also established with the University of Notre Dame and Memorial Health System to increase organizational capacity so that special community health enhancement projects could be implemented. A Property Management division was added at this time and the Charles Martin Youth Center was also opened along the Lincolnway West Commercial Corridor.



A crowd gathers outside the house shop operated by Maria Chavez at 1549 W. Washington St. in a scene familiar to passers-by.
 Another familiar scene: Maria on West Washington. Car's sign, conversation's on hand.
 SBH Building June 18, 1989



TIMELINE

2000s

SBH became a chartered member of Neighbor Works America (NWA) in 2002 growing its access to expert technical assistance and grant funds as a full-fledged Community Development Corporation (CDC). It also re-organized staff around four primary lines of business: (Homeownership Promotion & Preservation, Planning & Real Estate Development, Community Building & Engagement and Property Management). During this time of expansion, SBH also led numerous commercial real estate ventures such as the new Studebaker Museum, Fire Station #2, Studio Arts Center, Credit Union branch office, Marycrest office building (64,000 sq. ft.), and the Civil Rights Heritage Center.

Most important during this period, SBH contracted with the Northeast Neighborhood Revitalization Organization (NNRO) to provide management, planning and development services for the revitalization of the neighborhood south of the University of Notre Dame. SBH also developed a new partnership with the Salvation Army to fundraise for a Kroc Center, began planning for housing tax credit projects and committed to a foreclosure prevention effort through Neighbor Works America. Major shifts were developing in the community development industry throughout the decade. Long available grant funds were reduced or eliminated causing SBH to develop new lines of business, end unsustainable programs and adapt to uncertainty in the marketplace.

2011 - 2013

SBH experienced a great deal of success during this period. Two exiting housing tax credit developments were rehabilitated (New Heritage Homes Southeast & Washington Dunbar) and a new senior housing tax credit development was completed (Historic Rushton Apartments). After years of planning, The Triangle Housing development began (52 new homes- see image right), the Kroc Center was opened and the University of Notre Dame Center for Arts and Culture was welcomed to West Washington Street.

SBH also welcomed a new executive director at this time that marshalled a significant amount of organizational change as key staff in the organization retired, positions were eliminated and new projects were initiated. The external environment was also becoming increasingly uncertain as a new Mayor continued to establish fresh city priorities to address a wide array of problems and opportunities.

2014 - 2017

The beginning of this period was difficult with the passing of SBH's founding director Jeff Gibney. Organizational change was very prevalent during this period with new staff and evolving focus areas. SBH also celebrated its 40th year anniversary with a grand party attended by old and new friends.

During this time SBH stayed true to its roots and collaborated on the Group Violence Reduction Initiative. Several art programs and expansion of the resident services program were initiated. A renewed focus on single family home construction and homeownership education emerged as well. A new partnership with Rebuilding Together offered fresh opportunities for growth, while work with the NNRO focused on completing the Triangle housing development.

The two most significant events were the development of South Bend Mutual Homes Housing Cooperative and Oliver Apartments. Each of these multi-million dollar housing developments provided unique solutions for community housing challenges.



BUSINESS MODEL

Beyond Physical Development // Strong People, Strong Neighborhoods

SBH takes a holistic approach to community & economic development. Meeting the myriad of challenges that cities face today is a daunting task for any community development corporation or private business. Creating diverse, shared neighborhoods of choice and assisting families confronting crisis are complex endeavors. Our efforts often occupy a unique space within the marketplace- one that bridges the gap between public good and the creation of marketplace value.

At SBH we strive to engage people first in our work to transform neighborhoods. Likewise, partnerships are critical in our efforts whether they are about after school programs, art exhibitions or assisting a small business owner. In all of our activities, enhancing the beauty, value and effectiveness of neighborhoods and their residents is at the center of our purpose... beauty in the form and functions of buildings, value in terms of building economic worth and effectiveness in the ability of people to improve their lives.



The graphic above identifies the basic elements of the SBH business model. SBH endeavors to align these aspects into a sustainable business operation that is adaptable and ready to seize new opportunities that will improve the community.



Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
<ul style="list-style-type: none"> City of South Bend NeighborWorks America Northeast Neighborhood Organization (NNRO) Financial Institutions Real Estate Companies (Sales and Management) Funding Partners for Special Events Project Specific Partners (ever-changing) IUSB - Civil Rights Heritage Center UND - Hansel - ND Cultural Center Logan, Memorial Hospital, St. Joseph Hospital, TCU, etc. 	<ul style="list-style-type: none"> Community Organizing and Advocacy Art and Education Planning and Real Estate Development Asset and Property Management 	<ul style="list-style-type: none"> For the residents and businesses of South Bend's challenged neighborhoods who desire advocacy and quality affordable housing, South Bend Heritage Foundation offers resources for education, advancement, and expression, as well as beautiful properties that deepen community engagement and pride. Unlike absentee landlords who often lack standards of quality upkeep, maintenance and rehabilitation, we care deeply about developing South Bend neighborhoods for future generations. 	<ul style="list-style-type: none"> Landlord Advisor/Counselor Advocate Developer Designer 	<ul style="list-style-type: none"> Tenants in residential properties Tenants in commercial properties Income eligible homeowners Families/Individuals facing foreclosure Participants in programs and events South Bend residents
Cost Structures	Key Resources	Revenue Streams	Channels	
<ul style="list-style-type: none"> Staff and Operations Real Estate Development Property Maintenance Programs and Services 	<ul style="list-style-type: none"> Colfax Campus (4 buildings) Commercial Properties Residential Rental (285 units) Single Family Homes for Sale 	<ul style="list-style-type: none"> HUD - CDBG and HOME (gov't contracts) Tax Incremental Financing (TIF) NeighborWorks America Fees for Service (i.e. NNRO, etc.) 	<ul style="list-style-type: none"> E-Newsletter Website Annual Reports News Media Staff and Board Outreach 	<ul style="list-style-type: none"> Grants: private foundations and trusts Private donations Interest Income from CFSIC (Leighton Award)

BUSINESS ENVIRONMENT

SBH operates in St. Joseph County, Indiana, located in the northwest part of the State just south of the Indiana/Michigan state line. Although SBH is incorporated to work anywhere in St. Joseph County, the majority of work is provided in two urban South Bend neighborhoods. South Bend is the 4th largest city in the State and considered to be a “mid-tier” City. According to the 2010 US Census, the population of the City is slightly over 100,000 and the population of the St. Joseph County is just over 265,000. The City is located close to major transportation and owes much of its economy to its central location near Chicago and Cleveland along major interstates, I-80 and I-94.

South Bend has changed dramatically since the 1960's when the manufacturing economy began to wane. The City's population decreased slightly while that of the County grew. As the Caucasian population (91% of County residents) moved to the suburbs, the ethnic and cultural mix of the City's population has changed. South Bend has evolved from being an almost entirely Caucasian city to a city that is very diverse. In 1960 the minority population of the City was less than 10%; in 2010 the minority population of the City approached 40%, a 10% increase from 2000. Today, 80% of the County's minority population lives in the City of South Bend (80% of the African American population and 70% of the Hispanic/Latino population).

Major Employers

Company Name	Industry	# Employees
University of Notre Dame	Higher Education	5,802
Beacon Health System	Health Care	4,683
South Bend Schools	Public Schools	3,615
Saint Joseph Health	Health Care	2,626
IN Univ. SB	Higher Education	1,277
City of South Bend	Government	1,139
AM General	Manufacturing	800
Honeywell	Manufacturing	700
Press Ganey	Health Care Analysis	694
Liberty Mutual Insurance	Insurance	650



SWOT ANALYSIS

2018-2021 Strategic Plan SWOT and Risk Assessment: Throughout 2017 numerous internal staff and external stakeholder engagements were completed. Several specific Strengths, Weaknesses, Opportunities and Threats were identified.

STRENGTHS

- » Capacity to develop large scale real estate developments
- » Strong property portfolio in affordable housing
- » Ability to adapt to new circumstances
- » Partnership reputation and delivery on promises

WEAKNESSES

- » Staff and board are too humble in celebrating organizational strength and accomplishment
- » Limited ability to scale up events/programs or expand work geographies
- » Fiscal Vulnerability
- » Lack of a dedicated on-staff fund raiser

OPPORTUNITIES

- » Emerging neighborhoods that require CDC skill set
- » Permanent Supportive Housing Interest
- » Re-imagining the Charles Martin Youth Center
- » City-wide focus on apartment development

THREATS

- » Confusion in the Community & Economic Development marketplace at the government level
- » Saturation of housing speculation/programs (new and rehab) by public and private entities.
- » Staff disorganization (turn over, differing focuses, disalignment with needs)

Based on broad community stakeholder input six (6) items were identified as potential broad risk areas for South Bend Heritage.

1. Drifting away from one its core founding competencies as a leader in advancing social justice.
2. Deprioritizing the importance of a shared leadership role between the Executive Director (Long Term Financial and Strategic Vision) and the Associate Director (Short Term Engagement and Current Events) in advancing organizational health and neighborhood transformation.
3. Missing opportunities to advance the organization and its activities as a “best practice model” in holistic community and economic development throughout community to support organizational stability.
4. Limiting the organizations sphere of influence to long standing partner neighborhoods rather than expanding to new geographies.
5. Being too passive in clarifying and communicating the organizational brand and promise to the community, restraining community engagement opportunities.
6. Under-resourcing all fund development activities in a hyper competitive non-profit marketplace.



GOALS

SBH has established seven Commitment Statements that guide numerous SMART goals for every line of business and functional work area for the organization. The information is contained in a Action Matrix (see excerpt below) that also notes- Program/Project, Objectives, Activities, Outcomes, Timeframe and Lead Staff. SBH uses this Matrix to set its annual operating plan and as a strategic planning touchstone for board members.

OUR COMMITMENTS

- » Understand the priority concerns of the community in order to engage with the passions, talents, and abilities of the residents to build a better South Bend.
- » To provide quality, sustainable, and affordable housing and commercial rental properties throughout our community.
- » To be a leader in the production and preservation of homeownership for individuals and families in our community.
- » To be a leader in the planning and development of transformative projects in our community.
- » To sustain the financial health and mission impact of the organization.
- » To be recognized throughout the community as an advocate and partner in community building & engagement initiatives.
- » To strengthen the organizational knowledge, skills, and effectiveness of Board and staff members.

Function	Program/Project	Objectives	Activities	Projected Outcomes	Timeframe	Lead Staff Member
Financial Management & Fund Development						
Directional Goal A.1. Implement a program-based line-of business system to assess the impact and profitability of programs, projects and operations to inform financial decisions.						
A.1	Program Based Budget	Assess impact and profitability of programs, projects and operations	<ul style="list-style-type: none"> •Create budget based on expenses and revenues for each program and project •Review budgets with staff and finance and fund development committees 	Make informed financial decisions to improve fiscal health and mission impact	Ongoing	CFO, Finance & Fund Development Committee
A.1	Monitoring of income vs. costs for Colfax Campus	Continue to monitor costs of maintaining campus	<ul style="list-style-type: none"> • Maximize income to support operations, maintenance and improvements of campus buildings •recognizing that the campus operates at a loss •evaluate cost saving mechanisms, attempt to reduce costs by 5% by end of 2013 	Increased funding for maintenance and operation,	Ongoing	CFO, Finance & Fund Development Committee
A.1	Operations	Keep Reserve of Base-Line Operating Cash	<ul style="list-style-type: none"> •When possible deposit cash into reserve •Seek out ways to reduce monthly costs to increase reserve •Use reserve only on as needed emergency basis 	Maintain 3 Months of Base-Line Operating Cash in Reserve	Ongoing	CFO
A.1	Operations	Achieve positive debt to equity ratio	<ul style="list-style-type: none"> •Continue to reduce debt by paying down and seeking lower interest rates •Explore possibilities of selling of assets to reduce debt 	Maintain 1:1 debt to equity ratio	Ongoing	CFO



AREAS FOR STRATEGIC FOCUS

An Eight Fold Agenda

Based on data from a 2017 assesment of online surveys and one-on-one interviews reflecting diverse sectors within the South Bend community

1. CLARIFYING AND COMMUNICATING PURPOSE

- » Refresh the purpose statement to be more inclusive
- » Craft an organizational tagline to effectively communicate purpose to the community, reflecting on the focus of the efforts to economic vitality, reduce poverty and social marginalization.
- » Feature purpose statement and tagline prominently in all print and electronic materials

2. TAKING LEADERSHIP

- » Expand the SBH leadership role in the development of citywide revitalization initiatives, including affordable housing and efforts to assist low income and marginalized individuals and communities
- » Be a stronger advocate for social justice, educational opportunity, public safety, and economic empowerment

3. SIAMESE STRATEGY

- » Facilitate inclusive neighborhood transformation through the physical development of commercial and residential properties
- » Facilitate neighborhood transformation through diverse and inclusive community participation, education, and empowerment

4. DEVELOPING A BEST PRACTICE MODEL

- » Define a best practice community investment model, focusing on the development of residential and commercial properties and the reimagining of the Charles Martin Youth Center
- » Ensure process for input from targeted community groups and for the development of neighborhood participation and leadership

5. EXPAND GEOGRAPHICALLY

- » Engage with neighborhoods and partners where SBH could assist in fostering growth and innovation
- » Understand the competitive marketplace in neighborhood development and identify potential collaborations

6. BALANCED WEIGHT TO COMMUNITY ENGAGEMENT

- » Ensure a more balanced investment between resident engagement, education, and empowerment and project related work

7. TELLING THE STORY

- » Implement precise and clear messaging around the purpose statement.
- » Increase brand awareness through a focused strategy of printed materials, social media, web presence, and press relations
- » Revitalize existing events and seek out new, innovative signature events

8. FUELING THE ENGINE

- » Define a multi-year fundraising plan that stresses major gift strategies
- » Evaluate internal staffing structure to ensure efficiency, innovation, and recognized expertise
- » Explore new ways for neighborhood associations and other key partners to engage SBH as a partner in neighborhood development efforts



EVALUATION



Projects and programs are evaluated and measured in a variety of ways to ensure quality and to determine strategies for improvement.

EXTERNAL

- » Quarterly reports are filed with Neighbor Works® America on all lines of business.
- » Evaluation reports to grant funders of various programs including: After School Literacy Program; Robertson's Residential Life Program; Art Exhibits; other funding designated for a specific purpose (i.e. maintenance and repair of SBHF real estate).
- » Program evaluations from participants in Leadership Training, Residential Life, etc.
- » Quarterly reports to funders of Foreclosure Prevention.
- » Inspections and compliance reports provided to funders on real estate development projects.
- » Annual financial audits.

INTERNAL

- » Monthly reports provided by 3rd Party Residential Property Management (PM) monitoring progress toward PM goals.
- » Quarterly review key indicators as outlined on a Dashboard of Key Performance Indicators.
- » Bi-Annual review of goals by line-of-business.
- » Annual performance review of staff.
- » Quarterly review of financials (Budget to Actual)

LINE OF BUSINESS/CATEGORY	INDICATOR	BASELINE	TARGET	RANGE KEY		
				Celebrate	Monitor	Act Now
Financial Management						
	Fund Development-Stewardship					
	% of Donors that gave \$100-\$999 unrestricted last yr: renewed this yr.	98%	100%			
	% of Donors that give \$1,000-2,499 unrestricted		TBD			
	Amount of Individual & Foundation Gifts (Annual Fund... Giving Societies)		TBD			
	Board of Directors Donation to SBHF	60%	100%	100%	90-100%	<90%
	Amount of existing unrestricted/expendable or admin grants funded (NWA, City, other...)		TBD			
	Amount of new unrestricted/expendable or admin/operating grants funded		TBD			
*	Amount of new capital or project restricted grants funded (NWA, CDBG, HOME, SJCCF, other)		TBD			
*	Total Unrestricted dollars raised		TBD			
	New Individual Donors Annual		TBD			
	New Major Donors (\$2,500+) Annual Fund- focus on Colfax Campus Operational Support	0	4	4	2 to 3	<2
	All Gifts and grants acknowledged within ten days of receipt	95%	100%	100%	-	-
	Diversity of funding Sources					
	% Fee	44%	44%	44	38-43%	<38%
	% Rents	14%	16%	14	10 to 13	<10%
	% Government (grants)	36%	30%	32	33-40%	>40%
	% Individual & Foundation	10%	10%	10	7-9%	<7
	Operations					
*	Months of Base-Line Operating Cash In Reserve	2	3	>3	1.5-2.9	<1.5
	Debt to Equity Ratio	1.1	1.1		1.43-1.99	>2.0
	Audits and 990's Complete (SBHF & Subsidiaries)	May	April	April	May	June
	Projected Year-End Cash (in weeks)	6	10 wks		8-10 wks	<8wks
	Assess Accounting & Procedures Manual	18 mo	1 per yr	1 per yr.	18 mo	24 mo
	Monitor Grant Fund Contracts to Ensure Compliance (timesheets)	annual	6mo	6 mo	8 mo	10 mo
	Integrate use Program Based Budget to make strategic decisions for financial viability	1per/yr	Quarterly			
	Review Balanced Budget & and Worst Case/Break Even Budget (including Assumptions)	1 per/yr	Quarterly	-	-	-





South Bend Heritage

**South Bend Heritage Foundation
803 Lincolnway West
South Bend, IN 46616
574.289.1066**

