

THE BRIDGE HOUSE  
*Ending Homelessness in Grafton County*

# Strategic Plan 2010



THE BRIDGE HOUSE  
*Ending Homelessness in Grafton County*

This Strategic Plan was created by a team of Bridge House board members and staff:

Charles Clarkson, President

Jeffrey Brown, Treasurer

Elizabeth A. Trought, RN, PhD, Director

The Rev. Sarah C. Stewart, Director

Cathy Bentwood, Executive Director

Edited by the Rev. Sarah C. Stewart.

Funding for the Bridge House 2010 Strategic Plan was provided by the Express Grant Fund of the New Hampshire Charitable Foundation.

Support and guidance was provided by Don McGuinness and Lynn Post of Executive Service Corps.

## Table of Contents

<b>A Brief History</b>	<b>4</b>
<b>Vision and Mission</b>	<b>5</b>
<b>Why Strategic Planning? Why Now?</b>	<b>5</b>
<b>Services Provided</b>	<b>6</b>
<b>Core Competencies</b>	<b>6</b>
<b>Target Participants</b>	<b>6</b>
<b>Environmental Assessment</b>	<b>7</b>
<b>Strategic Goals</b>	<b>8</b>
<b>Provide appropriate shelter or referral for all people who come to the Bridge House, giving preference to people from Grafton County.</b>	<b>9</b>
<b>Improve case advocacy services, increasing both quality and capacity, with the goal of transitioning residents to permanent housing.</b>	<b>10</b>
<b>Manage, expand and diversify revenue sources to support anticipated incremental costs from other objectives.</b>	<b>12</b>
<b>Improve the efficiency and effectiveness of the Board of Directors so that it can accomplish and continuously evolve the Bridge House mission and vision.</b>	<b>15</b>
<b>Financial Projections</b>	<b>18</b>
<b>Works Cited</b>	<b>21</b>

THE BRIDGE HOUSE  
*Ending Homelessness in Grafton County*

## A Brief History

Even in idyllic rural New Hampshire, there are people experiencing homelessness. The word "homelessness" conjures up images of an urban problem. We imagine people sleeping on park benches, trying to keep warm next to grates on the sidewalk, and eating in soup kitchens. Yet it is also problem in picturesque rural communities across the country like Plymouth, New Hampshire.

Although fewer rural residents are homeless than urban residents, many fewer services are available for the poor and homeless in rural communities. The 1996 National Survey of Homeless Assistance Providers and Clients estimates that between 9 and 17 people per 10,000 rural residents are homeless. Only 9 percent of total services for homeless people are located in rural areas (Aron 47).

Citing a paper by Martha R. Burt, 1996, Laudan Y. Aron writes, "Many people homeless in rural areas double up with relatives or other families, or live in abandoned homes or substandard or severely overcrowded housing, often without plumbing or heat. Also, while few people sleep on the streets of rural towns, many live in their vehicles at campgrounds or in woods or remote hills and valleys (49)."

Plymouth needed a homeless shelter to house those in need. In the mid-eighties our community began addressing our local needs under the leadership of the Plymouth Ministries and the Rev. Bayard Hancock of the Church of the Holy Spirit. In 1987 a group of committed citizens began focusing on creating a shelter for those experiencing homelessness in our area. The Pemi Bridge House was started as a program of Tri-County Community Action Program (CAP), with its own advisory board. In 1989 the first shelter opened on Green Street in Plymouth, which could house up to 16 residents ("Short").

The success of early fundraisers gave the board and staff confidence that Pemi Bridge House could become an independent organization and build a new shelter. With a slight name change, Bridge House became an independent 501(c)3 not-for-profit organization in 2004. Since then, with the assistance of federal community action funds, the aid of the local CAP, a Plymouth-sponsored Community Guaranty Savings Bank Community Development Block Grant and enormous help from many businesses, churches and local individuals, the Bridge House has grown out of the original two bedroom home on Green Street into the excellent new facility located on the grounds of the Whole Village Family Resource Center. The new shelter opened its doors in May 2005 ("Short").

The new shelter is designed to provide housing and services to homeless people. It is next door to the services offered at Whole Village and the businesses on Tenney Mountain Highway. It is within walking distance of downtown Plymouth, providing opportunity for residents to work and connect with the community.

Kim Walters worked as the Pemi Bridge House Manager until 2005. Kim Giles served as Executive Director of the new Bridge House until July 2008. Cathy Bentwood, a longtime board member, became the Executive Director in January 2009.

## Vision and Mission

The Bridge House Vision:

To end homelessness in Grafton County.

The Bridge House Mission is to:

- provide emergency and transitional shelter and support for individuals and families.
- enhance the residents' ability to return to the community by providing the necessary support, skills and services to enable them to achieve healthy independence and permanent housing.

## Why Strategic Planning? Why Now?

Prior strategic plans have accomplished becoming an independent 501(c)3, the construction of the current shelter building, and the development of a case management system. It is time to evaluate how our shelter serves the community. Do we need more or different capacity? How can we focus on Grafton County?

We seek to improve case advocacy and prevent recidivism. We want to provide adequate case advocacy so residents “graduate” with a solid plan for avoiding future homelessness. This will involve partnerships with other providers who can help prevent homelessness.

The Board of Directors has, in the past, been energized by the construction of the new building. The board now needs to take a new direction in advancing the vision and mission of the Bridge House. We are aware of ongoing uncertainty about government funding, and so seek to diversify funding sources. We must communicate our mission to the philanthropic community.

## Services Provided

The Bridge House is a 20-bed shelter for women, children and men. It provides emergency and transitional housing to New Hampshire residents experiencing homelessness. It is the larger of two homeless shelters in Grafton County.

Support for Bridge House residents includes a literacy program, GED acquisition, access to mental health services, in-house anger management, and mandatory daily AA for people with any substance abuse history. Other programs have included substance abuse counseling with Horizon Counseling and dental care.

## Core Competencies

The Bridge House performs its core mission of providing emergency and transitional shelter for the homeless. Case advocacy and counseling are offered to every resident. Job and educational training are also available. Staff make every effort to refer all who contact the Bridge House to appropriate services, even if they do not become residents.

The Bridge House offers a unique, homelike atmosphere to its residents. It attempts to remedy the anonymity and powerlessness of being homeless by providing an environment where each individual is understood and valued. Residents report feeling welcomed into the communal environment of the Bridge House, and many graduates have returned to volunteer.

The Plymouth-area community has a good relationship with the Bridge House. The philanthropic community, as well as grant-making and religious organizations in the area, help support the Bridge House's mission. The shelter has a good reputation in the community and the state. These strengths are reflected in the Bridge House's healthy balance sheet.

## Target Participants

The Bridge House is best suited to serve people in particular circumstances. Owing to the family set-up and homelike atmosphere, the program is especially useful to women with children. Case advocates help such women achieve educational and work opportunities. Because of the emphasis on case advocacy and counseling, the Bridge House is also suited to serve people who are waiting for a spot in a drug or alcohol rehabilitation program, or evictees who need to repair their credit. The Bridge House provides mental health care for people with moderate mental illness or mental disability, as long as such residents are able to live in a group setting.

The Bridge House feels a special mission to serve Grafton County residents who are experiencing homelessness. Its close relationship to service providers and communities in the Lakes Region and the North Country makes the Bridge House a good fit for the local homeless population.

## Environmental Assessment

The Bridge House is currently financially stable but is heavily dependent on federal and state funds to underwrite its annual operating expenses. Private grant funding and individual donations are not growing. The current development plan is too reliant on a small and aging group of donors. Lower securities portfolio returns and a slow economic recovery may limit revenue expansion from private funding sources. The Board must beware “event fatigue,” which can limit new opportunities for private, non-foundation revenue growth.

Anticipated cuts to federal and state grants will stress future operating budgets. The Bridge House needs to be able to document its successes and justify its expenditures in order to weather political shifts, which affect overall human service funding levels. The ability to present fact-based funding justification will be vital.

In the human services industry, there is a growing trend towards the consolidation of Not-For-Profit (NFP) organizations in order to leverage administrative cost centers. Larger NFPs are now actively acquiring smaller NFPs.

Significant opportunities exist to engage key community stakeholders and grow the Bridge House’s brand recognition. These include limited use of local universities’ social service resources, graduate students and internship programs. The Bridge House currently receives token financial support from Speare Memorial Hospital, but has not sought more robust links with other organizations. Research is needed to assess the community’s recognition and perception of the Bridge House. Outreach to the community could help build a larger corps of volunteers.

After stellar work by prior boards to build and launch the new shelter building, the current trend is towards a more process-driven, less seat-of-the-pants operating style. To support this, the Board of Directors is seeking data on the effectiveness of the program’s scope and implementation. The Board also faces its own struggles to set clear goals and allow individuals on the board to contribute effectively.

## Strategic Goals

- I. Provide appropriate shelter or referral for all people who come to the Bridge House, giving preference to people from Grafton County.
- II. Improve case advocacy services, increasing both quality and capacity, with the goal of transitioning residents to permanent housing.
- III. Manage, expand and diversify revenue sources to support anticipated incremental costs.
- IV. Improve the efficiency and effectiveness of the Board of Directors so that it can accomplish and continually evolve the Bridge House mission and vision.

THE BRIDGE HOUSE  
Ending Homelessness in Grafton County

- I. Provide appropriate shelter or referral for all people who come to the Bridge House, giving preference to people from Grafton County.

**Strategy A:** Maintain current facilities, with official capacity for 20 people and unofficial capacity for 30.

**Tactic:** Create a Facilities Management Plan and a long-term Capital Maintenance Plan.

*Owner: Operations Committee*

*Date Due: First Quarter 2011*

*Notes: Incremental cost is expected to be under \$10,000 per year. Money to support preventive maintenance must be included in the annual budget.*

**Tactic:** Implement the preventive maintenance program in Tactic I.1.A.

*Owner: Operations Committee*

*Date Due: First Quarter 2011*

**Strategy B:** Develop a plan to better meet the needs of men and veterans.

**Tactic:** Investigate establishing a men's-only facility to serve 10 men.

*Owner: Board President to create a new task force, including non-board members.*

*Date Due: Begin the investigative process in First Quarter 2011, with a feasibility study to follow in Fourth Quarter 2011*

*Notes: Budget \$5,000 for consultants to conduct a feasibility study. A study should investigate veterans' needs for housing services and clarify the Bridge House's goal in providing services specifically to veterans.*

**Tactic:** Empower local veterans' organizations to adopt the mission of housing homeless veterans.

*Owner: Board President*

*Date Due: Second Quarter 2012*

II. Improve case advocacy services, increasing both quality and capacity, with the goal of transitioning residents to permanent housing.

**Strategy C:** Develop tracking system to measure quality outcomes.

**Tactic:** Collaborate with other human service providers to understand how they track outcomes.

**Owner:** Board President and Executive Director

**Date Due:** First Quarter 2011

**Tactic:** Use technology to better track outcomes for residents.

**Owner:** Executive Director

**Date Due:** Better tracking begun by First Quarter 2011; Assess effectiveness in First Quarter 2012; Working tracking system in place by Third Quarter 2012

**Notes:** If we are able to analyze our data using software we already have, costs may be marginal. New software would cost between \$5,000 and \$20,000 per year.

**Tactic:** Gather data on recidivism.

**Owner:** Executive Director

**Date Due:** Fourth Quarter 2012

**Strategy D:** Partner with permanent housing providers, including providers of workforce housing.

**Tactic:** Link to Plymouth Apartments, Plymouth Woods, and The Way Home, and others.

**Owner:** Executive Director

**Date Due:** Second Quarter 2011

**Notes:** Travel expenses for linkages with other providers estimated at \$500/year.

**Tactic:** Continue to provide case advocacy to Bridge House graduates.

**Owner:** Executive Director

**Date Due:** First Quarter 2013

**THE BRIDGE HOUSE**  
*Ending Homelessness in Grafton County*

**Notes:** *Hiring a half-time position to provide case advocacy to Bridge House graduates might cost \$30,000/year.*

**Tactic:** Educate the public to increase workforce housing.

**Owner:** *Board President*

**Date Due:** *Second Quarter 2011*

**Tactic:** Explore future workforce housing in the Lakes Region and the North Country.

**Owner:** *Board President to appoint task force including non-board members, and especially reaching out to volunteers from Plymouth State University and Spaulding Memorial Hospital.*

**Date Due:** *Task force appointed Fourth Quarter 2011*

**Notes:** *Review Transitional Housing Discussion by Charles Clarkson.*

**Strategy E:** Adequately refer active substance abusers.

**Tactic :** Assess numbers of potential Bridge House residents turned away because of active substance abuse.

**Owner:** *Executive Director*

**Date Due:** *Second Quarter 2011*

**Tactic:** Expand partnerships with drug and alcohol counseling providers.

**Owner:** *Executive Director*

**Date Due:** *Second Quarter 2012*

**Notes:** *Counseling costs are estimated at \$50/meeting/client.*

**Strategy F:** Ensure case advocacy services.

**Tactic:** Hire a full-time professional with a Master's of Social Work or qualifications in a related field to oversee case advocacy for all residents.

**Owner:** *Executive Director*

**Date Due:** *Job description and proposed budget by Second Quarter 2011*

**Notes:** *Cost for a full-time MSW estimated at \$60,000/year.*

III. Manage, expand and diversify revenue sources to support anticipated incremental costs from other objectives.

**Strategy G:** Diversify and increase funding sources to match strategic goals.

**Tactic:** Create Development Plan.

**Owner:** *Development Committee*

**Date Due:** *First Quarter 2011.*

**Tactic:** Investigate alternative funding sources, including corporate gifts, individual gifts, bequests, and grants to increase funding by a minimum of \$60,000 to accomplish strategic goals.

**Owner:** *Development Committee*

**Date Due:** *Second Quarter 2012*

**Tactic:** Consider hiring a part-time development director.

**Owner:** *Development Committee*

**Date Due:** *Second Quarter 2012*

**Tactic:** Increase support from area towns from \$5,000 to \$20,000 annually, ensuring that funding is a line item in each town's budget.

**Owner:** *Development Committee*

**Date Due:** *Second Quarter 2012*

**Strategy H:** Develop a strategy for managing unrestricted reserve funds.

**Tactic:** Identify and fund underfunded projects/programs.

**Owner:** *Executive Director and Finance Committee*

**Date Due:** *Second Quarter 2011*

**Tactic:** Identify and fund new projects and programs.

**Owner:** *Executive Director and Finance Committee*

**Date Due:** *Second Quarter 2012*

**THE BRIDGE HOUSE**  
*Ending Homelessness in Grafton County*

**Tactic:** Maintain safety of unspent principal.

**Owner:** *Finance Committee*

**Date Due:** *First Quarter 2011*

**Tactic:** Develop a long-term financial strategy, including possible endowment fund.

**Owner:** *Finance Committee*

**Date Due:** *Fourth Quarter 2011*

**Strategy J:** Improve financial reports to the Board of Directors and the public.

**Tactic:** Improve budgeting process to encourage input from the board, Bridge House staff, and the public.

**Owner:** *Finance Committee*

**Date Due:** *Third Quarter 2011*

**Notes:** *An ongoing list of budget priorities is needed.*

**Tactic:** Simplify financial reports.

**Owner:** *Treasurer*

**Date Due:** *Second Quarter 2011*

**Notes:** *QuickBooks Pro costs \$400.*

**Tactic:** Establish bookkeeping procedures to be used by bookkeeper and treasurer to track outcomes.

**Owner:** *Executive Director and Treasurer*

**Date Due:** *Second Quarter 2011*

**Tactic:** Post financial reports on [tbhshelter.org](http://tbhshelter.org).

**Owner:** *Treasurer and Webmaster*

**Date Due:** *Second Quarter 2011*

**Strategy K:** Stay informed of future funding opportunities and funding cuts.

**Tactic:** Create process to ensure attendance at state and regional meetings of similar providers and network with those providers.

**Owner:** *Executive Director*

**Date Due:** *First Quarter 2012*

**THE BRIDGE HOUSE**  
*Ending Homelessness in Grafton County*

**Strategy L:** Investigate the feasibility of becoming a Grafton County-only facility.

**Tactic:** Call welfare offices in Grafton County towns to learn how many homeless people have been turned away from the Bridge House each month.

**Owner:** *Finance Committee*

**Date Due:** *First Quarter 2011*

**Tactic:** Conduct feasibility study to evaluate opportunities in Grafton County and potential clients who could be served by such a shift, as well as the effect on funding and the Bridge House's reputation in the state.

**Owner:** *Finance Committee*

**Date Due:** *Second Quarter 2013*

IV. Improve the efficiency and effectiveness of the Board of Directors so that it can accomplish and continuously evolve the Bridge House mission and vision.

**Strategy M:** Engage the Board of Directors (BOD) in the mission of the Bridge House.

**Tactic:** Form action-oriented BOD committees, specifically: Executive, Governance, Finance, Operations, Nominating, and Development.

**Owner:** *President of the Board*

**Date Due:** *First Quarter 2011*

**Notes:** *The Bridge House bylaws require committees to be staffed by one month following the annual meeting.*

**Tactic:** Develop an annual board calendar.

**Owner:** *President of the Board*

**Date Due:** *Third Quarter 2011*

**Tactic:** Apply for the Dunfy Leadership Award, and evolve practices to meet the award's criteria.

**Owner:** *President of the Board*

**Date Due:** *Third Quarter 2011*

**Tactic:** Develop an orientation program for new board members, and provide all board members with an orientation manual.

**Owner:** *Governance Committee and Executive Committee*

**Date Due:** *Second Quarter 2011*

**Notes:** *\$1,200 annually should be added to the budget for board training. Each board member should be expected to volunteer 2 hours per week for the Bridge House, including Board meetings, committee meetings, and on-site volunteer work.*

**Tactic:** Enhance BOD understanding of the Bridge House bylaws.

**Owner:** *Governance Committee and Executive Director*

**Date Due:** *First Quarter 2011*

**THE BRIDGE HOUSE**  
*Ending Homelessness in Grafton County*

**Tactic:** Each BOD member will attend a continuing educational opportunity on homelessness annually, with a report back to the BOD as a whole, with information on such opportunities coming from the Executive Director.

**Owner:** *Governance Committee and Executive Director*

**Date Due:** *Fourth Quarter 2011*

**Tactic:** BOD members to volunteer at the Bridge House, according to a schedule created by the Executive Director.

**Owner:** *Governance Committee and Executive Director*

**Date Due:** *Second Quarter 2011*

**Strategy N:** Increase the number of BOD members and their range of skills.

**Tactic:** Run an advertisement seeking new board members in appropriate media at least once per year.

**Owner:** *Nominating Committee*

**Date Due:** *Fourth Quarter 2011*

**Notes:** *Money will be needed for advertisements.*

**Tactic:** Develop a plan for recruiting and screening potential BOD members, including meeting needed skill areas and soliciting names of potential members from current BOD.

**Owner:** *Nominating Committee*

**Date Due:** *Third Quarter 2011*

**Tactic:** Maintain biographies of each board member and a calendar of active terms, and post this information on [tbhshelter.org](http://tbhshelter.org).

**Owner:** *Nominating Committee and Webmaster*

**Date Due:** *First Quarter 2011*

**Strategy O:** Determine the feasibility of an advisory committee of non-board members.

**Tactic:** Prepare a proposal for Advisory Committee purpose, including who would serve and how often they would meet.

**Owner:** *Board President and Executive Director*

**Date Due:** *First Quarter 2012*

**Notes:** *Include big funders, past board members and community leaders.*

**THE BRIDGE HOUSE**  
*Ending Homelessness in Grafton County*

**Strategy P:** Determine scope of officers' responsibilities to allow for easier and broader role assumptions in future.

**Tactic:** Determine if staff, using technological resources, could provide routine monthly financial reports.

**Owner:** *Treasurer and Executive Director*

**Date Due:** *Third Quarter 2011*

**Notes:** *Increased staff hours or new technology may have costs.*

**Tactic:** Review the role of the Vice-President to include preparation for adopting the Presidency in the future.

**Owner:** *Governance Committee*

**Date Due:** *Third Quarter 2011*

THE BRIDGE HOUSE  
Ending Homelessness in Grafton County

## Financial Projections

The Bridge House Inc.	<b>2010-2011 BUDGET</b>	
<b>Profit &amp; Loss Budget vs. Actual</b>	Approved	Proposed New
July 1, 2009 through June30, 2010	6/30/10	Budget per Strategic Plan
	<b>July 1 - June 30, 2100</b>	
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
4000 · Cash Donations		
4001 · Appeal Letter		
4001 · Appeal Letter - Other	10,000.00	10,000.00
<b>Total 4001 · Appeal Letter</b>	<b>10,000.00</b>	<b>10,000.00</b>
40 Squam Poker Run	5,000.00	5,000.00
4000 · Cash Donations - Other	20,000.00	20,000.00
<b>Total 4000 · Cash Donations</b>	<b>25,000.00</b>	<b>25,000.00</b>
4010 · Contributions-Businesses	5,000.00	5,000.00
4025 · Grant-NH Charitable	15,000.00	15,000.00
4026 · Grants, Etc.-Other Foundations		
4026.3 · Linden Foundation	25,000.00	25,000.00
4026.4 · Grant-Dental Health		
4026 · Grants, Etc.-Other Foundations -	5,000.00	5,000.00
<b>Total 4026 · Grants, Etc.-Other Foundation</b>	<b>50,000.00</b>	<b>50,000.00</b>
4030 · Govt-County General Funds	12,400.00	12,400.00
4040 · Govt-County Incentive Funds	10,000.00	10,000.00
4045 · Govt-State Grant in Aid		
<b>Total 4045 · Govt-State Grant in Aid</b>	<b>83,300.00</b>	<b>100,000.00</b>
4050 · Govt-Federal McKinney Funds	20,248.00	25,000.00
4060 · FEMA	11,000.00	11,000.00
4070 · Fuel Assistance	2,250.00	2,250.00
4090 · Interest Earned	4,000.00	4,000.00
4100 · Resident Fees	10,000.00	10,000.00
4101 · Town Funds	5,000.00	20,000.00
4120 · United Way	1,000.00	1,000.00
<b>Total Income</b>	<b>221,798.00</b>	<b>258,250.00</b>
<b>Expense</b>		
4800 · Payroll Expenses-Allocable		
4805 · Case Manager	27,800.00	60,000.00
4806 · Case Mgr-Vacation Pay	2,500.00	2,500.00
4820 · Relief Staff	56,000.00	56,000.00
4835 · Shelter Mgt-Asst	29,120.00	29,120.00
4840 · Shelter Mgt-ED	52,000.00	60,000.00
4850 · Holiday Pay Premium	0.00	0.00
4891 · Sick Pay	0.00	0.00
4892 · Vacation-Other Staff	0.00	0.00
4898 · Payroll Tax Expense	16,492.00	20,512.00
5103 · zWorkers Comp Ins	5,000.00	8,000.00
<b>Total 4800 · Payroll Expenses-Allocable</b>	<b>188,912.00</b>	<b>236,132.00</b>
4900 · Operations		

**THE BRIDGE HOUSE**  
Ending Homelessness in Grafton County

<b>4901 · Operations=Occupancy Costs</b>		
4910 · Insurance-Building	3,800.00	3,800.00
4915 · Common Area Charge	3,720.00	3,720.00
4920 · Electric	5,000.00	5,000.00
4925 · Heat-Oil	5,000.00	5,000.00
4927 · Heat-Propane	500.00	500.00
4930 · Exterminator	367.00	367.00
4935 · Fire Alarm Monitoring	0.00	0.00
4940 · Maintenance & Repairs	10,000.00	10,000.00
4955 · Supplies - House	3,000.00	3,000.00
4960 · Trash	0.00	0.00
4965 · Water & Sewer	5,600.00	5,600.00
5070 · Discounts Taken	0.00	0.00
<b>Total 4901 · Operations=Occupancy Costs</b>	<b>36,987.00</b>	<b>36,987.00</b>
<b>4999 · Essential Services</b>		
<b>5000 · Auto</b>		
5001 · Auto Ins.	1,260.00	1,260.00
5002 · Fuel	1,000.00	1,000.00
5003 · Lease Payment	0.00	0.00
5004 · Registrations	300.00	300.00
5005 · Service & Inspection	1,000.00	1,000.00
5000 · Auto - Other	0.00	0.00
<b>Total 5000 · Auto</b>	<b>3,560.00</b>	<b>3,560.00</b>
5050 · Case Management Supplies	100.00	100.00
5055 · Criminal Records Search	100.00	100.00
5060 · Direct Client Services	1,500.00	1,500.00
5062 · Drug Screenings	100.00	100.00
5102 · Insurance-Liability	0.00	0.00
5130 · Internet	600.00	600.00
5160 · Notary Fee	0.00	0.00
5180 · Rent - Case Management Office	1,500.00	1,500.00
5240 · Telephone		
5240.1 · Business	1,200.00	1,200.00
5240.2 · Residential	0.00	0.00
5240.3 · Telephone Maint./Repair	0.00	0.00
5240 · Telephone - Other	0.00	0.00
<b>Total 5240 · Telephone</b>	<b>1,200.00</b>	<b>1,200.00</b>
5260 · Training - Staff	1,000.00	1,000.00
5262 · Travel-Training & Conferences	1,000.00	1,000.00
4999 · Essential Services - Other	0.00	0.00
<b>Total 4999 · Essential Services</b>	<b>2,000.00</b>	<b>2,000.00</b>
<b>5009 · Administrative</b>		
5010 · Audit Fee	6,000.00	6,000.00
5020 · Bank Charges	0.00	0.00
5021 · PayPal Fees	25.00	25.00
5030 · Board Expense	100.00	600.00
5040 · Bookkeeping	2,300.00	2,300.00
Management Software		5,000.00
Accounting Software		400.00
5045 · Consulting		

**THE BRIDGE HOUSE**  
Ending Homelessness in Grafton County

	5046 · Consulting Fees-Organization	3,400.00	3,400.00
	<b>Total 5045 · Consulting</b>	<b>3,400.00</b>	<b>5,000.00</b>
	5101 · Insurance-Board & Officer	1,456.00	1,456.00
	5135 · Membership Fees	100.00	100.00
	5140 · Misc Expenses	0.00	0.00
	5200 · State Filing Fees	75.00	75.00
	5201 · Web Site & Marketing	1,200.00	1,200.00
	<b>Total 5009 · Administrative</b>	<b>12,056.00</b>	<b>25,556.00</b>
	5169 · Allocable-Essential & Admin		
	5170 · Office Supplies	2,000.00	2,000.00
	5171 · Postage	320.00	320.00
	<b>Total 5169 · Allocable-Essential &amp; Admin</b>	<b>2,320.00</b>	<b>2,320.00</b>
	<b>Total Expense</b>	<b>253,531.00</b>	<b>311,655.00</b>
	<b>Net Ordinary Income</b>	<b>-31,733.00</b>	<b>-53,405.00</b>
	6008 · Old/New Home Day & Fun Fair	10,000.00	10,000.00
	<b>Total 6008 · Old/New Home Day &amp; Fun F</b>	<b>10,000.00</b>	<b>10,000.00</b>
	6009 · Sock Hop	6,000.00	6,000.00
	6000 · Fundraisers - Other	0.00	0.00
	<b>Total 6000 · Fundraisers</b>	<b>16,000.00</b>	<b>16,000.00</b>
	6100 · Fundraising Expense		
	6101 · Grantwriter	Included in4840	Included in4840
	6100 · Fundraising Expense - Other	2,000.00	2,000.00
	<b>Total 6100 · Fundraising Expense</b>	<b>2,000.00</b>	<b>2,000.00</b>
	<b>Total Other Income</b>	<b>14,000.00</b>	<b>14,000.00</b>
	<b>Other Expense</b>		
	6300 · Renovations	0.00	0.00
	6300.1 · Renovations - House&Office	0.00	0.00
	6300.2 · Renovations-Grants&Donations	0.00	0.00
	<b>Total Other Expense</b>	<b>0.00</b>	<b>0.00</b>
	<b>Net Other Income</b>	<b>14,000.00</b>	<b>14,000.00</b>
	<b>Net Income</b>	<b>-17,733.00</b>	<b>-39,405.00</b>

THE BRIDGE HOUSE  
*Ending Homelessness in Grafton County*

## Works Cited

- Aron, Laudan Y. "Homelessness in Rural America." *Homelessness Handbook*. Ed. David Levinson and Marcy Ross. Great Barrington: Berkshire Publishing Group, 2007.
- Clarkson, Charles. *Transitional Housing Discussion: Summary of Nashua Soup Kitchen & Shelter's Transitional Housing Program and Alternatives for Creating Transitional Housing for Bridge House Shelter Clients*. Plymouth: Bridge House, 2006.
- "Our Short History." *The Bridge House*. Accessed 2 Nov. 2010. <http://www.tbhshelter.org/about.htm>.

## Further Reading

- Baumohl, Jim. *Homelessness in America*. Phoenix: Oryx Press, 1996.
- Burt, Martha R. *Practical Methods for Counting the Homeless: A Manual for State and Local Jurisdictions*. Washington: The Urban Institute Press, 1996.