

EXECUTIVE DIRECTOR'S REPORT

December
2025



THE NUMBERS BEHIND THE MISSION EDITION

I'm pleased to share this month's special edition of the Executive Director's Report. In this issue, you'll find a detailed look at the data and metrics that drive our mission forward and illustrate the impact of the work we do every day.

Before you dive into the numbers, I'd also like to highlight that NEMCSA received the Detroit Free Press Top Workplace 2025 Award! We are so grateful for our employees and leadership team that have made this possible. Fun Fact: According to data from Michigan Works! NEMC, NEMCSA was the second largest employer in Alpena County for the second quarter of 2025. We were also the second largest employer in all of Northeast Michigan. 



NEMCSA honored as a 2025 'Top Workplace'

ALPENA — Northeast Michigan Community Service Agency (NEMCSA) has once again earned recognition as a Top Workplaces 2025 award recipient by the *Detroit Free Press*, marking the fifth time the organization has received this distinguished honor.

The Top Workplaces awards are determined exclusively through employee feedback gathered in an anonymous, third-party survey. This year, more than 74% of NEMCSA employees participated, providing meaningful insight into the agency's culture, leadership, communication and overall workplace experience.

"Our team is the heart of NEMCSA," said Lisa Bolen, executive director/CEO. "Accepting this award on behalf of

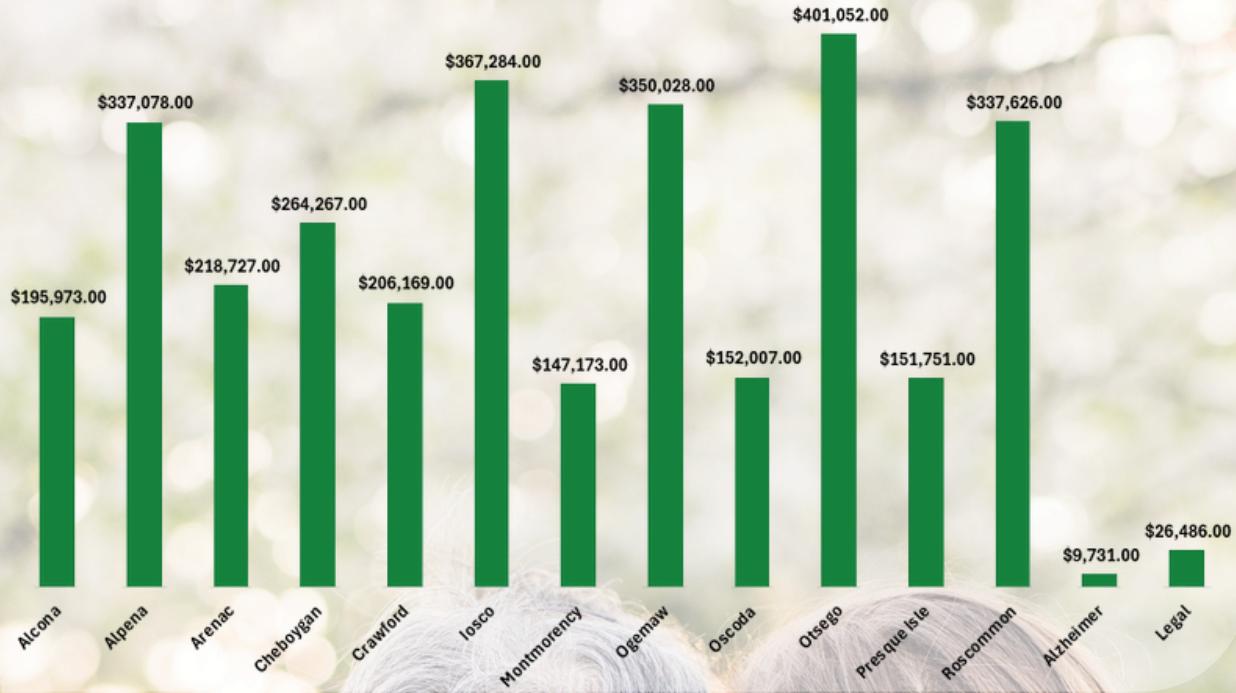
NEMCSA, its Board, employees and clients is a privilege. The recognition, derived from the perspectives of our 700-plus employees, speaks volumes about the organization."

With over 6,000 businesses and organizations competing for this year's honor, Bolen said being named a Top Workplace once again highlights NEMCSA's ongoing commitment to fostering a supportive, mission-driven environment where employees feel valued and empowered to make a difference.

She added NEMCSA is proud to celebrate this achievement and extends appreciation to every staff member whose dedication makes the agency a great place to work and to serve the community.

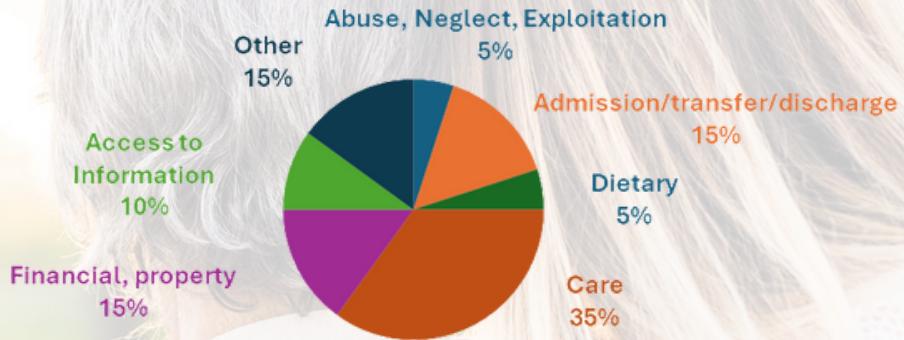
AREA AGENCY ON AGING

Direct Funds
Provided to
Community
Partners FY 2025



Long Term Care Ombudsman Report

Tammy and Amy, Region 9's local Ombudsmen, had a busy 4th quarter! They provided information and assistance to 346 individuals. There were ten cases opened, they provided six community education events, and information and assistance to 52 nursing facility and/or licensed residential settings.



The chart shows the types of complaints addressed.

Economic Impact of MI Choice Waiver Program Across 12-County Region (Direct Service Costs)

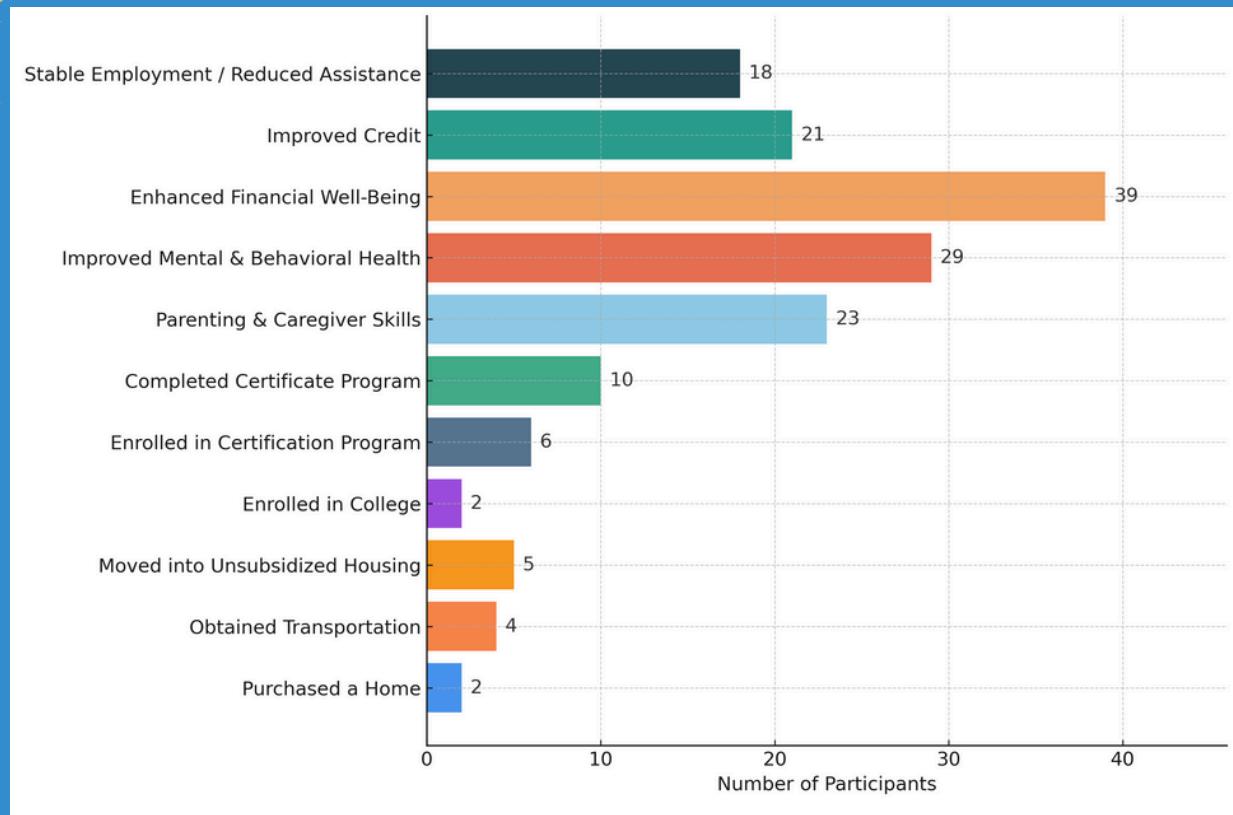
\$13,893,000

Community Based Care Programs	MI Choice Participants	Care Management Participants	Total by County
Alcona	18	5	23
Alpena	83	33	116
Arenac	63	10	73
Cheboygan	54	29	83
Crawford	28	15	43
Iosco	70	23	93
Montmorency	27	13	40
Ogemaw	61	14	75
Oscoda	14	7	21
Otsego	81	12	93
Presque Isle	27	9	36
Roscommon	68	17	85
Totals	594	187	781

BRIDGES OF SELF-SUFFICIENCY

Among 85 Participants - BOSS Program Participant Outcomes

(Recorded after program exit or graduation)



This project was supported, in whole or in part, by federal award number SLFRF4951 awarded to The State of Michigan by the U.S. Department of the Treasury.

COMMUNITY RESOURCES

NEMCSA's Webchat

The webchat team fielded 767 chats for FY 25. The top three areas for chat were Housing, Early Childhood, and Aging Services. The top three counties were Alpena, Iosco, and Otsego.

Check it out

767

Total Chats

112

Iosco

103

Otsego

66

Ogemaw

65

Cheboygan

60

Roscommon

54

Alcona

44

Arenac

44

unknown

39

Crawford

37

Oscoda

28

Montmore

26

Presque Isle

20

Bay

8

Lapeer

6

Chats by Top 15 County

Alpena

Iosco

Otsego

Ogemaw

Cheboygan

Roscommon

Alcona

Arenac

unknown

Crawford

Oscoda

Montmore

Presque Isle

Bay

Lapeer

Top 20 Concerns

Housing - Homeless S...

384

Early Childhood Servic...

134

Aging Services

110

Food

105

Human Resources

91

Weatherization

60

Unknown

59

Home Repairs

40

Utility Assistance

40

Preschool

34

Aging

32

Other

27

Water Assistance

25

Housing - Budget Cou...

18

Auto Repairs

17

Automobile Repairs

17

Transportation

16

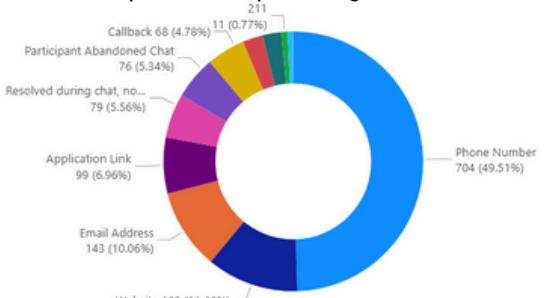
PACE

13

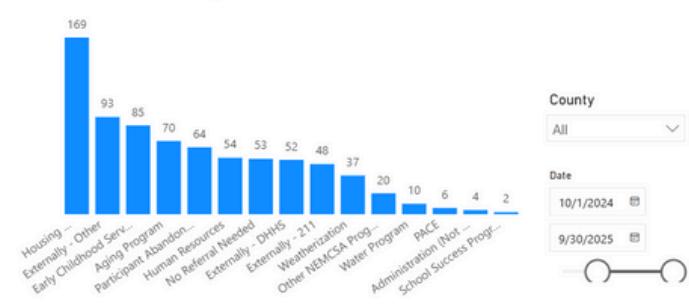
Water

13

Resources provided as percentage of all resources



Top 20 Referrals



CRC@NEMCSA.ORG



989-358-4757

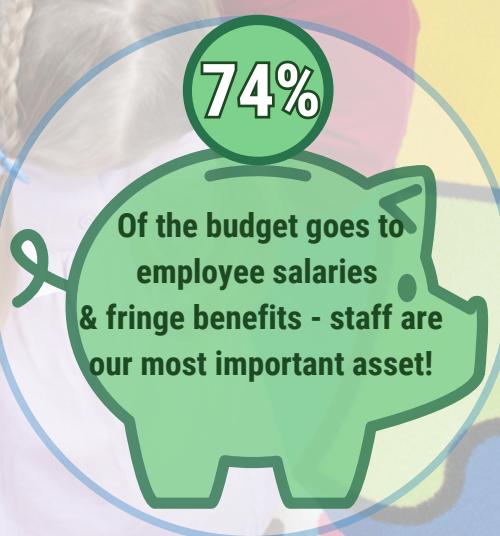
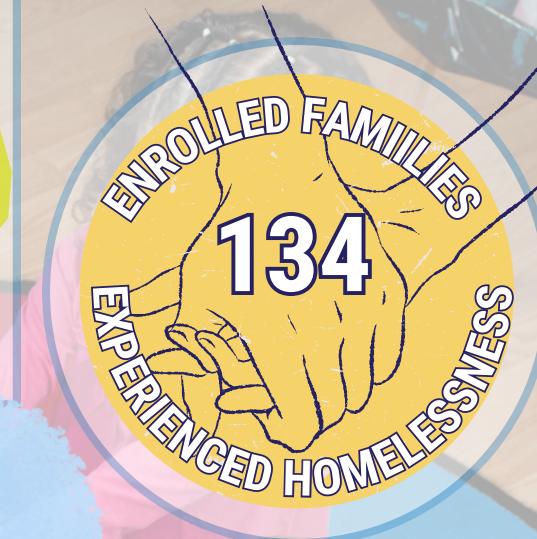
EARLY CHILDHOOD SERVICES



Geographically, we are one of the largest programs in the United States!



Our mission is to strengthen families through high quality early childhood experiences.



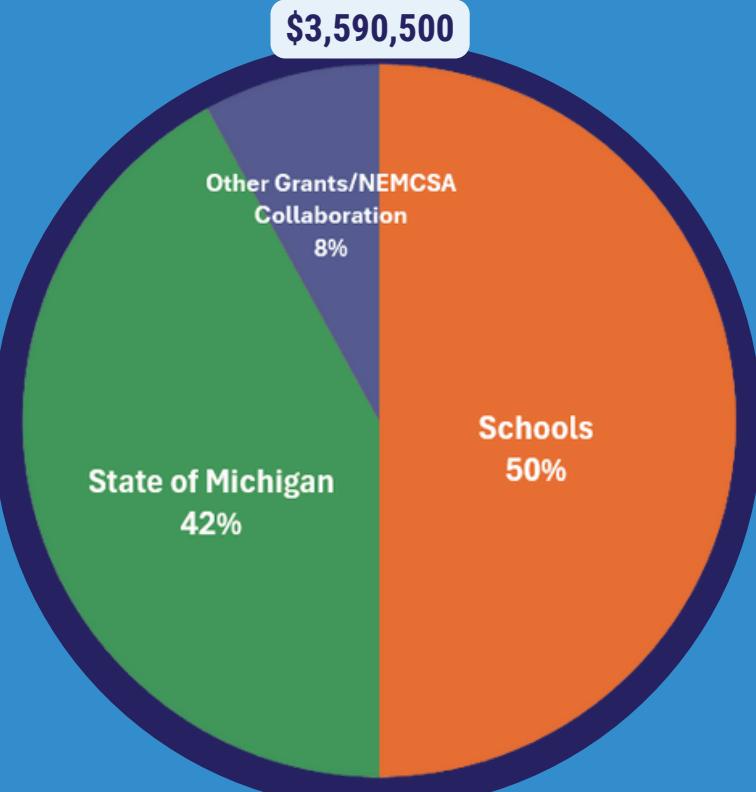
SCHOOL SUCCESS

“School Success cares deeply about the academics and social success of our students and seeks out opportunities to positively impact those areas.
-School Principal/Superintendent

“The personal attention the School Success Liaisons give to our students is wonderful. They are making the one-on-one connections that are vital for young people to be able to cooperate with daily issues. They are wonderful listeners and people.
-School Principal/Superintendent

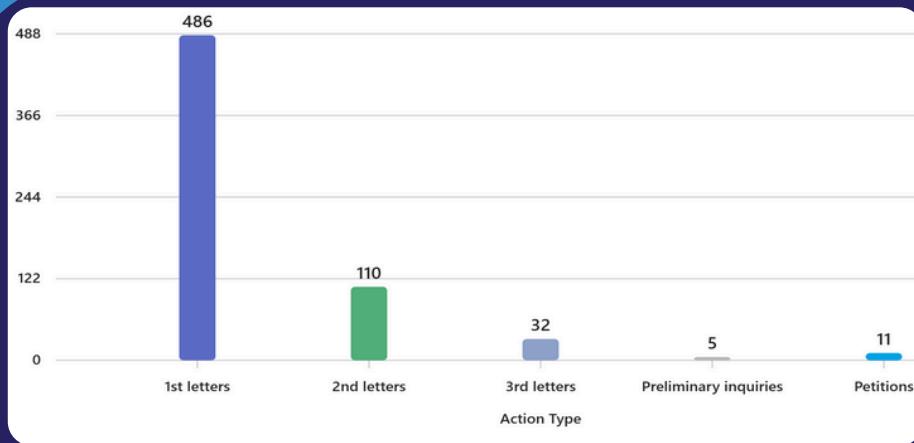
“We loved having our son in this program. We feel supported and so did he.
- SSP Parent

School Success Partnership Program FY 25-26 Operating Budget



2025-26 School Success Program Attendance Intervention Data as of November 2025

Resulting in a 98% Reduction in Absenteeism



Top Referrals: Other NEMCSA programs, 31N counselors, ESD/ISD & Food Resources

- 83% Of SSP students have improved academics.
- 77% Of SSP parents/guardians demonstrated improved skills.
- 2,444 Parent activities have been completed. Top activities: Returning paperwork, communicating with teachers, interacting with the school's student database.
- 2,269 Barriers have been addressed with students and their families. Top barriers: Social emotional & educational skill development and support systems.

FY 2024-2025, the School Success Partnership Program staff made over 13,000 contacts with parents and guardians. While these contacts occur through in-person meetings, phone calls, and emails, many times the most impactful form of engagement is the home visit.

Why are home visits so critical?

- Remove barriers such as transportation, work schedules, and childcare challenges, making it easier for families to stay engaged.
- Allow staff to observe environmental factors that influence daily life, needs, and strengths.
- Create a safe, familiar setting for families, encouraging open communication and collaboration.

The School Success Program was established in 1991, It stands as a model of collaboration between schools, families and community agencies, demonstrating the power of shared commitment to helping children facing academic challenges.

HOUSING

Homeless Prevention



Average Gross Income, \$835

Average Cost for a One
Bedroom Apartment, \$795

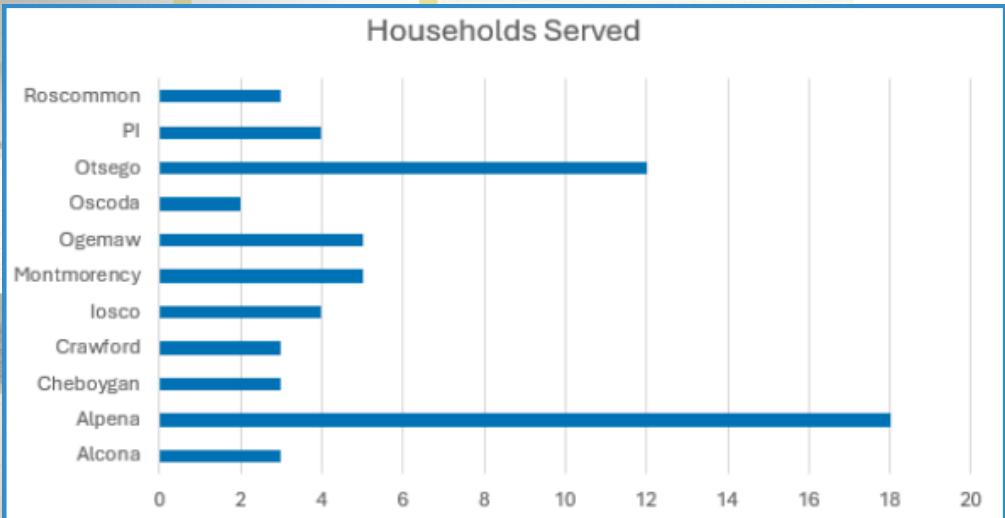
Thank
You

55

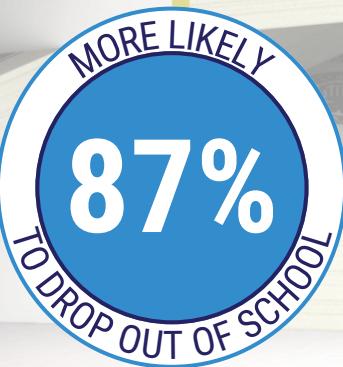
COMMUNITY PARTNERS PARTICIPATING IN
THIS YEAR'S HOMELESS AWARENESS
MONTH SUPPLY DRIVE



Shelter Diversion Program



Housing Pathways for Young Adults



To find out more about Homeless & Prevention Services, call: 989-358-4678.

FINANCIAL EMPOWERMENT



Completed Financial Literacy Classes



Paid Through the Family Self-Sufficiency Program



Rental Counseling Appointments in 2025

The Financial Empowerment Programs continue to support people within the surrounding communities by providing financial counseling to enhance their quality of life and strengthen communities.

To find out more about the Financial Empowerment Programs, Call: 989-358-4627.

WATER PROGRAM

In Fiscal Year 2025, the Water Affordability Program successfully provided the following assistance through both the water and plumbing programs:



To find out more about the Water Program, Call: 989-358-4675.



Weatherization Program

Fiscal Year 2025



79 Homes Weatherized



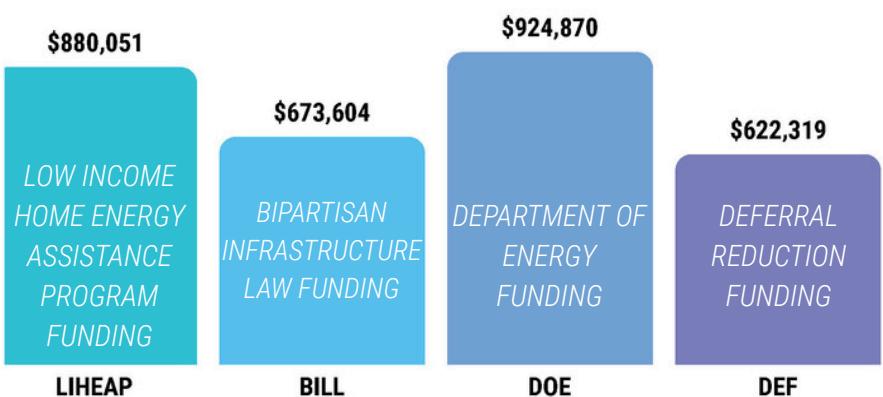
Individuals Assisted

200 TOTAL

42 CHILDREN

79 SENIORS

105 DISABLED



Grant Spending

\$3,100,844

DEFERRAL REDUCTION FUNDING

DOE

DEF

Subcontractors

8 TOTAL

5 MECHANICAL

3 SHELL

Currently In Progress

101 HOMES IN PROCESS

76 HOUSEHOLDS APPROVED, WAITING FOR PRELIMINARY INSPECTION

73 HOUSEHOLDS GOING THROUGH INTAKE PROCESS

167 CLIENTS WAITLISTED FOR AN APPLICATION

STAFFING

1 MANAGER/INSPECTOR

1 INTAKE SUPERVISOR

2 DEDICATED INSPECTORS

4 INTAKE STAFF

RSVP VOLUNTEER PROGRAM



Key Focus Areas for the Program:

- Healthy Futures/Food Distribution: This includes home-delivered meals, food pantries, and food trucks.
- Non-Emergency Medical Transportation (NEMT) Drivers
- Elementary School Volunteers
- Many volunteers also engage in various other community services, such as: baby closets, homeless shelters, Saint Vincent DePaul, senior centers, and more!

FGP/SCP VOLUNTEER PROGRAMS

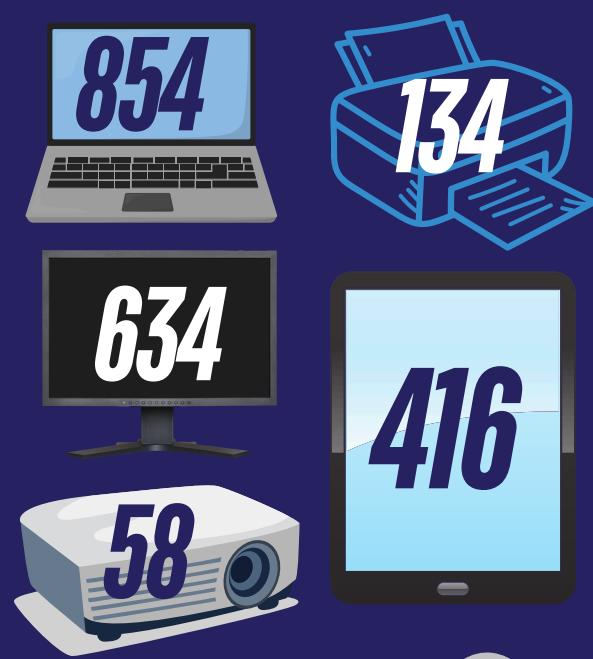


- Enrolled and engaged 48 individuals 55 years and older whose income is within 200% of poverty as either a Foster Grandparent or Senior Companion.
- The average income of our volunteers is \$17,292/year or 110% of poverty.
- Average volunteer's age is 72 years old.
- 23 Senior Companions and 25 Foster Grandparents.
- 80% of program volunteers are female.
- Our Foster Grandparents mentored and tutored 119 students and assisted with academic improvement, increased academic engagement and social-emotional skills, or a combination of both.
- 58 students increased their academic performance.
- 63 students demonstrated gains in academic improvement and social-emotional skills.
- The total outcomes exceed the number of students served due to many students having both performance measures assigned.
- Foster Grandparents and Senior Companions receive an hourly stipend of \$4 per volunteer hour to reduce the costs associated with volunteerism.
- Our volunteers serve an average of 1,040 hours per year and reimbursed a non-taxable \$4158.
- The average hourly stipend reduces their poverty level from 110% to 137%.
- The stipend earned averages a 20% increase in their income.

TECHNOLOGY IN ACTION



We have an incredibly dedicated and supportive IT team—a dynamic duo of just two professionals who support over 600 staff members. Each month, they handle roughly 150 help tickets, typically resolving issues within 24–48 hours. Most support can be provided virtually, which is crucial given how spread out our staff are!

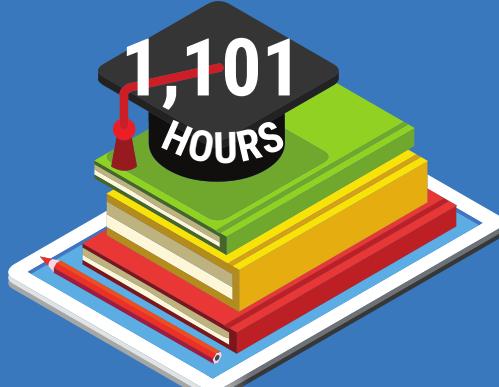


Laptops, monitors, tablets, docking stations, printers, headsets, network equipment, desktops, projectors - you name it! With hundreds of employees, that means hundreds of assets to manage. Recently, our IT team completed their annual tagged technology inventory reconciliation - massive undertaking that's anything but easy. And they didn't just get it done; they finished ahead of last year's schedule! Nearly 3,000 pieces of technology equipment are tracked and maintained by this team, and their hard work keeps everything running smoothly.



Cybersecurity is a real and ongoing threat. To keep our staff and organization safe, we require annual cybersecurity training and conduct monthly phishing simulations, which adds up to about 1,101 hours a year in training! These simulations use software to send fake phishing emails, testing employee's ability to spot suspicious messages. Currently, only about 3% of staff click on these simulated emails, but when it happens, we provide personalized guidance and additional training to strengthen awareness.

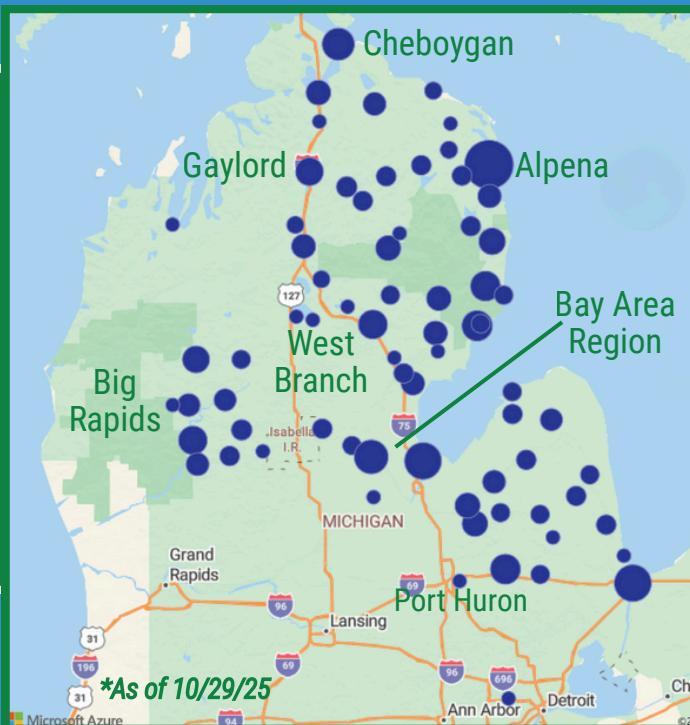
Why is this so important? Most cyberattacks begin with human error, not technology failure. Attackers rely on phishing, social engineering, and credential theft, and our employees face these risks every day. Recent cyberattacks on Michigan municipalities and health care systems show how quickly one compromised account disrupt operations and create serious financial and reputational damage.



Training empowers employees to recognize these threats, respond appropriately, and act as a strong first line of defense. Consistent awareness and vigilance across the workforce significantly reduces risk and protects the organization from the same incidents that are impacting others in our region.

Holiday Scams: Expect more fake ads, fraudulent stores, and delivery scams during this season. Stay alert - both at work and at home. If something feels off in an email, text, or call, don't respond. Instead, verify the sender through a trusted communication channel.

WORKFORCE AT A GLANCE

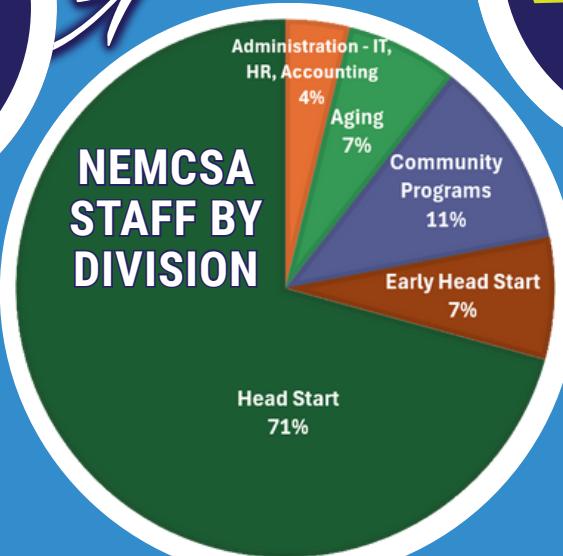


NEMCSA STAFF WORKSITES

684 NEMCSA team members are located across the entire state of Michigan! Take a look at this map showcasing our staff worksites—the larger the circle, the more team members in that area. We're proud to serve individuals in 27 counties statewide!



49 of these were staff onboarded for our new Port Huron site!



FINANCIALS & MORE!

110



Over the last five years, the Accounting team has managed an average of 110 active grants each year. Each grant has its own unique set of rules, reporting requirements, match or cost-share commitments, timelines, and compliance standards. Successfully navigating this level of complexity requires close coordination and strong teamwork between the Accounting Department and the program's fiscal staff. Together, we ensure that every award is properly monitored, fully utilized, and accurately reported, meeting both funder expectations and organizational goals.

NEMCSA also maintains a fleet of vehicles, including roughly 13 buses used to transport early childhood children and nearly 15 additional vehicles supporting our Weatherization program and other services.

28



65+

Locations

Did you know that NEMCSA owns only two buildings—one in Alpena and one in Cheboygan? Beyond those, we operate in roughly 65 additional locations, primarily early childhood sites, nearly all of which are rented spaces. Meeting our space needs requires true partnership with local communities; without available, appropriate, and licensable facilities, space can quickly become a significant barrier to delivering essential services.

NEMCSA's Accounting team processed approximately 14,000 invoices last fiscal year, reflecting the scale of the organization's operations. Over the past few years, the team has worked with vendors to shift from paper checks to direct deposit. As a result, 35% of payments are now issued electronically, creating a more secure and efficient payment experience.



	Then (2018)	Now (2024)	% of Increase
Total Expenses	\$51,594,099	\$67,569,110	31%
Salaries & Fringe	\$24,344,703	\$35,347,167	45%
Net Assets*	\$8,614,220	\$14,021,883	63%

Tracking growth over time: expenses, salaries & fringe, and net assets have steadily increased - reflecting our organization's continued investment in people and resources.

*Includes both designated and undesignated net assets