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April 1, 2021

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Dear Concordia Families and Friends,

As a learning organization, Concordia Place is committed to continued improvement. We assess our results and determine if we achieved what we intended. We're writing to share the results of this process about our Concordia Day brand.

Concordia on Ravenswood and Concordia on Milwaukee successfully serve children and families, yet we have learned that distinguishing between Concordia Place and Concordia Day was not necessary.

Concordia Place has a vision that everyone has the opportunity to achieve their full potential. Wanting to serve more children and families, Concordia Place launched Concordia Day in 2016 as a social enterprise program. Thinking a distinct brand would be helpful and provide certain benefits, the Concordia Day concept was created to market particular Concordia centers.

Early childhood is a cornerstone of our mission to serve families and provide both care and education for their children. The specifics of a center's business model, funding sources are background to the mission.

By unifying around the sole use of the Concordia Place brand, we will save time, effort, and costs of maintaining two brands, and more importantly, we will provide clarity and focus on our mission.

Below is more detailed information, and you are welcome to reach out to me or Steven Quispe, Director of Internal Projects, squispe@concordiaplace.org with any additional questions you might have.

Warmly,
Brenda Swartz, President/CEO
bswartz@concordiaplace.org

Merging Concordia Day Brand into Concordia Place

Why are we making this change?

While we initially thought a separate Concordia Day brand would be helpful, it is in fact quite the opposite. We've learned this distinction creates some confusion in the market, and among our prospective and current families, donors, team members, and other stakeholders.

The additional time and effort to manage the brand and marketing material is more than we intended as well. By retiring the Concordia Day brand, we will save time and effort while avoiding unnecessary redundant costs for marketing (e.g. websites, print collateral, etc.).

What will change?

Concordia Day has been operated programmatically by Concordia Place since its inception. This change is a brand consolidation, so most changes will be visual. For example:

- **Name:** The two current Concordia Day centers will become Concordia Place centers.
- **Collateral:** Overtime, marketing and branded collateral (signage, forms, flyers, etc.) will transition to use Concordia Place.
- **Website:** The concordiaday.org website will be shut down, but rest assured that all content and resources you had can be found in similar if not the same spots at day.concordiaplace.org. Inquiries to the Concordia Day website will be automatically redirected to the Concordia Place website for a transitional period.
- **Email:** Staff emails that currently use the concordiaday.org domain name will be updated to use the concordiaplace.org domain name.

Will this affect tuition?

There are no policy changes or changes to the structure of the tuition scale at your center due to this branding change. We design a unique tuition scale for each center based on the dynamics and demographics of that community, access to and availability of public support and private funding for that center, and Concordia's overall needs.

When will all this happen?

Some changes, such as the website and email, will happen this spring. Printed collateral, such as business cards, will happen as there is need for replacements. Larger changes, such as outdoor signage, will happen over time.

How does this affect staff?

There is no change to the team members in the classroom or the team providing behind the scenes support for accounts, facility, and other administration. They are all Concordia team members.

All Concordia team members, regardless of what program they work in, are Concordia Place employees. This branding change does not affect anyone's employment. In fact, the Concordia guiding principle of "A Place of One" states,

"As Concordia Place grows and expands, opening new programs and locations in new communities, we operate cohesively as one organization. Though we come from different faiths, backgrounds and cultures, we are a team, a family, united by our mission and vision."

If nothing is really changing, why are sharing this?

We strive to be transparent. We wanted to assure you that with this change, there were no larger "behind the scenes" changes.

We appreciate your patience as we roll out this change. And we appreciate your letting us be honest and transparent in sharing what we've learned and this direction change.