

EXPANDING OUR HORIZONS

By Steve Schwartz, Executive Director

As I reflect on the past year at BHA, I am struck by how far we've come. When I came to BHA in April 2004, we had just come out of a long stretch without an Executive Director and ended the fiscal year significantly in the red. We also ran a deficit my first full year.

At the same time, there were signs of change on the horizon. Our individual and church support bases were growing. New funders were taking an interest in our work. We were working hard to control costs. Four years later, our staff has grown, new components have been added to our transitional housing program, and we are preparing for growth in the coming year. Even with all of this expansion, we have operated on a cash flow positive basis the last three years. *These are all reasons to celebrate.* Some of the major developments of 2007-2008 follow.

Bagwashi Circles

The newest component to our transitional housing program has been our Bagwashi Circle initiative. Through Bagwashi Circles, we work to strengthen the quantity and quality of supportive relationships, or the Bagwashi



At our Annual Banquet, Megan shares the progress she's made in achieving her goals during her time at BHA.

Circle, surrounding each participant family ("Bagwashi" is an African word meaning "those that help one another"). Strong friend and family ties are key to long-term stability, so we put significant effort into assessing each participants' support network. We include the existing support network in participant's goal plans, and we seek to expand the network with trained volunteer mentors. Jennifer Rash has been working since late 2006 as our Bagwashi Coordinator. Jennifer spent much of 2007-2008 researching mentoring programs and social capital, recruiting volunteer Bagwashi Circle members, and working with the women that we serve to look closely at their relationships.

Strategic Planning and Program Review

Through a capacity building grant from the U.S. Government's Compassion Capital Fund, we were just launching an 18-month comprehensive strategic planning and program review process as the fiscal year began. Guided by Skip Brown, an organizational alignment consultant, our board and staff worked together to update our strategic plan and develop the following goals:

1. Increase board size and diversity
2. Strengthen, grow, and make more effective the Transitional Housing Program
3. Attain staff structure and competencies necessary to achieve our vision and mission
4. Assure financial sustainability of BHA
5. Re-evaluate BHA's vision, mission, and program components

We updated our vision and mission statements, and drafted a core values document. The staff then spent countless hours focused on goal number

two: evaluating every aspect of our transitional housing program. The purpose of this process was to ensure that everything we do is aimed at the following "outcomes," or results, that we hope each family we serve will achieve during their time at BHA:

- Achieve a greater degree of economic self-sufficiency
- Develop and practice quality parenting approaches and skills
- Achieve a healthy, balanced lifestyle and contribute to the community
- Develop a healthy and active support system
- Obtain/maintain permanent housing

Program Expansion

With growth in both staff and funding, along with the improvements to our service delivery, we are now poised for growth. With this in mind, BHA's Board of Directors has set in motion a plan to grow the size of the program from serving 9 families to serving 20 families within the next 3 to 5 years. Our first incremental step toward this goal will take place in January 2009 when we expand to serve 12 families. Because of the infrastructure that we have in place, we can expand the number of homeless families that we serve by 33% while increasing our bottom line by just 5%.

To accomplish the Board's long-term goal of serving 20 families, we need to cultivate additional resources. Therefore, in addition to seed money from a local couple, we sought and received a grant from the United Service Foundation to fund a full-time development position for the next three years. In March 2008, we hired Heather Kelly, a local attorney, to serve as our first full-time Director of Development.

Board Growth

BHA welcomed three new Board members during FY 2007-2008:

- **Debra Heath-Thornton, Ed.D.**, Associate Professor of Criminal Justice and Sociology at Messiah College
- **Twila Glenn**, a Realtor with Century 21 Piscioneri Realty, Inc.

- **Cynthia A. Wells, Ph.D.**, Boyer Fellow and Assistant Professor of Interdisciplinary Studies at Messiah College

Debra, Twila and Cynthia have all been invaluable additions to our leadership team.

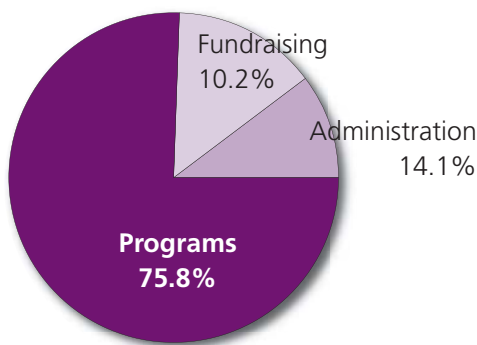
Participant Achievements

As you read these achievements, please keep in mind our participants can be in our program for up to two years. Therefore, success in some areas may not be achieved in their first year with us due to the comprehensive nature of our program.

- 64% of participants demonstrated money-management knowledge
- 64% of participants used a budget and paid bills on time consistently
- 57% of participants increased their income to livable wage
- 58% of participants successfully completed parenting curriculum
- 67% of participants gained understanding of their support system's assets and gaps
- 33% of participants* had regular contact with members of their Bagwashi Circle for friendship, mentoring and mutual support

- 33% of participants* improved their Bagwashi Circle in size and strength
- 93% of participants contributed to the community through participation in BHA community tasks and broader community involvement/volunteerism
- 72% of participants obtained permanent housing upon program discharge

* The Bagwashi Circle initiative was being researched and formulated during this fiscal year ending March 31, 2008, so not all families were matched with Bagwashi volunteers by year end.



Expenses

Programs (75.8%)	\$302,218
Staffing	\$160,002
Utilities	\$43,241
CCF Grant Expenses*	\$19,635
Depreciation	\$19,083
Repairs and Maintenance	\$13,129
Mortgage Interest	\$12,110
Public Relations	\$10,057
Family Support	\$7,155
Insurance	\$5,967
Other	\$11,839
Administration (14.1%)	\$56,073
Staffing	\$36,438
Accounting/Audit	\$8,300
CCF Grant Expenses*	\$8,185
Utilities	\$608
Depreciation	\$399
Other	\$2,143
Fundraising (10.2%)	\$40,628
Staffing	\$16,158
Events/Mailings/Supplies	\$11,905
CCF Grant Expenses*	\$11,790
Utilities	\$261
Other	\$514
Total Expenses	\$398,919
Operating Surplus	\$1,543

* These were expenses directly related to our Compassion Capital Fund capacity building project and paid for by that grant.

Financial Report

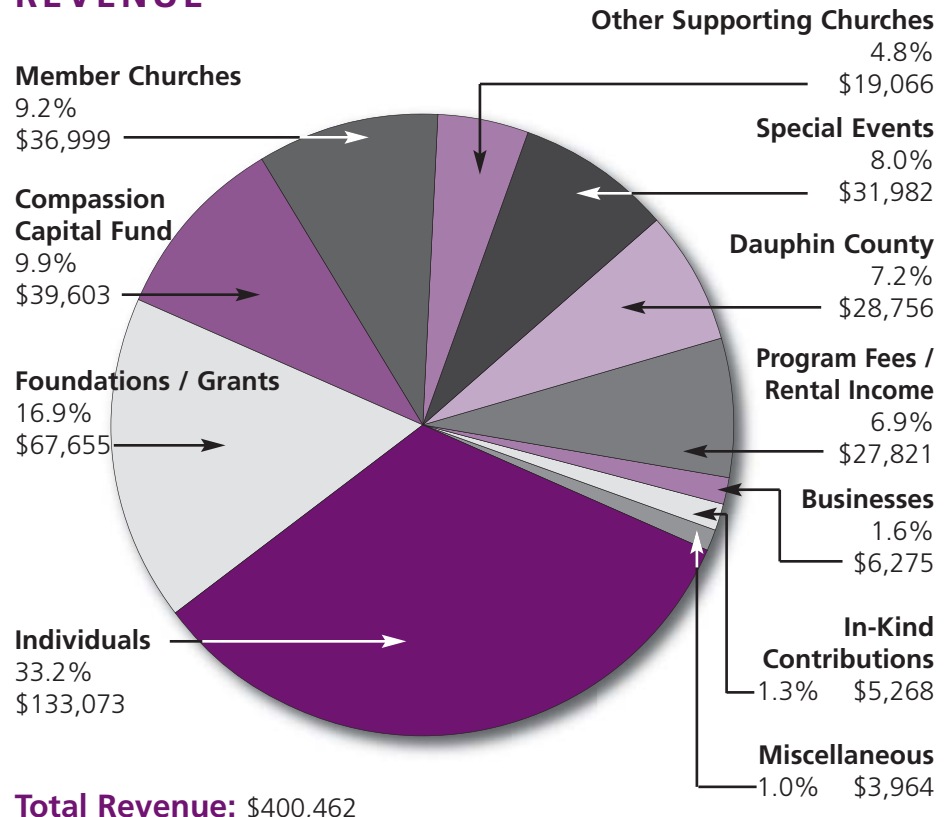
Fiscal Year Ending March 31, 2008

Individual donors continue to be our largest source of support. Giving from individuals has grown from \$39,353 in FY 2003-2004 (20.8% of all revenue) to \$133,073 in FY 2007-2008 (33.2% of all revenue).

Churches, grantmakers, local government, businesses and special events also provide vital support.

Note: For a complete list of donors, please visit the BHA website and click on Documents > Annual Report Fiscal Year Ending March 31, 2008 > Donor Listing. Sharing our donor list in this manner significantly reduces printing costs.

REVENUE



The official registration and financial information of Brethren Housing Association may be obtained from the Pennsylvania Department of State by calling toll free, within Pennsylvania, (800) 732-0999. Registration does not imply endorsement.