



NORTHEAST MICHIGAN COMMUNITY SERVICE AGENCY, INC.

2016-2018

STRATEGIC PLAN

Approved by the
NEMCSA Board of Directors
On September 11, 2015

Table of Contents

I.	Introduction	1
II.	History	2
III.	Community Profile	4
IV.	Community Needs Assessment	6
V.	Mission, Vision, Values	7
VI.	ROMA Statement, Board Goals	8
VII.	Stakeholders	9
VIII.	Strategic Objectives	10
	Graphic Summary	11
	Goals 1, 2, 3 and 4	12
	Goal 5	13
	Goal 6	14

2375 Gordon Road
Alpena, MI 49707

Contact Us:

Phone: 989-358-4600

Toll Free: 866-484-7077

Fax: 989-354-5909

Web: www.nemcsa.org

Email: contact@nemcsa.org

I. Introduction

In 2014, Northeast Michigan Community Service Agency developed a Strategic Planning Team to embark on the agency's first ever strategic plan to enhance the agency's mission of providing quality programs and services to those experiencing economic hardship. NEMCSA has remained true to this mission for 47 years and the agency welcomed this planning process to evaluate the past, present and future to continue to improve the programming and services provided. With constant economic change, it is important to focus our best efforts to assist both the historical long-term issues but also to address the emerging needs of our clients and the population we serve. This plan was designed to develop strategies that will enhance NEMCSA's ability to meet these needs and serve as a roadmap for the future of the agency.

This plan is a result of several meetings throughout a year-long process to gather information and analysis from NEMCSA stakeholders – our community partners, board members, advisory councils and staff. The planning process produced a purposeful and practical framework for adapting to change and assisted us in reflecting on how well we utilize resources to meet community needs. We developed a clear understanding of our mission, amending it to better clarify NEMCSA's current and future work.

As NEMCSA moves forward, this plan will serve as a guide to help us address and alleviate the conditions of poverty in our service area. Our Board of Directors and staff will assure that this plan is implemented and we will hold ourselves accountable through an annual review to ensure progress.

Thank you to our talented, dedicated staff and the leadership of our diverse Board of Directors. Without their considerable time and effort this task would not have been accomplished. We look forward to your continued involvement and support as we implement our Strategic Plan.

Sincerely,

Pete Hennard
President, Board of Directors

Lisa Bolen
Executive Director

II. History

In 1964, The Great Society, as envisioned by President Lyndon Johnson, was a sweeping plan to improve the lives of all Americans, regardless of their circumstances. Inspired by President Kennedy and his New Frontier, Johnson pledged to fulfill his promise of equal opportunity for all by enacting several comprehensive changes within the federal government. In August of that same year, the Economic Opportunity Act was signed into law by President Johnson creating the nationwide Community Action Network.

In 1963, shortly before he was assassinated, President Kennedy had asked his economic advisors to draw up some proposals to address the problem of American poverty. Johnson took up this charge after he succeeded Kennedy as President. In Johnson's first State of the Union address in 1964 he called for an unconditional war to defeat poverty. He expanded and revised the proposals given to Kennedy and developed the Economic Opportunity Act of 1964. The act included a variety of initiatives including Head Start; Job Corps; Work-Study program for university students; VISTA (Volunteers in Service to America) - a domestic version of the Peace Corps; Neighborhood Youth Corps; Basic education and adult job training and Community Action Programs (CAPS) which turned out to be the most controversial part of the package, as it proposed the "**maximum feasible participation**" by poor people themselves to determine what would help them the most. CAPS were a radical departure from how government had run most social reform programs in the past.

Community Action is a coordinated effort to address the root effects of poverty and to, ultimately, move families and individuals to self-sufficiency, rather than foster dependency. There are now over 1,000 Community Action Agencies (CAAs) throughout the United States and Puerto Rico. There are 29 in Michigan. NEMCSA serves the most counties and with 6,436 square miles covers a territory equal to Connecticut and Rhode Island Combined (6,755).

Northeast Michigan Community Service Agency, Inc. (NEMCSA) was incorporated in 1968 as this region of Michigan's response to the War on Poverty. Initially there were three Community Action Agencies that merged. ThunderCAP, which was Alcona, Alpena, Montmorency and Presque Isle, became the core. Then 7CAP (many were numbered in those days) which was located in West Branch came in with Arenac, Iosco, Ogemaw and Oscoda. The third, on the western boundary, was Emmet, Charlevoix, Cheboygan and Otsego. Crawford remained alone attached to Traverse City. In a trade, Emmet and Charlevoix went to the west and Crawford came east. At last, in 1968, the eleven counties were under one umbrella, then called Northeast Community Action Agency. The main office was located in a house built by the Alpena building trades class and offices were in the basement and the garage. That year NEMCSA had a budget of just under \$500,000. That has now grown to 90 times the original allocation.



Alpena Central Administrative Offices

Community Action Agencies have some unique characteristics.

- a. They are required to have a tripartite board consisting of equal parts of local private sector, public sector, and low-income community representatives. NEMCSA operates with a 33 member board – 11 County Commissioners (or their designees), one from each of the service counties; 11 private sector members and 11 people who represent low-income community consumers. (Our members are listed in the Acknowledgements).
- b. The CAA network is one of the largest users of volunteer services in the country. Nationally, CAA volunteers contribute more than 27 million hours of service, equivalent to more than 13,000 full time employees. In the past 5 years NEMCSA reported 1,755,502 volunteer hours with a value of over \$13 million dollars at \$7.45 minimum wage. The national estimated value of volunteer hours in 2014 was \$23.07, which equates to over \$4 million.
- c. Core funding for CAAs is the Community Services Block Grant (CSBG), a line item in the Federal Budget. Nationally, every CSBG dollar spent leverages nearly \$4 of state, local, and private contributions combined. The CAA network administers a total of nearly \$5.6 billion in federal, state, local and private resources. For 2014 NEMCSA's CSBG expenditures of \$212,000 was about 1/2 of 1% of its total agency of over \$45 million.

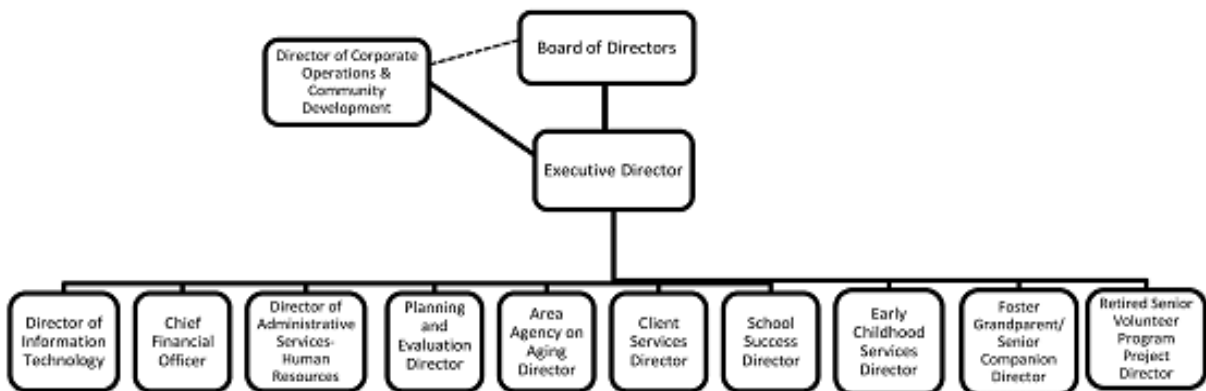
In addition to the 11 counties that NEMCSA serves as a Community Action Agency from its central offices in Alpena, it also serves 11 other counties with some programming. Head Start, the largest program, covers 21 Michigan Counties. The additional 10 counties outside of the basic area are in mid- Michigan and "The Thumb". The counties are Bay, Clare, Gladwin, Huron, Lapeer, Mecosta, Midland, Osceola, Sanilac and Tuscola. Our Early Childhood Services (Head Start, Early Head Start and the Great Start Readiness Program) comprise 52% of the budget. Because of the vast territory, NEMCSA operates a central Michigan Administrative Center in Bay City. NEMCSA is also the Region IX Area Agency on Aging and adds one additional county, Roscommon, for these services to mostly those 60 and older. Between Community Based Care and Aging Programs, this department has 29% of the budget. The complete budget breakdown is shown on page 15. NEMCSA has a presence in nearly every town in its service area and prides itself on being a part of the local community. We also have offices in the Lutz Plaza in Alpena and operate our Client Service programs out of our warehouses and offices in Ossineke.



In 2010 NEMCSA received one of the *Detroit Free Press* Top Work Places awards as one of the five best large companies in Michigan to work for. The NEMCSA Board of Directors, administration and staff were very pleased to have this recognition.

NEMCSA has also grown its staffing along with its programs and budget. In 2014, there was a roster of over 650 full and part-time staff. They lived in 36 counties, had gross wages of \$12.5 million and benefits of nearly \$5 million for a total of \$17,217,906. The overview organizational chart shows the structure. Each Division has its own detailed organizational chart showing the various departments and its management configuration.

Northeast Michigan Community Service Agency



III. Community Profile

DEMOGRAPHICS:

Population

Total Population	Age 0-17		Age 60 +		Age 65+		Median Age	Hispanic Origin	
	#	%	#	%	#	%		#	%
198,687	38,054	19.2	62,308	31.6	45,821	23.1	49.4	2,595	1.3

Race and Ethnicity

White		Af/American or Black		Am. Indian/ Alaska Native		Asian		Hawaiian/ Pacific Islander		Other Race	
#	%	#	%	#	%	#	%	#	%	#	%
194,650	96.5	1,721	0.9	3,356	1.7	1,066	0.5	27	0.1	45	0.3

HOUSING:

Occupancy and Value

Total Units	Occupied Units	Vacant Units	Renter Occupied	Owner Occupied		Median Value	Median Rent
				#	%		
146,326	85,533	60,793	15,203	70,330	82.2	\$96,945	\$600

Home Heating Fuel

Natural/ Utility Gas		Bottled Tank or LP Gas		Electricity		Fuel Oil Or Kerosene		Wood		Other + Coal & Solar		No Fuel Used	
#	%	#	%	#	%	#	%	#	%	#	%	#	%
41,324	48.3	22,213	26.0	5,308	6.2	1,905	2.2	13,433	15.7	1,087	1.3	306	0.3

ECONOMICS:

Income

Median House-hold Income	Median Family Income	Per Capita Income	Individuals Below Poverty		Children Below Poverty		Elderly Below Poverty	
In Dollars	In Dollars	In Dollars	#	%	#	%	#	%
\$38,125	\$43,573	\$21,464	30,734	15.8	9,751	26.2	3,616	8.1

Highest Level of Educational Attainment

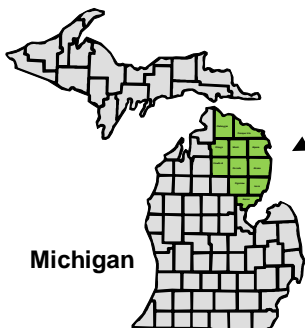
Persons 25+	< than High School		High School Grad		Some College		Bachelors +		HS Drop-Out in Poverty		College Grad in Poverty	
	#	%	#	%	#	%	#	%	#	%	#	%
145,447	18,724	12.9	57,476	39.5	47,837	32.9	21,410	14.7	4,748	25.4	909	4.2

Labor Market Data

2014 Annual Not Seasonally Adjusted	Labor Force	Unemployed	Jobless Rate	2009-13 Five Year Trend	Labor Force	Unemployed	Jobless Rate
	81,516	7,954	9.8		84,907	12,151	14.3

Commute to Work

Truck, Car or Van				Public Transit		Walk		Other		Work at Home		Travel Time to Work
Alone: #	%	Carpool #: %	%	#	%	#	%	#	%	#	%	Regional Average
57,645	81.4	7,019	9.9	352	0.5	1,381	1.9	1,025	1.5	3,409	4.8	22.5



Michigan

NEMCSA 11 County Primary Service Area

Alcona	Montmorency
Alpena	Ogemaw
Arenac	Oscoda
Cheboygan	Otsego
Crawford	Presque Isle
Iosco	

6,598 SQUARE MILES

DENSITY: 30.1 Persons per Square Mile

Sources: U. S. Bureau of the Census, American Community Survey, 2009-2013: Poverty Status; Selected Housing Characteristics; Demographic and Housing Estimates; Selected Economic Characteristics AND Michigan Department of Labor and Economic Growth, Michigan Labor Market Information.

Community Profile Narrative:

Geography: The eleven counties of northeast Michigan that make up the primary service area for NEMCSA are essentially rural. They cover an area of 6,598 square miles, roughly the size of Connecticut and Rhode Island combined. The largest city in the region, Alpena (home to NEMCSA's central offices) has approximately 10,000 people. Evidence of the rural nature of the region is the density which has an overall average of 30 persons per square mile ranging from a high of 51.8 in Alpena County to a low of 15.3 in Oscoda County. The service area stretches about 200 miles north/south and is approximately 100 miles wide. There are some portions of the territory nearly 100 miles from the nearest freeway.

Population: There are just under 200,000 people in the region, an area that has lost population in almost all counties over the past two decades. One factor is the high percentage of people over age 60 (31.6%) and the scarcity of youth – only 19% are under 18. Less than 28% of the population is in the primary childbearing years of 20-40. A low birth rate – more people die than are being born – keeps the population from replacing itself. The median age of the population is 49.4 compared to 39.1 for Michigan. There are 6 counties with a median age over 50, the high is Alcona County at 55.8.

Race and Ethnicity: The region is racial and ethnically homogenous with 96.5% of the population defining themselves as White. The highest category of minorities is American Indians with 3,356 persons, 1.7% of the population. There is an official reservation in Arenac County and some unofficial settlements elsewhere, primarily in Cheboygan County. Less than one percent of the population is Black. There are 2,595 persons who identify as Hispanic, 1.3%. The region was settled by western Europeans, primarily from Germany and Poland. Less than 1% (0.9%) of the population said that they speak English “Less than Well”, so language barriers are not generally a factor in service delivery.

Housing: There are 146,326 housing units in the service area, 42% of which are vacant. This is primarily due to a high preponderance of vacation homes and hunting cabins. Of the 85,533 occupied housing units, a high percent 82.2%, are occupied by the owner. The median value of homes in the region is \$96,945 which compares to \$121,700 for Michigan as a whole and \$176,700 for the nation. This makes homes affordable for purchase. There are just over 15,000 renter occupied units, 18%. The median rent is \$600 with a low/high range of \$545 to \$665. Compared to Michigan at \$768 and the U.S. at \$904, rents are also relatively affordable.

Home Heating Source: The most commonly used fuel type in the region is natural gas at 48% which was utilized by other Michiganians at a rate of 77%. This is followed by bottled gas at 26% and wood at 16%. Fuel oil, which was the home heating type of general use a few decades ago is down to a low of 2.2%. Only 4 households used solar energy.

Income: Low incomes have been a historically common theme for this portion of Michigan. The median household income is \$38,125 compared to \$48,411 for Michigan and \$53,046 for the Nation as a whole. Although housing prices are lower, almost all other essentials of living are as high or higher than elsewhere and this \$10,000 in income disparity is an issue for our clients. There are about 31,000 individuals below the 100% of poverty level, 15.8%. This is quite similar to the state and the nation. However, child poverty is considerably higher. It is 26.2% for the region overall, compared to 23.6 for Michigan and 21.6 for the United States. Some counties have particularly high child poverty rates including Oscoda, 31.7; Iosco, 31.3; and Ogemaw 30.0. An astounding 60.9% of the region's children qualify for free or reduced school lunches.

Educational Attainment: One important factor in the income picture is low levels of educational attainment by adults 25 and older. 13% did not graduate from high school and the poverty rate for that group exceeds 25%. What affects the region to an even greater extent is the low percentage of persons with a bachelors degree or above. In the region less than 15% are in this category compared to 26% for Michigan and 29% for the nation. Not only does the lower percent of educated persons affect the region's overall income levels, it also affects the expectations for the younger generation.

Labor Market: The northeast section of Michigan has had historic double digit unemployment rates. Even in economic recovery, there are fewer jobs available, especially family sustaining jobs. This is, of course, tied somewhat to less-educated workers. The most recent annual average (2014) for the region showed a jobless rate of 9.8. (Michigan, 7.3; U.S, 6.2). This was good news compared to the five year average from 2009-2013 which was 14.3 with over 4,000 more people unemployed then. The 5 year average jobless rate for Michigan, which was in recession, was 12.7 with a national average of 9.7. 91% of workers in the region drive a private vehicle to work, 81% alone and 10% in a carpool. Only 0.5 use public transportation; 2% walk to work and 5% work at home. The average travel time to work is 22.5 minutes.

IV. Community Needs Assessment

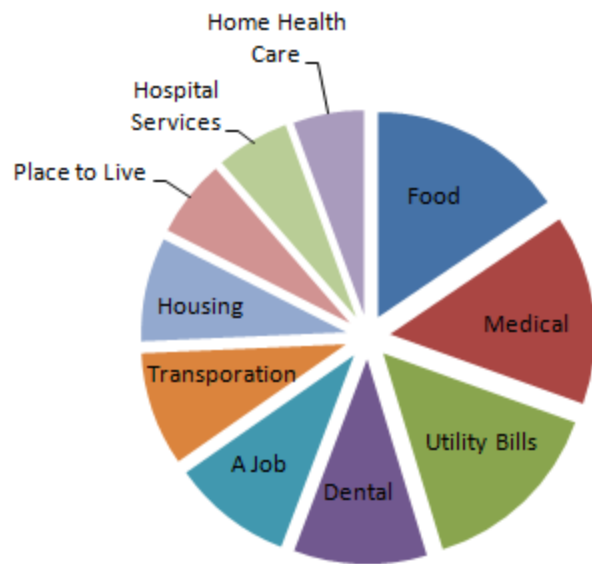
Northeast Michigan Community Service Agency, Inc.
Community Needs Assessment - Summary Results - 2002-2013

What are the three most important concerns right now for you, your family and others in your community?

Need/Concern	2002			2008			2013			Average 10 Years		
	N=2,721			N=2,417			N=2,516			N=7,654		
	Number	Percent	#	Number	Percent	#	Number	Percent	#	Number	Percent	#
Food Assistance	958	35.2	2	900	37.2	1	609	24.2	3	2,467	32.2	1
Medical Services	1,024	37.6	1	865	35.8	2	492	19.6	4	2,381	31.1	2
Help Paying Utility Bills	940	34.5	3	782	32.4	3	627	24.9	2	2,349	30.7	3
Dental Care	768	28.2	4	523	21.6	4	369	14.7	7	1,660	21.7	4
A Job	369	13.6	9	501	20.7	6	634	25.2	1	1,501	19.6	5
Reliable Transportation	482	17.7	5	516	21.4	5	437	17.4	6	1,435	18.7	6
Affordable Housing	386	14.2	7	444	18.4	7	468	18.6	5	1,298	17.0	7
A Place to Live	342	12.6	10	327	13.5	10	297	11.8	8	966	12.6	8
Hospital Services	397	14.6	6	399	16.5	8	120	4.8	10	916	12.0	9
Home Health Care	376	13.8	8	360	14.0	9	156	6.2	9	892	11.7	10

Note: Numbers and percents do not add up to the "N" or to 100% because persons are choosing three needs tripling the figures.

Food assistance has remained on top of the list of needs among Northeast Michigan residents over the past ten years, landing in the top three each period *. In all, nearly a third of all responses indicated food as a need. Medical Services follow closely behind at 31%. This dropped considerably in the 2013 poll although the Affordable Care Act had not been passed at that time. Need for Medical Services may be not only an affordability but an accessibility issue. There is, in general, a doctor shortage in the northeast section of Michigan and many clinics and doctors are not accepting new patients. Assistance with Utility Bills ranked in the top three each of the three survey cycles.* Long, harsh winters are certainly a factor. Dental Care ranked fourth as a need over time. This is most likely both in terms of affordability and availability. There are many dentists in the area who do not accept public benefit insurance such as Medicaid and Medicare, or they only accept it from established patients. For those without dental insurance, the service is very costly, especially after years of neglect. A Job was listed in the number 5 spot with 20% of participants listing this as a concern. It ranked #1 in 2013 which was in the period of the recession; that year ¼ of all respondents listed employment as an issue. Had the question been written as "A better job" it



would have been even higher. The region is tourism dependent and that industry is based on lower paying service jobs. Reliable transportation is related to the dependence of private vehicles in a region where more than 90% of all people utilize a private car, van or truck for transportation. Less than ½ of 1% use public transportation which is primarily a demand/response system offered in only the cities in the area. Nearly 30% of all workers work outside their county of residence, so transportation becomes vitally linked to employability. Affordable Housing, to purchase or to rent, has also been a concern for nearly 1,300 people – and rose to the level of the third greatest need for 17% of those surveyed. A Place to Live was presented as an option more for those currently homeless or doubled up and this added another 966 persons. When these are combined – Affordable Housing and A Place to Live – then 24.6 or ¼ of all respondents, expressed an issue with housing availability and or affordability. Hospital Services was differentiated from Medical Services as private physicians or a medical clinic vs services provided only by a hospital (including in-patient stays). The last service to round out the top 10 was Home Health Care. This is of particular importance in a region that is dominated by persons age 65 or older who are utilizing home services in lieu of more costly and intensive Nursing Home placement.

(It should be noted that nutrition programs (Commodity Food Distributions, Home Delivered Meals, and Congregate Meal) and assistance with utility bills are among NEMCSA's major services and that might present a data skew among our client base. NEMCSA has operated utility assistance since 1980).

V. Mission, Vision, Values

Mission

Our mission at Northeast Michigan Community Service Agency (NEMCSA) is to provide quality programs and services to strengthen and enhance the self-sufficiency of individuals, families and communities through the best use of human and financial resources, focusing on those who are experiencing an economic hardship.

Vision

Our vision is that every child, adult, and family has the opportunity to achieve their fullest potential to live in a safe, healthy, thriving community.

Values

The four cornerstones of our beliefs and values are dignity, excellence, diversity, accountability.

We treat every individual with *dignity and respect*.

We strive to achieve *excellence* in our work and our service.

We value *diversity* and honor individual differences.

We are *accountable* for our actions.

Developed March and April 2013 by the Strategic Planning Team

Approved by NEMCSA's Division Directors December, 2014

Adopted by NEMCSA Board of Directors January 9, 2015

VI. ROMA Statement, Board Goals and Strategies

The goals outlined in the strategic plan are consistent with the six broad anti-poverty goals developed by the Community Services Network. These ROMA (Results Oriented Management and Accountability) goals provide a framework for continuous growth and improvement for Community Action Agencies across the nation. The goals provide a basis for agency-wide planning, reporting, and evaluating results. They provide a vehicle for scrutiny assuring accountability and transparency. The annual Implementation Plan and the annual report are presented to the NEMCSA Board of Directors for review and approval. The ROMA Goals are:

- Low-income people become more self-sufficient.
- The conditions in which low-income people live are improved.
- Low-income people own a stake in their community.
- Partnerships among supporters and providers of service to low-income people are achieved.
- Agencies increase their capacity to achieve results.
- Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

In addition, the NEMCSA Board of Directors set agency goals. Each of the programs and services offered by the agency fit within a national ROMA Goal as well as address locally crafted NEMCSA Board Goals. The Board Goals are:

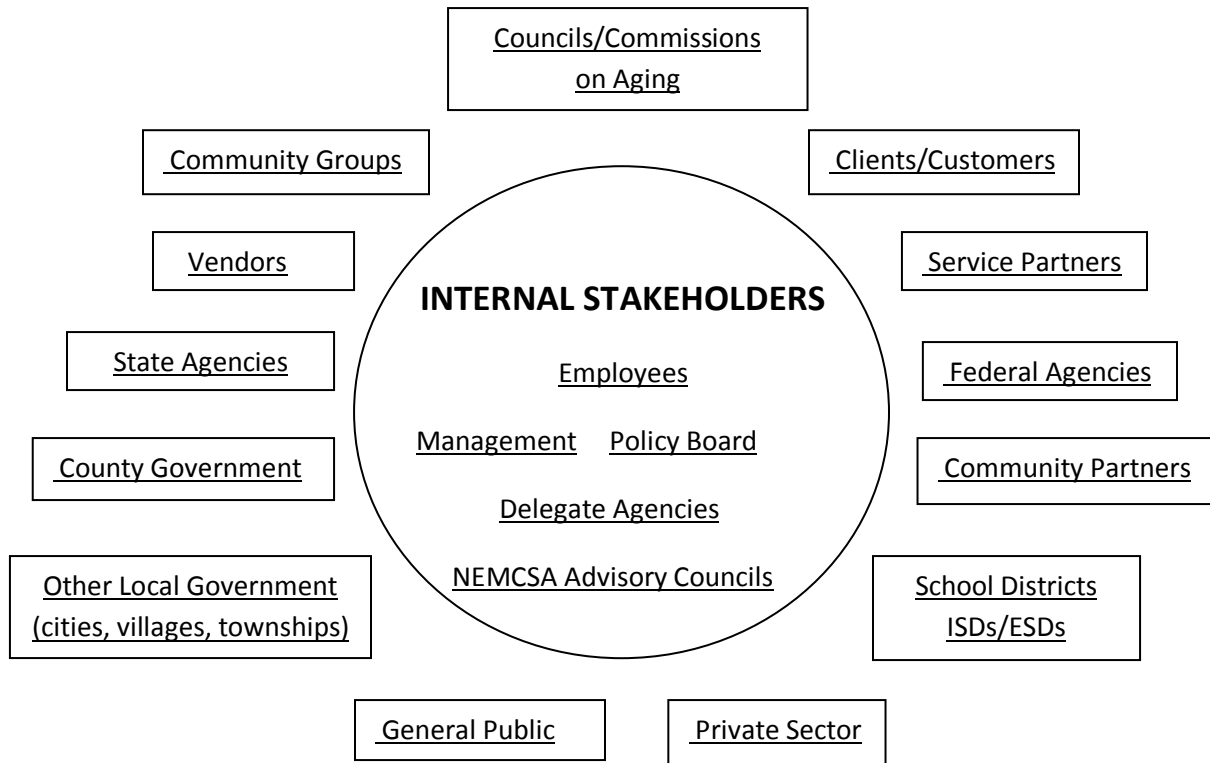
- Expand educational opportunities of “at risk” children of northeast Michigan.
- Improve the health and well-being of vulnerable senior populations in northeast Michigan.
- Improve the health and well-being of other vulnerable populations in northeast Michigan.
- Work in partnerships with other agencies.
- Increase the agency’s capacity to achieve results.

The Strategic Priorities for 2016-2018 are:

- 1. To provide exemplary outcome-based programming**
- 2. To broaden awareness of the organization through marketing**
- 3. To diversify revenue and expand program development**

VII. Stakeholders

EXTERNAL STAKEHOLDERS



I N T E R E S T	High	<u>SUBJECTS</u> (significant interest/influence but little power)	<u>PLAYERS</u> (Have both a significant interest and substantial power)
	Low	<u>CROWD</u> (Have little interest/influence and not much power)	<u>CONTEXT SETTERS</u> (Have substantial power, but little direct interest/influence)
		POWER	

VIII. Strategic Objectives

Northeast Michigan Community Service Agency's (NEMCSA) overall goal is to be a high functioning and adaptive organization, widely known in the communities it serves for innovative programming; competent staff; the engagement, commitment and oversight of its board; and the strong partnerships with other organizations that share NEMCSA's commitment to addressing human needs.

NEMCSA's ten strategic objectives are listed below and described in more detail on the following pages:

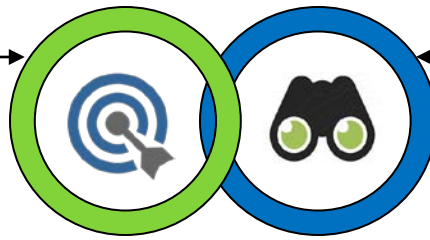
- Continue to offer exemplary existing and new outcome-based programming. Utilize Community Needs Assessment as the tool that drives the agency's response to client, customer and community need.
- Nurture citizen involvement through volunteer opportunities.
- Broaden awareness of NEMCSA's programs and outcomes through the development and implementation of an integrated communication plan to advance NEMCSA's brand identity. This includes enhancing external communication, expanding marketing and incorporating advertising.
- Continue effective board governance, with targeted financial oversight and awareness of NEMCSA's short and long-term strategic initiatives. This includes recruiting and retaining active and engaged governance board members and advisory group participants.
- Maintain current and continue to expand and diversify the revenue sources with strong financial partnerships; research and aggressively seek discretionary funding and new grant opportunities; consider methodologies to establish or enhance an individual donor base; explore fundraising options.
- Enhance collaboration and partnerships to undergird referrals, broaden awareness of programs and services, and support NEMCSA's strong reputation as a leading force in the war on poverty.
- Continue the use of ROMA as the agency-wide tool to determine overall effectiveness; inform annual and long-range planning; and support agency advocacy, funding, and community partnership activities.
- Identify and address risk management issues in our physical, legal, human resources, financial, information technology and programming. For 2015 this includes formalized succession planning; review of Agency By-Laws to assure consistency with all laws and policies; review and update of personnel policies; and attorney review of pertinent documents.
- Improve internal communication systems and remove obstacles to staff job satisfaction leading to a stronger and more positive work environment and enhancing staff retention. Continue to attract and retain qualified staff.
- Assure compliance with new nationwide Community Action Agency Performance Standards.

MISSION

To provide quality programs and services to strengthen and enhance the self-sufficiency of individuals, families and communities through the best use of human and financial resources, focusing on those who are experiencing an economic hardship.

VISION

Every child, adult, and family has the opportunity to achieve their fullest potential to live in a safe, healthy, thriving community.



CORE VALUES



TOP PRIORITIES

Exemplary outcome based programming

Broaden awareness of the organization through marketing

Diversify revenue and expand program development

ROMA GOAL		OBJECTIVE	KEY STRATEGIES
1	Low-Income People Become More Self-Sufficient	Provide employment and training, economic counseling and asset enhancement programming that support self-sufficiency	Employment • Individuals get a job or become self-employed as a result of Community Action Assistance. Economic and Asset Enhancement • Continue operating the Low Income Tax Preparation Program; the Individual Development Account Program; and the Family Self Sufficiency program to assist low-income households in achieving an increase in financial assets or financial skills.
2	The Conditions in which Low-Income People Live are Improved	Preserve & protect community resources	Community Improvement and Revitalization • Safe and affordable housing units will be preserved or improved through Weatherization. • Assessable safe and affordable health care services/facilities for low-income people are saved from reduction or elimination by participation in the Long Term Care Ombudsman Program resolving nursing home complaints and issues.
3	Low-Income People Own a Stake in Their Community	Nurture citizen involvement through volunteer opportunities	Civic Investment through Volunteerism • Continue to recruit, train and utilize volunteers through the Foster Grandparent, Senior Companion, and Retired & Senior Volunteer programs. • Provide volunteer opportunities for civic involvement and community service through Commodity Food programs, Senior Centers, non-governance boards, Head Start parent participation, etc.
4	Partnerships Among Supporters & Providers of Services to Low-Income People Are Achieved.	Expand opportunities through community-wide partnerships	• Increase financial resources for housing rehabilitation through Housing Commissions. • Contract for aging services through partnering agencies. • Participate in the regional Continuum of Care. • Maintain volunteer stations for Retired Senior Volunteer Programs. • Enhance referral systems to assure clients have knowledge and exposure to the services of partner agencies.
5	Agencies Increase Their Capacity to Achieve Results	Strengthen and improve agency functioning assuring exemplary programming and long range stability	Brand Identify and Marketing: • Broaden awareness of NEMCSA's programs, services and outcomes in every county of the service area. • Strengthen external communications. Governance • Recruit and retain active, engaged board members and provide adequate training opportunities. Assure Financial Stability • Maintain funder relationships • Seek new discretionary funding • Pursue non-traditional funding Accountability and Transparency • Utilize ROMA as the basis for program planning and evaluation Performance Standards • Assure compliance with all agency and program standards. Risk Management • Conduct a thorough risk management assessment addressing all aspects of risk Staff Retention • Remove obstacles to staff job satisfaction leading to more positive work environment, enhanced retention and reduction in training time and costs.
6	Low-Income People, especially Vulnerable Populations, Achieve their Potential by Strengthening Family and Other Supportive Systems.	Continue to offer exemplary existing and new outcome-based programming	Emergency Assistance • Families, households and individuals receive services to meet immediate needs including Nutrition, Housing, Legal Assistance and Fuel/Utility payments. Child & Family Development • Adults learn improved family functioning skills • Infants & children obtain age appropriate immunizations, medical & dental care • children develop school readiness skills • People participate in homebuyer education, financial management and foreclosure prevention services • Independent Living • Seniors and disabled adults receive in-home services • Medicaid recipients enroll in preventive services and treatment plans.

Goal 1.
Low-Income People Become Self-Sufficient

OBJECTIVE: Provide employment and training, economic counseling and asset enhancement programming that support self-sufficiency

STRATEGIES

Employment

- Individuals get a job or become self-employed as a result of Community Action assistance.
 1. Continue to operate the Senior Community Service Employment Program, training low-income, persons, age 55+ and placing them per year into unsubsidized part-time employment.
- Maintain and strengthen relationships with Michigan Works! agencies as a source of referral for client assessment, training, and job placement.

Economic and Asset Enhancement

- Low-income households achieve an increase in financial assets and/or financial skills as a result of Community Action assistance.
 1. Continue to operate the Earned Income Tax Credit (EITC) Program assisting low-income people to receive state and federal tax refunds and credits.
 2. Continue operating the Individual Development Account (IDA) Program assisting low-income households to open savings accounts leading to purchasing a home or post-secondary education.
 3. Continue to provide the Family Sufficiency Program developing program goals that lead to clients remaining off cash assistance for 12 months prior to graduation and completing financial literacy training.

Goal 2. The Conditions in which Low-Income People Live are Improved

OBJECTIVE: Preserve & protect community resources

Community Improvement and Revitalization

- Increase in or safeguarding of threatened opportunities and community resources or services for low-income people in the community as a result of Community Action projects and initiatives or advocacy with other public and private agencies.
 1. Safe and affordable housing units will be preserved or improved through Weatherization.
 2. Assessable safe and affordable health care services/facilities for low-income people are saved from reduction or elimination by participation in the Long Term Care Ombudsman Program resolving nursing home complaints and issues.

Goal 3.
Low-Income People Own a Stake in Their Community

OBJECTIVE: Nurture citizen involvement through volunteer opportunities

STRATEGIES

Civic Investment through Volunteerism

- The community will be enhanced through maximum participation of volunteers. Services are provided in the community through the aid of volunteers.
 1. Continue to recruit, train and utilize volunteers through the Foster Grandparent and Senior Companion programs.
 2. Recruit, train, and use community volunteers through the Retired & Senior Volunteer Program.
 3. Provide volunteer opportunities which promote civic involvement, community service, and program support through working with/at:
 - a. Commodity Foods (CSFP and TEFAP)
 - b. Senior centers – including Home Delivered Meals, helping with activities, clerical, etc.
 - c. Serving on non-governance advisory boards
 - d. Working with Head Start in classrooms, etc.

Goal 4. Partnerships Among Supporters & Providers of Services to Low-Income People Are Achieved.

OBJECTIVE: Expand opportunities through community-wide partnerships

STRATEGIES

- Actively work with organizations, both public and private, to expand resources and opportunities in order to achieve family and community outcomes.
- Enhance collaboration and partnerships to undergird referrals, broaden awareness of programs and services, and support NEMCSA's reputation as a leader in addressing poverty.
 1. Increase financial resources for housing rehabilitation by working with Housing Commissions in the region.
 2. Assure necessary programs are provided to meet the needs of the older (60+) population by contracting for services with partnering agencies.
 3. Participate with other member agencies in a Continuum of Care which, when supported and strengthened, provides intervention and prevention services to homeless and near-homeless people.
 4. Maintain partnerships with volunteer stations to provide community-based volunteer services through RSVP.
 5. Enhance formal and informal referral systems to assure that all clients get knowledge of and exposure to appropriate services both within NEMCSA and with our partner agencies.

Goal 5.
Agencies Increase Their Capacity to Achieve Results

OBJECTIVE: Strengthen and improve agency functioning assuring exemplary programming and long range stability

STRATEGIES

Brand Identity and Marketing

- Broaden awareness of NEMCSA's programs, services, and outcomes in every county of the service area.
 1. Develop or reestablish NEMCSA's brand identity with one recognizable image or logo and appropriate ancillary verbiage for use by all programs, in all geographic areas.
 2. Strengthen current and/or develop an integrated external communication plan to advance regional community awareness of NEMCSA and its mission.

Governance

- Continue current as well as expand effective board governance with financial oversight and awareness of NEMCSA's programming and strategic initiatives.
 1. Recruit and retain active and engaged governance board members in all three sectors (private, public and consumer) assuring good, fair representation across geographies and diversified demographics.
 2. Provide or arrange for adequate board training and educational opportunities to assure an informed governance team.

Assure Financial Stability

- Maintain current funding sources while continuing to expand and diversify the revenue stream with strong financial partnerships.
 1. Maintain relationships with current funders.
 2. Aggressively seek discretionary funding and new grant opportunities.
 3. Pursue non-traditional funding such as corporate giving, millage, fundraisers, crowd funding, etc.
 4. Consider methodologies to establish or enhance an individual donor base to include donations and bequests.

Accountability and Transparency

- Continue agency-wide outcome management and accountability focusing on results to determine overall agency effectiveness and assure transparency.
 1. Utilize nationally endorsed and proven ROMA (Results Oriented Management and Accountability) system:
 - a. as the basis for program planning by department;
 - b. to compare projections against results for accountability and provide for corrective action;
 - c. to provide data for advocacy, funding and partnership activities.

Performance Standards

- Assure compliance with performance standards for all aspects of the agency. This includes:
 1. Community Action Agency Nationwide Performance Standards (New to the industry – for 2016)
 2. Individual Program Area Standards such as those required for Head Start and others.

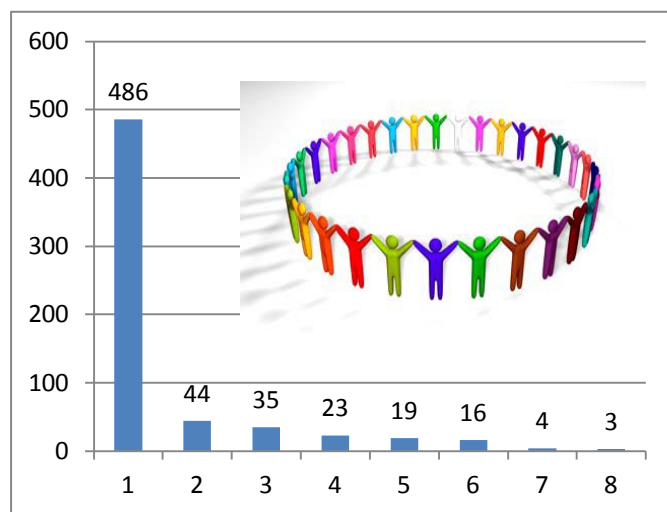
Risk Management

- Conduct a thorough risk management assessment.
 1. Address all aspects of risk to include governance, financial management, contracts and procurement, Human Resources, communications, property, service delivery, vulnerable populations and transportation.
 2. Prepare a plan to address all areas which will be reviewed on a regular basis.
 3. For 2015-16 this will include
 - a. Formalized succession planning
 - b. Review of Agency By-Laws (Attorney Review)
 - c. Update of Personnel Policies (Attorney Review)

Staff Retention and Employee Satisfaction

- Remove obstacles to staff job satisfaction leading to a stronger more positive work environment, enhancement of staff retention, and reduction in training time/cost.
 1. Improve internal communication systems
 2. Provide better vehicles for input on decision-making
 3. Regularly review compensation and benefits
 4. Streamline paperwork to reduce any redundancy
 5. Review policies and procedures for efficiencies
 6. Reassess management and supervision structure
 7. Increase accountability
 8. Provide formal methods for appreciation/recognition

Staff by Department



- | | |
|-------------------------|-----------------------------|
| 1. Head Start, 486 | 5. Administration, 19 |
| 2. Aging, 44 | 6. Client Services, 16 |
| 3. Early Head Start, 35 | 7. Community Development, 4 |
| 4. School Success, 23 | 8. Volunteer Programs, 3 |

Goal 6. Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems

OBJECTIVE: Continue to offer exemplary existing and new outcome-based programming

STRATEGIES

Emergency Assistance

- Services and resources are provided to meet immediate, short-term needs of low-income individuals.
- Barriers to family stability are reduced or eliminated for low-income people who are unable to work, especially seniors and adults with disabilities.

Nutrition:

1. Households supplement their food budget by receiving commodity products quarterly through TEFAP (The Emergency Food Assistance Program).
2. Food assistance is provided by way of low-cost meals offered to those 60+ in a congregate setting at senior centers throughout the 12 counties of Region 9 AAA.
3. Commodity foods are provided monthly to individuals and families through the CSFP (Commodity Supplemental Food Program).

Housing:

1. Individuals and/or families will have their immediate housing needs met by provision of emergency rent, mortgage assistance or other housing related assistance through programs designed to alleviate or prevent homelessness. These are:
 - a. Housing Choice Voucher Program (MSHDA-HVC)
 - b. Transitional Supportive Housing Leasing
 - c. Supportive Housing Program (SHP)

Legal Assistance:

1. Persons 60 years or older are provided with no cost legal service through a contract with Legal Services of Northern Michigan. This project is grant funded through the Region 9 Area Agency on Aging.

Fuel/Utilities:

1. Emergency fuel or utility payments funded by LIHEAP or other public/ private funding sources (at least in part to help prevent homelessness) through three programs:
 - a. Emergency Solutions Grant;
 - b. Energy Assistance for Deliverable Fuels; and
 - c. Crisis Assistance Program for Deliverable Fuels

Child and Family Development

- Infants, children, youth, parents and other adults participating in developmental or enrichment programs will learn and exhibit improved family functioning skills.
 1. Persons enrolled in the PATH program will complete the Chronic Disease Self-Management Course and/or Matter of Balance program achieving problem solving techniques, appropriate exercise, appropriate medication use, effective communication with family and health professionals, nutrition, and how to evaluate new treatments.
 2. Through the National Family Caregiver Support Program (aka Kinship Care) grandparents raising their grandchildren will receive reimbursements for approved purchases.
 3. Parents of children enrolled in Head Start (HS) or the Great Start Readiness Program (GSRP) will be part of their child's education by participating in program activities, attending a parent training day or participating in home visits/teacher conferences.
 4. Parents also play a significant volunteer role in the classroom, on field trips, in prep work, etc.
- Infants and children participating in development or enrichment programs will obtain age appropriate immunizations, medical and dental care.
 1. All children enrolled in HS and/or GSRP will participate in a well-child health screening; 98% will become fully immunized by year-end.
 2. For children enrolled in Early Head Start, 85% will complete a health assessment that meets age appropriate requirements by program year end.
- Infants and children participating in preschool activities will develop school readiness skills.
- Youth participating in development or enrichment programs will:
 1. demonstrate improvement in at least one of the following: reading skills, math skills or social behavior (through the Foster Grandparent Program).
 2. achieve at least three of the following targets through School Success:
 - a. increased family communication between home and school;
 - b. increase school attendance by 50%
 - c. achieve 75% of action plan goals; and
 - d. maintain achievements for at least 90 days.
- Parents or other adults participating in development or enrichment programs achieve increased family self-sufficiency through homeownership education.
 1. People participate in a homebuyer education program teaching home buying techniques, homeownership tips, and financial management.
 2. Persons who are delinquent on mortgage or property taxes (or in danger of becoming so) participate in the Foreclosure Services Program.

Goal 6. Low-Income People, Especially Vulnerable Populations, Achieve Their Potential by Strengthening Family and Other Supportive Systems - Continued

OBJECTIVE: Continue to offer exemplary existing and new outcome-based programming

STRATEGIES

Independent Living

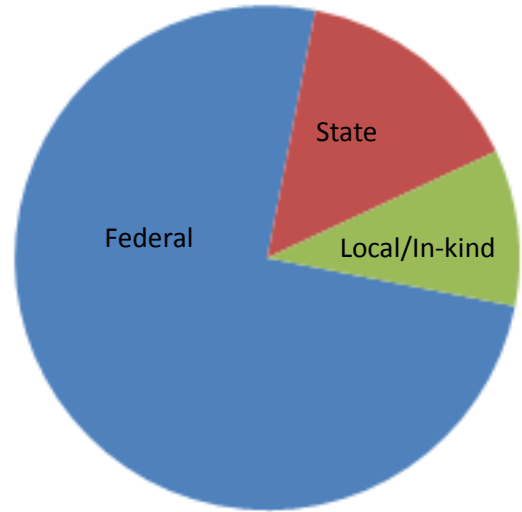
- Vulnerable senior citizens receiving services from Community Action will maintain an independent living situation [at least in part] as a result of those services.
1. The Region 9 Area Agency on Aging, working through our partners, the County Councils/Commissions on Aging, provide Homemaker Services, Personal Care, Respite, Adult Day Care Respite, Home Delivered Meals
 2. Through the Senior Companion Program, senior citizens will achieve at least one of the following: Decreased isolation; Increased access to community resources; Establish additional social relationships
 3. Through the Care Management and Mi Choice Medicaid Waiver Program, vulnerable senior citizens and other individuals with disabilities will:
 - a. Complete an assessment and other qualifying processes that lead to in-home services.
 - b. Receive information, counseling and advocacy services to make better informed decisions regarding Medicare and Medicaid health plans

Family Supports

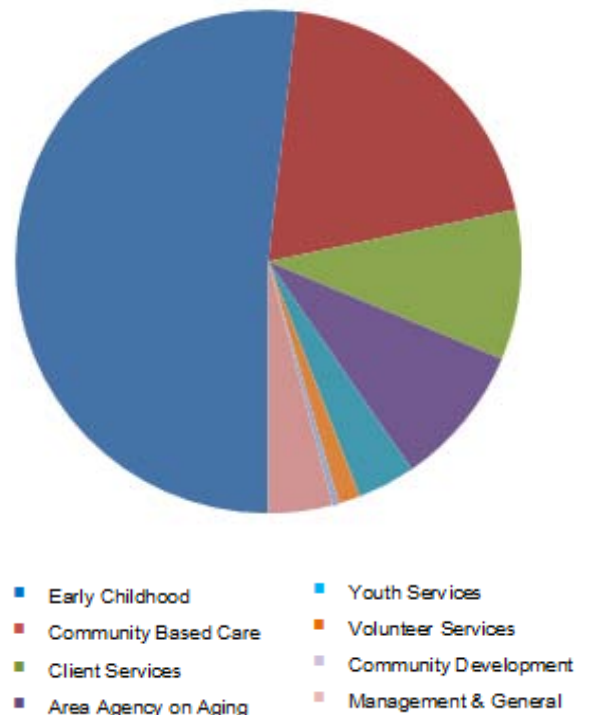
- Barriers to family stability are reduced or eliminated for low-income people who are unable to work, especially seniors, adults with disabilities and caregivers.
1. Medicaid recipients will be enrolled in a health plan that will provide preventive services and treatment through Michigan Enrolls.

Revenue and Expenditures 2014		
Revenue by Source		
Federal Share	\$34,396,030	75%
State Share	6,960,507	15%
Local/In-Kind Share	4,604,307	10%
All Sources	\$45,960,844	100%
Expenditures by Program Division		
Early Childhood Programs	\$23,791,132	51.8%
Community Based Care Programs	9,131,602	19.9%
Client Services Programs	4,430,047	9.6%
Aging Programs	4,197,022	9.1%
Youth Services Programs	1,675,006	3.7%
Volunteer Programs	666,240	1.4%
Community Development Programs	200,798	0.4%
Management and General	1,869,027	4.1%
Total Expenditures	\$45,960,844	100%

2014 Revenue



2014 Expenditures by Department



Acknowledgements

Completion of NEMCSA's first ever Strategic Plan would not have been possible without the input of key stakeholders including participants, partners, NEMCSA's Board of Directors and advisory boards and our great staff. Special thanks is given to the Strategic Planning Team who worked over a two year period to amass the information that makes up the huge body of work that is the back-up documents to this plan synopsis. Our Operational Planning Team provided an in-depth look the operational issues that emerged through a staff survey which was the basis of our SWOT/C (Strength, Weaknesses, Opportunities and Threats/Challenges) Analysis. Thank you all for your dedication to this project. It will be the basis for all strategic plans in the future and provides the baseline data from which we will build and grow.

BOARD OF DIRECTORS

Public Members

Alcona County, Kathleen Vichunas
Alpena County, Mary Hess
Arenac County, Virginia Zyguel
Cheboygan County, Bruce Gauthier
Crawford County, Sharon Priebe
Iosco County, Robert Cudney
Montmorency County, Albert LaFleche
Ogemaw County, Pete Hennard - President
Oscoda County, Mark Grantner
Otsego County, Kenneth Glasser - Treasurer
Presque Isle County, Lee Gapczunski

Private Members

Stuart Bartlett
Dale Huggler
Stephen Lang
Dawn Lawrence
Jack Mahank
John Morrison
Leonard Page
Rose Walsh
Carol Wenzel
Vacancies (2)

Consumer Representatives

Carol Athan
Erin Bills
Earl Corpe
Meagan Holmes
Melissa Holt
Dalene Meddaugh
Corleen Proulx
Patricia Rondeau
Gerald Wall
Vacancies (2)

STRATEGIC PLANNING TEAM

John Briggs, Chief Operations Officer (retired)
Karen Godi, Community Development Director
Yvonne Hildebrand, NEMCSA Board (former)
Jack Mahank, NEMCSA Board
Joe Pellens, NEMCSA Board (former)
Dorothy Pintar, School Success Director
Laurie Sauer, Aging Programs Director
Beth Storms, Client Services Specialist
John Swise, Chief Executive Officer (retired)
Melanie Youngs, Area Manager, Early Head Start

OPERATIONAL PLANNING TEAM

Stephanie Geiger, Education Supervisor/Coach
Jean Horrocks, Head Start Assistant Director North
Michelle Koin, Area Manager, Early Head Start
Julie Meyers, School Success Coordinator
Diane Price, Administrative Services Director
Yvette Smigelski, Contract Manager
Michelle Smith, Client Services Program Specialist
Rose Smith, Case Manager, CM/HCBW

PROJECT STAFF

Carol Shafto, AICP, Planning and Evaluation
Director and Strategic Plan Project Manager
Nicole Smith, Communications/Grant Coordinator
and Strategic Plan Project Recorder

Special acknowledgement goes to former CEO John Swise who had envisioned a strategic plan for several years and who supported the process by his participation and by making this a priority for planning staff. This plan, which lays the groundwork for future regular updates, TRULY could not have been done without this level of commitment. Thanks, John.