



GENESEE **C**OUNTY **C**OMMUNITY **A**CTION **R**ESOURCE **D**EPARTMENT



An open door. A helping hand.

**2015-2020
FIVE-YEAR PLAN**

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INTRODUCTION

Who We Are

Genesee County Community Action Resource Department (GCCARD) is one of the oldest and largest human services agencies in the county. With an annual operating budget of \$18 million, GCCARD helps low-income individuals and families achieve higher levels of stability and economic self-sufficiency. We are committed to alleviating the causes and circumstances of poverty. Staff members assist clients in realizing their full potential. GCCARD is the federally designed anti-poverty organization in Genesee County. We are a member of the National Community Action Partnership, which serves more than 1,000 Community Action Agencies across the United States, and the Michigan Community Action Agency Association, a state association of 29 Community Action Agencies that provide programs and services to assist low-income individuals and families in addressing emergency basic needs and breaking the cycle of generational poverty.

Vision

Families and children stabilized and transformed to overcome poverty

Purpose Statement

The purpose of Genesee County Community Action Resource Department (GCCARD) is to end generational poverty for as many county residents as possible

Core Values

Our organization is committed to fundamental beliefs and values that represent the center of our operating strategy. A positive work culture is created by these key values.

1) Dependability

Definition: We can count on each other

Consistent Behaviors: Reporting to work daily and on time

Complete assigned tasks

Spend time at work on work tasks

Do what you say you will do

2) Loyalty/Dedication

Definition: We got each other's back

Consistent Behaviors: Works with other staff to complete required tasks
Devotes time, effort and passion to work tasks

3) Honesty/Integrity

Definition: No deceit -- nothing hidden, and no one mislead

Consistent Behaviors: Follows through with commitments
Chooses community collaborators that share your values
Shows a positive customer-focused attitude
Ensures a professional appearance and practices
business/workplace etiquette

4) Teamwork

Definition: Everyone pulls their weight in a collaborative effort toward a common goal

Consistent Behaviors: Departments network and work together

Cross-training and multi-functional teams

Input and ideas of stakeholders are solicited and honored

5) Positive Environment

Definition: Recognition for a job well done and no drama

Consistent Behaviors: Emotionally healthy communication in the work environment
Commitment to excellence on the job
Opportunities for group decision making and problem solving

6) Well-Trained Staff

Definition: High levels of competence and efficient in completing the work

Consistent Behaviors: Budgeting for staff training and professional development
Encouraging and rewarding improvement in staff competencies
Staff mentoring, succession planning and leadership development
opportunities
Plan for organizational and individual professional development

7) Mission-Minded

Definition: Dedicated to the organization's purpose

Consistent Behaviors: Partnering with clients and other stakeholders
Utilizing effective communication methods
Using data to plan and implement services to meet customer needs
Following up and giving feedback on performance measures

8) Strong Work Ethic

Definition: Dependable, comes to work on time and completes assignments

Consistent Behaviors: Accountability for the quality work completed

Implementing pilot projects and sharing best practices

Ongoing evaluation of work efforts

Problems are viewed as opportunities for improvement

9) Innovation

Definition: Looking for new ways to serve clients and to do your job more efficiently and effectively

Consistent Behaviors: Piloting innovative models of service to clients

Being a forerunner in tracking and measuring client outcomes

10) Open Communication

Definition: Open and clear communication about agency matters

Consistent Behaviors: Keeping confidences were required

Ensuring protection of client confidentiality at all times

Report problems or concerns to the supervision or management

11) Respect

Definition: Consideration of others perspectives, views and beliefs'

Consistent Behaviors: Regularly giving feedback to other staff

Listening to the ideas and input of colleagues/other staff members

Involve staff in decision making where possible and offering explanations for decisions

12) Integrity

Definition: Honest and accountable for actions

Consistent Behaviors: Follow through with commitments

Pitch in to work as a team member

Complete what you start

13) Service to Others

Definition: Focus on improving the lives of client, children and families

Consistent Behaviors: Commitment to high-quality work tasks

Completion of assigned tasks

Compliance with agency policies and procedures

Extend yourself to serve clients

GENESEE COUNTY

With the Economic Opportunities Act of 1964, the “War on Poverty” was launched. Genesee County Community Action Resource Department (GCCARD) was incorporated in February 1964, becoming the local Community Action Agency responsible for safety net services to Genesee County residents in need. GCCARD is an experienced leader in Community Action: an organization with expertise in providing services to disadvantaged individuals and families.

Poverty is a serious issue in Genesee County – 16.4 percent of all families live in poverty. Poverty is particularly severe in the county’s urban center, Flint. For families with children under 18 years, an alarming 54 percent live below poverty.

Genesee County is located in the southeastern portion of the Lower Peninsula of Michigan. The county is the 5th most populous county in Michigan, representing 4.1 percent of Michigan’s population. (Census, 2014). The total county population is 412,895 residents¹. The City of Flint comprises nearly 24 percent of the county population (99,002 people). The housing stock in the county is aging, especially in the urban center of Flint where 82.9 percent of the housing structures were built before 1969. Families in poverty often struggle to find safe, affordable housing. Abandoned and blighted housing is a dire threat to neighborhood stability and vitality in Flint. After experiencing a surge during the past couple of decades, housing growth in the surrounding suburban areas has declined in response to the slowed economy.

Low school achievement, high dropout rates and low literacy levels are among the serious education challenges in the county. Flint students lag significantly behind county and state scores in math and reading proficiency.² Flint high school completion and college preparatory indicators are significantly lower than Genesee County and state statistics.

Major health and nutrition issues faced by county residents include food insecurity, obesity and poor nutritional habits among children and adults, and lack of access to medical insurance. The leading causes of death for Genesee County residents are chronic illnesses including heart disease, cancer, chronic lower respiratory diseases, stroke, diabetes, pneumonia and other conditions associated with aging and poor behavioral choices.³ Genesee County’s mortality rates from these preventable deaths are all well above state and national averages.

¹ US Census American Community Survey 2014 Population Estimate

² Michigan Department of Education Dashboard 2015

³ Michigan Department of Community Health Mortality Rates for Genesee County 2013

Senior citizens in the county are living longer. Fifteen percent of county residents are 65 years or older. Seniors face many issues related to aging. GCCARD currently receives funding through a county Senior Services Millage that could continue to fund expanded senior home delivered and congregate meal services.

GCCARD is a county department under the auspices of the Genesee County Board of Commissioners. The Board of Commissioners is the governing board and policy-making body of county government. While many of its powers, duties and responsibilities are prescribed by law, and diffused through the wide-spread use of commissions, boards, committees, and independently elected county officers, the Board is in charge of developing and approving county policy and setting the county budget.

The entire county has a total area of 640 square miles, with a county-wide population density of 669 people per square mile.⁴ The urban core of the county is the City of Flint. It is 34.5 square miles, with a population of 3,065 people per square mile. The County and City of Flint remain racially segregated. Across Genesee County, the majority of the population is Caucasian (74.5 percent), and 20.7 percent African American. In Flint, more than half the population is African-American – 55.4 percent and 39.2 percent Caucasian.⁵

The chart below shows the similarity of the age breakdown for populations in Flint, Genesee County and the State of Michigan. Genesee County median age (38.4 years) is nearly the same as the State of Michigan (38.8 years), while the City of Flint's median age is lower at 33.8 years.

Population Indicator ⁶	Flint	Genesee County	State of Michigan
Persons under 5 years old	8.3%	6.4%	6.0%
Persons age 18 and older	72.8%	75%	76.4%
Persons age 21 and older	67.7%	70.8%	71.7%
Persons age 65 and over	11.1%	13.8%	13.9%
Median Age	33.8	38.4	38.8

⁴ U.S. Census 2010

⁵ 2013 American Community Survey 5-Year Estimate

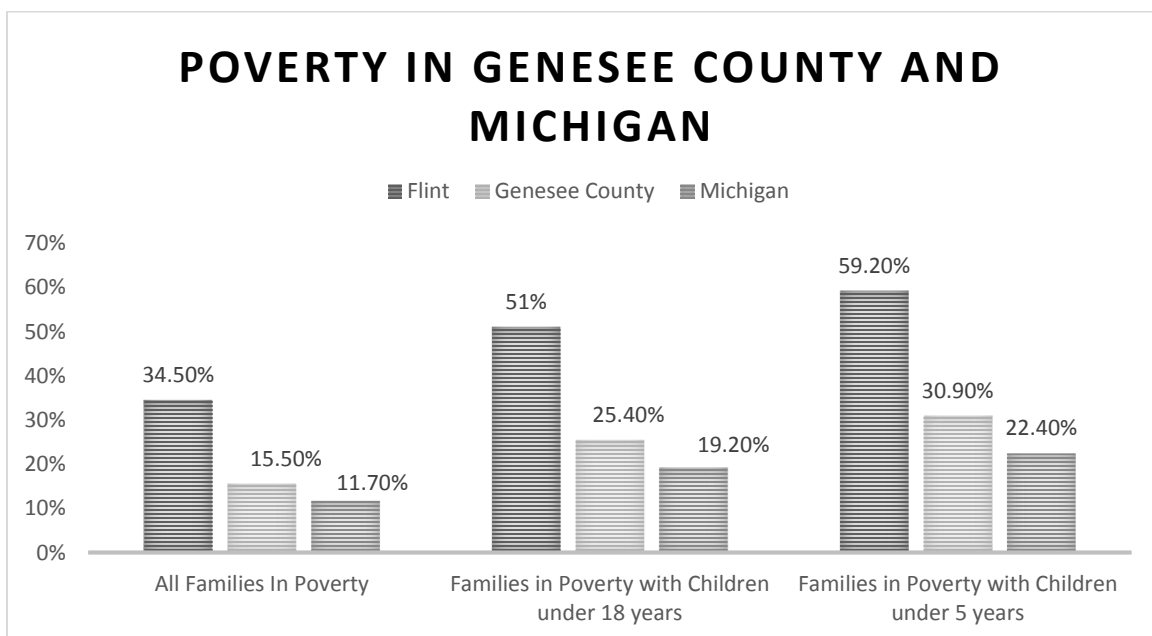
⁶ 2012 American Community Survey 5-year Population Estimate

According to the “2012 Community Health Needs Assessment for the Genesee County/City of Flint Community,”⁷ the urban areas of the county face some particularly dire dilemmas, including:

- Per capita liquor store density in the county is higher than 90 percent of Michigan’s counties;
- In Flint, 102,234 residents have access to ONE established chain grocery store, compared to 54 liquor stores for food access within city limits; and
- Urban decay continues to spread as the number of vacant homes in the city has increased 74 percent since 2000.

Economic Climate

The financial picture in Genesee County and City of Flint reflects two different realities. In the county, 21.7 percent of the population lives below the poverty line. In Flint, 41.6 percent of residents are living below the poverty line.⁸ The situation for children is even worse: 59.2 percent of children in Flint under age 18 live in poverty, as do 30.9 percent across the county. These figures are well above the state average of 22.4 percent.



U.S. Census 2013 American Community Survey 5-Year Estimates

⁷ Greater Flint Health Coalition http://www.gfhc.org/reports_to_the_community.html

⁸ U.S. Census 2013 American Community Survey 5-Year Estimates

Unemployment and financial stability continues to be a struggle in the urban areas of Genesee County. While the median household income in Genesee County has grown 2 percent since the 2000 Census (to \$42,089), household income has declined 12 percent in that same time for residents of Flint to \$24,834. Unemployment rates are also much higher in the city than for the entire county.

Economic Indicators⁹	Flint	Genesee County	State of Michigan
Unemployment	12.4%	9.7%	6.7%
Individuals below poverty level ¹⁰	39.7%	19.9%	16.3%
Median Household Income	\$26,339	\$42,730	\$48,471
Children ages 0-18 receiving FIP (Family Independence Program)	n/a	9.8%	4.5%
Children ages 0-17 in poverty	58.4%	30.9%	24.6%

Flint lost the most manufacturing jobs of any city in the United States between 2001 and 2013, when manufacturing employment declined 57 percent.¹¹ In Genesee County, industries in the educational services and health care/social assistance category now employ the most people – 26 percent. Manufacturing jobs make up the next biggest employment sector with 15 percent of the jobs, followed closely by retail trade at 14.1 percent.

Genesee County's aging population also creates additional issues that must be addressed in terms of health, housing and social service needs. The median age has increased 6.6 percent in the last eight years and people age 55 and older represent a disproportionately high percentage of the total population.¹²

Educational Attainment

⁹ Kids Count Data Center, Annie E. Casey Foundation 2013

¹⁰ U.S. Department of Labor May 2015

¹¹ Economic Modeling Specialists Intl. figuresGen

¹² "2012 Community Health needs Assessment for the Genesee County/City of Flint Community."

Dwindling resources, sub-par school achievement and high dropout rates continue to plague Genesee County's urban areas. Flint's drop-out rate is higher than both the county and state, and the district is facing a significant budget deficit. In the last decade, the district has been forced to close more than 20 school buildings, forcing students to relocate several times during their educational career.

According to the Michigan Department of Education's 2013-2014 school financial data, Flint and nearby Beecher school districts received the most money per pupil in 2013-14 in Genesee County, but were the only districts in the county operating under a deficit. Flint received \$13,757 per student, and Beecher \$12,720. In comparison, suburban Grand Blanc schools received \$8,357 per student.

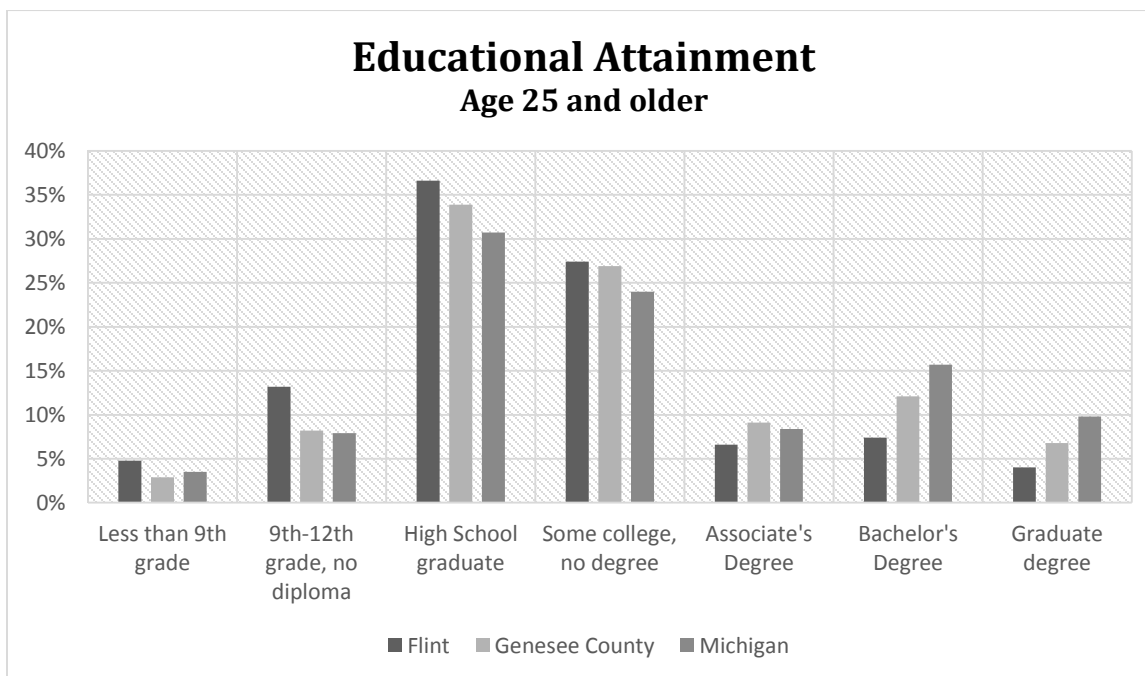
Westwood Heights, also located in Flint, is struggling to maintain its independence after being placed on a list of possible school districts the state wanted to dissolve due to budget problems and dwindling enrollment. The district is emerging from a \$140,000 deficit and tumult related to having eight superintendents in eight years.

Education Indicators	Urban School Districts			Suburban School Districts		Genesee County School Districts	State of Michigan School Districts
	Flint Schools	Beecher Schools	Westwood Heights	Grand Blanc	Fenton		
Dropout Rate	23.68%	30%	5.6%	>5%	5.6%	12.7%	10.5%
4-year Graduation Rate ¹³	51.6%	49.3%	88.7%	91.1%	83.8%	n/a	77%
3 rd Grade reading proficiency	41.6%	66.7%	43.1%	86.6%	80.3%	70.6%	70%
Proficient on MME	>5%	>5%	>5%	25.2%	21.5%	15.0%	19.2%

¹³ Michigan Department of Education 2014 Graduation Cohort

ACT Composite Score	15.3	14.6	15.0	21.1	21.0	19.0	19.8
Michigan Dept. of Education Dashboard 2013-2014 data							

Test scores show students in the county's urban area are behind the rest of the county and state. On state-mandated reading and math proficiency exams, Flint students scored significantly lower.¹⁴In 2012, 88.8 percent of people age 25 and over in Genesee County had at least graduated from high school.¹⁵ Across the county, 19 percent of adults over age 25 had obtained at least a Bachelor's degree. Total school enrollment in Genesee County in the 2013-2014 school year was 70,006 students. In the past decade, Genesee County school population has declined by 49,993 students.



U.S. Census 2013 American Community Survey 5-Year estimates

¹⁴ Michigan Department of Education 2013-2014 MME Entity Breakdown

¹⁵ American Community Survey 2012 Educational Attainment data

Housing Conditions

Homelessness and near-homelessness continues to be a serious issue Genesee County. While actual counts are difficult, a 2012 comprehensive study estimated the county's homeless population at 3,382, with homeless residents being counted at the warming centers, shelters, government offices and churches throughout the county over a three-day period.¹⁶

Genesee County's housing structures are aging – 70 percent of the housing stock was built before 1979.¹⁷ In 2013, the county had 191,568 housing units, and 13.5 percent were vacant. The majority of the county's housing units (73 percent) are single family homes.

Violence and Crime

Flint was the second-most violent city in America in 2013, after three consecutive years as the most violent city in America. Budget cuts have forced the city to reduce the number of police officers. The city employed 108 officers in 2015, down from 265 officers seven years earlier. The city has one police officer for every 830 people. In comparison, New York City has 1 officer for every 235 residents.¹⁹

Your chance of being a victim of a violent

crime in Michigan is 1 in 220²⁰. In Flint, it is 1 in 36. For property crime, the Michigan average is 1 in 40. In Flint, it is 1 in 17. The city has 255 crimes per square mile, compared to the national median of 39.3.

The crime rate among juveniles was 17.18 per 1,000 juveniles in Genesee County in 2013, the most recent year statistics are available from the Michigan State Police.²¹ There were 64 juveniles charged with violent crimes, including homicide, aggravated assault, rape and robbery,

2013 Crime¹⁸ (per 100,000 residents)	Flint	U.S. Average
Violent Crime	1,456.1	214
Property Crime	734.9	266.5
Murders	62	4.7
Rapes	106	27
Robberies	662	113
Assaults	1,899	242
Burglaries	2,931	670

¹⁶Mlive.com, January 25, 2012

¹⁷ U.S. Census 2013 American Community Survey 5-year Estimates

¹⁸ City-data.com 2014

¹⁹ Business Insider, June 13 2013

²⁰Neighborhood Scout, 2013

²¹ Michigan State Police data 2012

199 charged with property crimes including arson, burglary and larceny, and 423 charged with other crimes such as non-aggravated assault, narcotics violations, disorderly conduct, vandalism and weapons.

Child abuse and neglect also continues to plague Genesee County²². Over the past three years, 21 children have died from abuse in Genesee County²³. Another 35 children under the age of 5 were reported as severely beaten in 2013. Although the population is decreasing, the number of reported child abuse cases has increased every year since 2009.

In Genesee County, there were 12,463 families investigated for possible abuse in 2013, a rate 123 per 1,000 families. There were 1,963 confirmed victims of abuse and/or neglect. The county's abuse rate is 19.4 per 1,000 children, higher than the statewide average of 14.9. Abuse and neglect rates are much higher for younger children. The rate of confirmed victims for children up to age 8 was 27.9, and for children up to age 5 it was 33.3 in 2013. There were 519 children in out-of-home care due to abuse or neglect in 2013. These rates are all well above state and national averages.

Health and Nutrition Status

Genesee County residents face numerous health challenges. The county is ranked 81st out of 82 Michigan counties for overall health outcomes²⁴, and the Centers for Disease Control has identified Genesee County as having the 4th highest rate in Michigan for physical inactivity, 6th for obesity and 10th for diabetes.

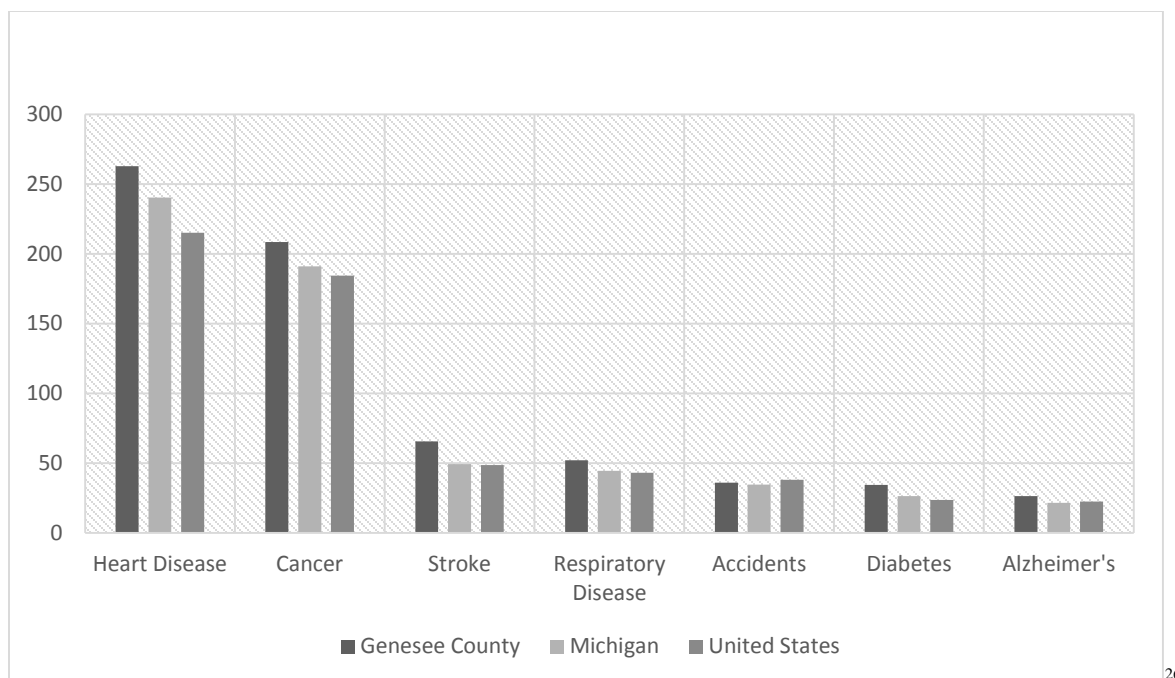
Rates for the top seven leading causes of death are also much higher among Genesee County residents than they are in the rest of the state or country. Among county residents, 19 percent are in "poor or fair health," higher than the statewide 14 percent average.²⁵ Among adults, 37 percent are obese and 23 percent smoke – much higher than the rest of the state and nation. Genesee County's Food Environment Index, which measures access to healthy foods and percentage of the population facing food insecurity, is set at 6.5 on a 10-point scale, well below state and national averages.

²² Annie E. Casey Foundation Kids Count data 2013

²³ Mlive.com May 1, 2014

²⁴ Robert Wood Johnson Foundation County Health Rankings

²⁵ County health Rankings.org



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Source: Robert Woods Johnson Foundation County Health Rankings

These health statistics paint a bleak picture for the health of the county's residents. "Due to the additional risk factors associated with poverty, food insecure and low-income people are especially vulnerable to obesity," according to the Food Research and Action Center. Obesity among low-income residents occurs in part because they are not only subject to the same influences as other Americans (more sedentary lifestyle, increased portion sizes) but also because they have limited resources and access to healthy, affordable foods, fewer opportunities for physical activity (lack of parks, trails and recreational facilities, as well as crime), high levels of stress and limited access to health care. In Genesee County, 17 percent of the population faces food insecurity and 9 percent have limited access to healthy foods.²⁷

Flint and Genesee County also lead the state in teen births, births to mothers with no high school degree, children insured by Medicaid, mothers who smoked during pregnancy and confirmed cases of child abuse/neglect. These factors contribute to the declining socio-economic progress of the entire community. Parenthood is the leading reason teen girls drop out of school,

²⁶ Centers for Disease Control 2013 statistics

²⁷ County Health Rankings.org

and more than half of teen mothers never graduate. ²⁸ One-quarter of teen mothers have a second child within 24 months of their first baby.

Only 65 percent of Flint toddlers are fully immunized compared to 74 percent nationwide. A drop in the number of fully-immunized children poses a health threat to the entire community. When a critical portion of the community is immunized against a contagious disease, most members of the community are protected because there is little opportunity for outbreak – a concept known as “community immunity.”²⁹ A drop in the number of fully immunized people will have the opposite effect. In 2010, the U.S. had more than 21,000 cases of whooping cough, resulting in 26 deaths – most in children younger than 6 months. A study in the journal “Pediatrics” found that “communities with large numbers of unvaccinated or under-vaccinated persons can lead to pertussis outbreaks.”

Health Indicators³⁰	Flint	Genesee County	State of Michigan
Births to Teens	17.8%	12.2%	8.7%
Births to mothers with no diploma or GED	29%	17.%	14.5%
Births with less than adequate prenatal care	26.2%	33.5%	29.4%
Children insured by Medicaid	82%	49.7%	40.8%
Fully immunized toddlers	65.4%	71.5%	74.3%
Mothers who smoked during pregnancy	26.1%	24.0%	20.2%
Confirmed victims of abuse / neglect ages 0-17	n/a	21.4 per 1,000 children	14.6 per 1,000 children

Children from low-income families face a variety of hurdles.

- School readiness: Children of poor and minority parents are more likely to struggle in school³¹ because they begin school without the necessary basic literacy and numeracy skills. With more than 58 percent of Flint’s children in poverty, this is a critical need in Genesee County.

²⁸National Campaign to Prevent Teen and Unplanned Pregnancy, “Teen Pregnancy and Education.” 2014

²⁹ National Vaccine Program in the U.S. Dept. of Health and Human Services

³⁰ Annie E Casey Foundation and CDC 2013 statistics

³¹“The Effects of Early Education on Children in Poverty,” Anna D. Johnson. Columbia University

- Lead poisoning: Only 21 percent of Genesee County children were tested for elevated blood lead levels in 2012, despite the fact that Flint has nine ZIP code areas deemed “high risk” for lead poisoning. Of those tested, 3.2 percent of children ages 1-2 have elevated blood lead levels in Genesee County. Lead poisoning among children is linked to serious growth deficits, including lowered intelligence, learning disabilities and aggressive behaviors. The leading cause of lead poisoning is house dust from homes built before 1973 with lead paint. Seventy (70) percent of Flint’s homes were built before 1970.
- Sub-standard housing: Poor housing quality is linked to an increase in emotional and behavioral problems in children and poor school performance in teens.³²

Political Climate

Genesee County Community Action Resource Department (GCCARD) is a county department, governed by the Genesee County Board of Commissioners. The nine-member Board of Commissioners develops and approves county policy and sets the county budget.

While the entire county has suffered in the recession and exodus of jobs, Flint, the county seat, has borne the brunt of the damage. City of Flint was been under the control of a state-mandated Emergency Manager from 2011 through April 2015. The appointment was triggered by Flint’s financial emergency - the city remains more than \$9 million in debt.³³ The city continues to receive “high risk” fiscal indicator scores, according to the City of Flint Accountability Data.

While the County Board of Commissioners controls the budget for the jail, maintaining rural roads, the court system and public health issues, individual cities and townships are responsible for police, fire, building, zoning, tax assessment and street maintenance within their boundaries.

³² “Developmental Psychology,” October 2013.

³³ City of Flint Comprehensive Annual Financial Report for fiscal year ending June 30, 2014

Cities in Genesee County:

Burton	Flint	Mount Morris
Clio	Flushing	Swartz Creek
Davison	Grand Blanc	
Fenton	Linden	

Villages in Genesee County are: Gaines, Goodrich, and Lennon (partially), Otisville and Otter Lake (partially).

Charter Townships:

Clayton	Genesee	Mundy
Fenton	Grand Blanc	Vienna
Flint	Montrose	
Flushing	Mount Morris	

Genesee County is heavily Democratic, though city elections are nonpartisan. The southern tier of the county, home of the only current Republican state senator, tends to vote more Republican than the rest of the county.

Senior Citizens

Genesee County residents are aging – the median age of the population is 38.8, up from 35 in 2000. In the county, 58,557 residents (13.7 percent of the population) are age 65 or older, and among the 65-and-older population, the median age is 74.1.³⁴ Across Michigan, the proportion of the population age 60 and older is growing more rapidly than any other age group. The U.S. Census Bureau estimates that 24 percent of Michigan’s population will be 60 or older by the year 2030, an increase of 32 percent from 2012.

The demand for services for seniors will become more acute in coming years as more people enter retirement. According to the Social Security Administration, nine out of 10 individuals age 65 and older receive Social Security benefits, and for the majority of them, Social Security is the major source of income. Among elderly recipients, 52 percent of married couples and 74 percent of unmarried persons rely on Social Security for more than 90 percent of their income. An

³⁴ U.S. Census 2013 American Community Survey 5-year estimates

estimated 165 million workers are covered under Social Security, 51 percent have no private pension coverage and 34 percent have no savings set aside specifically for retirement.

Other key findings related to seniors in Genesee County include:

- 3.1 percent are responsible for grandchildren under 18 years of age;
- 38.5 percent have a disability;
- 90.1 percent is no longer in the labor force;
- 10.3 percent receive food stamps/SNAP benefits;
- 59.5 percent of seniors who rent their housing spend 30 percent or more of their income on rental costs; and
- 5 percent of the people (11,205) served by the Michigan mental health system were age 65 or older in 2012, a rate higher than regional and national figures.

With the growth of the older population in Genesee County, it is expected that senior citizens will require significant support services to maintain independent living and quality of life. For the 2013-2014 fiscal year, the Genesee County Board of Commissioners awarded contracts totaling more than \$6.2 million to area senior centers and senior service providers. There are 15 senior citizen centers located throughout Genesee County, with operations partially or fully funded by senior millage funds. More than 15,000 seniors utilized the centers for activities, socialization, nutrition and health and fitness. Seniors also use the centers to access social services including Medicare/Medicaid counseling, food programs, legal services and veteran's services. In an Aug. 5, 2014 election, Genesee County residents renewed the senior millage for an additional 10 years through 2026.

Summary Needs Statement

Genesee County residents face numerous hurdles to living, and staying healthy. Multi-generational poverty, increasing economic insecurity, crime, homelessness, an aging population, lack of health care and support and an overburdened education system all threaten the well-being of Genesee County residents. Genesee County Kids Count, an annual report of all Michigan counties, indicated that children in Genesee County ranked 73rd among 82 Michigan counties. The report compares indicators of child well-being, including education, poverty, health, domestic violence, crime, teen pregnancy, and accidental deaths.

The Greater Flint Health Coalition, a recognized neutral, multi-sector coalition of collaborative partners, reviewed data from its Community Health Needs Assessment and identified the needs and outcomes that most need improvement in Genesee County:³⁵

- Physical environment, neighborhood safety and transportation;
- Infant and child health improvement;
- Effective care delivery for aging population;
- Tobacco-free living;
- Physical activity and active living; and
- Nutrition and diet.

In addition, Genesee County must address the ongoing decline in the local economy and the difficulties presented by an eroding tax base. To address these needs, community action programs and services must tackle the root causes of poverty and methods of assisting residents to break the cycle. Programs must respect the dignity of individuals and eliminate barriers to self-sufficiency. Community services must meet the needs of the varied populations that require services, from pregnant mothers and young children to the unemployed and senior citizens.

³⁵ Kids Count In Michigan Data Profile 2015

SWOT ANALYSIS: STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

GCCARD has utilized a SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis as part of its strategic planning process. Methods for proactively identifying and assessing the changing environment were employed.

Strengths

Genesee County Community Action Resource Department (GCCARD)'s **mission** is to “help break the cycle of poverty.” All of GCCARD's programs and services are aimed at helping low-income individuals and families achieve higher levels of economic self-sufficiency and stability. We are committed to alleviating the causes and circumstances of poverty. Through the provision of client-centered services, staff members assist clients in realizing their fullest potential.

GCCARD is the federally **designated anti-poverty organization** for Genesee County. We are a member of the national Community Action Partnership, which serves more than 1,000 Community Action Agencies across the United States, and the Michigan Community Action Agency Association, the state association of 29 Community Action Agencies that provide programs and services to help low-income individuals and families achieve greater economic self-sufficiency and stability. Community Action Agencies such as GCCARD originated in President Lyndon B. Johnson's “War on Poverty” in the 1960s. The goal: to reduce poverty and increase self-sufficiency and economic stability among the thousands of clients we serve each year.

GCCARD also plays an important role in the economic development of the entire community, providing affordable housing, education and collaborating with other agencies for even greater impact and effectiveness. We use a mixture of funding sources, from federal, state and local government to private foundations and private businesses and organizations, to best serve our clients and the community in the most effective way possible.

GCCARD **programs and services** include:

- Commodities Food
- Early Head Start/Head Start
- Emergency Home Repair
- Green and Healthy Homes

- Homelessness Prevention
- Housing Weatherization
- Michigan Enrolls/Maximus
- Not Just Cheese
- Raise the Roof
- Senior Nutrition Congregate Meals
- Senior Nutrition Home Delivered Meals
- Shelter Plus Care Rent Subsidy Program
- Summer Food Program: Meals for Youth
- Summer Youth Employment Program
- Teen Jury
- Temporary Food Assistance Program
- Walk for Warmth

GCCARD's **location in the center of Flint, on public transportation lines**, allows it to best serve and reach its intended clients. While Flint continues to suffer the effects of the recent economic crash, the state and nation are seeing a rebound in economic development, which in turn may lead to additional dollars available for programming efforts.

GCCARD Program Directors identified one of the organization's major strengths was its **consensus on both the core programs** GCCARD offers and the primary constituencies it should be serving.

Other strengths identified by a majority of **GCCARD Program Directors** include:

- **Strong delivery:** The organization successfully meets program goals, and/or adapts programs that are not working or eliminates programs that under-perform;
- **Well-respected:** GCCARD is valued by peer organizations for being well-run and delivering high-quality and innovative programming that meets the needs of constituents;
- **Works collaboratively** with other community groups and organizations to advance its goals;
- Has long-standing, **formalized working agreements** and service arrangements with various community organizations serving low-income families;

- The organization's leaders are informed about GCCARD's work; and
- Program Directors support shared values and lead by example.

Among line staff members, including intake specialists, kitchen workers, clerical and other support staff, 94 percent reported they knew what they were supposed to be doing at their job and 85 percent said the client outcomes for their department were very clear.

Weaknesses

As with all nonprofit organizations, GCCARD is forced to balance its limited funding dollars with an ever-increasing pool of potential clients. **Declining financial support** for grant programs, limited availability of grant funding and a poor fundraising history all contribute to the issue.

In surveys of GCCARD's line staff (including kitchen workers, clerical staff, drivers and intake specialists), the organizations' weakest areas were:

- **Communication by administrators;**
- **Providing employees with opportunities to develop skills; and**
- **Creating an atmosphere where everyone contributes.**

Turnover among staff and limited resources for salaries contribute to a lack of leadership and institutional knowledge on how to best operate programs and procedures. A "bunker mentality" between departments limits opportunities for inter-department partnerships and sharing of knowledge and resources. In addition, staff burnout contributes to a lack of innovative programming and cross-departmental collaboration.

Inefficient or nonexistent business systems and program operational protocols creates long-term problems in both use of staff time and resources. An enlarged volunteer base will expand our reach into the community and extend services to additional disadvantaged families.

Opportunities

GCCARD considers any available grant an opportunity to expand its programming and services to clients. Grant possibilities will be continuously monitored, and appropriate funding possibilities will be pursued.

Relationships with potential donors, foundations and other untapped fundraising constituencies will be pursued and maintained to increase possible funding reach. Ensuring public awareness of GCCARD's many programs will increase the visibility of the organization both to potential clients and to funders. Support from media and other partner organizations will also contribute to GCCARD's mission to break the cycle of poverty.

GCCARD will develop **partnerships with other programs**, both in-house and with other organizations, to further its reach and best use of available funding.

As the economy in Flint and Genesee County continues its slow improvements, emerging volunteer sources will continue to be identified and pursued.

GCCARD owns office facilities in downtown Flint where the organization operates as a landlord for non-profit organizations, services programs and municipal departments. Funds from these arrangements may be utilized to support additional programs and services to those in need.

Threats

GCCARD is continuously **vulnerable to economic crises**, and budget cuts at local, state and national levels. In addition, as part of Genesee County, the organization is susceptible to political changes.

A lack of communication between departments in the organization is stymieing efforts to best address the needs of clients.

Sustainability problems due to lack of continuous funding threatens programming.

It is hard to measure the impact of certain programs on the targeted population, thus increasing the difficulty of showing success and maintaining or increasing funding.

PROGRAMS AND SERVICES

GCCARD operates an array of programs and services to support individuals and families in poverty to gain ever increasing levels of social and economic self-sufficiency. Currently the annual operating budget exceeds \$18 million. GCCARD major program areas:

Program Area	Director	Service
1. Food Commodities Distribution	Dan Newcombe	Community Supplemental Food Program (CSFP) The Emergency Food Assistance Program (TEFAP) Not Just Cheese: Nutrition Education Weatherization Program (Department of Energy) Emergency Home Repair Low Income Energy Assistance Program (LIEAP)
2. Genesee County Early Head Start and Head Start Program	Kelli Webb	Head Start Early Head Start (Center and Home-Based) Oral Health Head Start and Department of Human Services Partnership (Lap Tops for Head Start Staff) Michigan School Readiness Program (MSRP) ELEG Extended Care in 6 Classrooms Farmer's Market Food Voucher Program Housing/Financing Workshops Male Involvement Opportunities Anti-Violence/Positive Discipline Series Family Law Forum Individualized Career Building Sessions with Parents
3. Neighborhood Service Center	Veonca Johnson	CARE Energy Assistance Homeless Transportation Services Michigan Enrolls Teen Court The Emergency Food Assistance Emergency Solutions Grant (Homeless Prevention) Michigan Public Service Commission (MPSC) Michigan Community Action Agency Association (MCAAA) Energy Assistance Program Walk for Warmth
4. Senior Food Program	Laura Rahmaad	Congregate Meals (Genesee County Senior Mileage) Home Delivered Meals (Genesee County Senior Mileage) Home Delivered Meals Home Delivered Meals University of Michigan-Flint Care Center Youth Summer Feeding Program After School Lunch Programs

Program Area	Director	Service
5. Document Control	Matthew Purcell	Monitor and maintain financial records for GCCARD's numerous programs and services.

STAFF PARTICIPATION IN THE PLANNING PROCESS

Staff opportunities for participation in the 5-Year Strategic Planning process were:

1. Executive Director planning sessions - During these sessions the structure for the planning process and for data collection was designed.
2. Program Director surveys - Four (4) Program Directors participated an organizational assessment survey to identify strengths and challenges. (One Program Director was not surveyed due to being on sick leave.)
3. Line staff surveys - 64 line staff members participated in an organizational assessment (a few staff members were not surveyed due to their absences during survey administration).
4. Leadership staff working session - A staff working session was held on January 23, 2015, with 13 staff members including the GCCARD Executive Director.

Staff members provided important input and feedback regarding the organization's operation, mission, services, competitors, allies, and suggestions for improvement. Staff was also given opportunities for any general comments or suggestions.

Program Director Surveys

When queried regarding their understanding of the organization’s mission the following comments were offered: promote self-sufficiency, build up the community, and help people in need or crisis with government programs. One participant described the mission of GCCARD as “for all the components to work together to provide as many services as we can to residents of Genesee County to help them become self-sufficient and for us to try to eliminate as many barriers as possible.”

When asked to identify what needed program services are not currently provided by GCCARD, the following comments were given: job readiness, community development, lead reduction/Green and Healthy Homes, Community Development Block Grant (CDBG), Work First job development, employment and training programs, financial literacy, credit repair, home ownership preparation, housing development, neighborhood rehabilitation, nutrition education, afterschool programming, family counseling, case management, in-house volunteer corps, advocacy, community and economic development, life skills training, Veterans services, and disability services.

Opportunities for GCCARD in the community were identified as providing housing repair and inspection services, housing lead reduction services, mentoring services, prisoner re-entry programs, high school graduation and GED preparation, vocational training, weatherization, minor home repair, neighborhood revitalization, literacy services, community and economic development.

GCCARD’s partners and allies are highlighted in the chart below:

Partners and Allies
Carriage Town Ministries Catholic Charities Food Bank of Eastern Michigan Other Community Action Programs (CAPs) Others who do senior food services Others who provide food and shelter Resource Genesee Salvation Army School systems that provide summer feeding United Way

Other Community Partners	
<p> Flint Genesee Job Corps Flint Heights Terrace Senior Apartments Flint Housing Commission Flint STRIVE Flushing Community Schools Flushing Area Senior Center Gardenvue Apartments Genesee County Circuit Genesee Health System Genesee County Department of Human Services Genesee County Health Department Genesee County MSU Extension Genesee County Metropolitan Planning Commission Genesee County Sheriff Department Genesee Intermediate School District Genesee School District Genesee Valley Regional Center Genesys Family Health Clinic Glasronbury Minor Apartments Goodwill Industries Grand Blanc Community Schools Grand Blanc Senior Center Grand Meadows Apartments Greater Flint Health Coalition Hasselbring Senior Center Howard Estates Human Investment Development Corp Hurley Mental Health Associates Jewish Community Services Kearsley Community Schools Krapohl Senior Center Lakeville Community Schools Linden Community Schools Lockwood of Davison Loose Senior Citizen Center Loving Hands Adult Day Care </p>	<p> Love in the Name of Christ Maximum, Inc. McLaren Regional Medical Center Metropolitan Baptist Church Metro Community Development Michigan Health Start Association Mince Manor Apartments Mission of Peace Montrose Community Center Montrose Community Schools Mott Children's Health Center Mott Middle College Mt. Morris Consolidated Schools Mt. Olive Baptist Church Northridge Academy Outreach East Food Bank Priority Children Rainbow Learning Programs REACH Run Away Program Richert Manor Apartments River Park Apartments Saint Vincent De Paul Salvation Army Shelter of Flint Shiawassee County Health Department Simmons Square Apartments Slidell/Taylor Lake Senior Residents St. John's the Evangelist Catholic Church Swartz Creek Senior Center Taecken's Terrence Temple Beth-El Thetford Senior Center University of Michigan-Flint Valley Area Agency on Aging Westwood Heights Community Schools YWCA Domestic Violence Sexual Assault Services </p>

Suggestions to improve the organization's operation included: improve structure/communications; communication is everything, work as a more cohesive group rather than in silos, provide leadership training, and operate the organization as a business operation.

Seventy-five (75) percent of Program Directors surveyed described major organizational asset include that consensus exists on the **core program** areas the organization offers and on the **primary constituencies** the organization should be serving.

At least 50 percent of Program Directors agreed that GCCARD:

- has a history of delivering successfully on program/service goals and making changes or eliminating programs when they under perform;
- is respected by its peers for being well run, delivering high-quality and innovative programming that meets the needs of constituencies;
- advances its goals and expands its influence through participation in alliances and working collaboratively with other groups;
- stakeholders and target populations are well informed about its work;
- mission statement clearly articulates an agreed on purpose-- the ultimate results GCCARD is working to achieve; and
- Leaders support shared values, attend to results, and lead by example.

Line Staff Surveys

Six-four (64) line staff members, including intake specialists, senior kitchen workers, meal delivery truck drivers, clerical and other staff completed an organizational assessment survey. The survey included fourteen (14) statements and an opportunity to offer suggestions for improvement. Questions covered topics such as work environment, peer relationships and team work, work quality and client outcomes. The chart below highlights statements where at least 75 percent of participants scored the statement as "Agree or Strongly Agree":

Statements Scored Highest	Percent of Participants Who Agree or Strongly Agree
I know what I am supposed to be doing at work.	94%
The intended client outcomes for my department are clear to me.	85%
I feel like I belong at this job.	78%

Statements Scored Lowest	Percent of Participants Who Agree or Strongly Agree
The administration communicates effectively.	35%
I have the opportunity to develop my skills.	44%
The organization provides an atmosphere where everyone contributes.	46%

Leadership Staff Working Session

GCCARD leadership staff provided input and ideas in the planning process for the development of the 5-year plan. Team members participating in the planning include:

Steve Walker, Executive Director

Stephanie Howard, Deputy Executive Director

Matthew Purcell, Document Control Director

Kellie Webb, Genesee County Early Head Start and Head Start Director

Mary Flynn, Head Start Consultant

Christa Melton, Head Start Associate Program Specialist/ Family Service

Rebecca Frechette, Head Start Associate Program Specialist/Education

Veonca Johnson, Neighborhood Service Center Director

Laura Rahmaad, Senior Food Program Director

Doris Hawkins, Senior Food Program Assistant Director

Terry Blake, Senior Food Program Kitchen Manager

Dan Newcombe, Weatherization Program Assistant Director

Matt Odette, Weatherization Program Supervisor

Leadership staff participated in activities to reflect on the history, mission, vision and future of GCCARD. Leaders viewed a video titled “Statistic,” which details the health, education and other statistics that affect infants and children who are poor compared with statistics for their peers who are born the same day in a more affluent zip code.

Genesee County Poverty Quiz

(Correct answers are highlighted in blue)

1. The overall percent of all county residents who live in poverty is ____ %.

20%

8%

32%

5%

2. According to the federal poverty threshold in 2014, the annual income for a family of four to be considered impoverished is:

\$23,850

\$11,230

\$29,675

\$35,981

3. What percent of county children live below poverty?

30.9%

12%

28%

18%

4. What percent of children in the City of Flint live below poverty?

59%

22%

32%

45%

5. What percent of children in the state of Michigan live below poverty?

22.4%

13%

18%

40%

6. Based on Genesee County Kids Count in Michigan Data Book, Genesee County ranks ____ from the bottom in the state for overall child well-being (among 82 Michigan Counties).

20th

55th 4th

13th

The leaders identified immediate and long-term services families in poverty require and how these services should be delivered. The chart below highlights responses from the leaders.

What kinds of services do families in poverty require?	
Immediate Needs	Long-Term Needs
Food including access to fresh fruits and vegetables Shelter Clothing Transportation Medication Stable, safe and affordable child care Mental health services Housing stability Dental health	Food stamps Employment and job skills Well baby visits/comprehensive assessment Access to discretionary funds that promote/secure self-sufficiency

How should these services be delivered?	
Immediate Needs	Long-Term Needs
Respectfully Non-judgmental Give preference in hiring to clients/ program participants Breakdown silos in service delivery Provide services through case management Offer clients educational opportunities Show how investment saves \$\$ in the long run Help participants reinvent themselves	Urgent needs should be taken care of first Services should be based upon individual goals/ family goals Offer services that break the cycle of poverty/education, training, and employment Need more holistic approach to services Build and add partnership and coalitions that bring additional services to target population Services should be delivered in a coordinated/seamless fashion Central intake process

RESULTS ORIENTATED MANAGEMENT AND ACCOUNTABILITY (ROMA)

GOALS AND NATIONAL PERFORMANCE INDICATORS

Goal 1:	Low-income people become more self-sufficient
Goal 2:	The condition in which low-income people live are improved
Goal 3:	Low-income people own a stake in their community
Goal 4:	Partnerships among supporters and providers of service to low-income people are achieved
Goal 5:	Agencies increase their capacity to achieve results
Goal 6:	Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems

The following chart addresses GCCARD's alignment of programs and services with ROMA Goals National Performance Indicators.

ROMA Goals and National Performance Indicators

ROMA Goal 1: Low-Income People Become More Self-Sufficient

National Performance Indicator 1.1 Employment

The number and percentage of low-income participants in community action employment initiatives who get a job or become self-employed

National Performance Indicator 1.2 – Employment Supports

The number of low-income participants for whom barriers to initial or continuous employment are reduced or eliminated through assistance from community action

National Performance Indicator 1.3 – Economic Asset Enhancement and Utilization

The number and percentage of low-income households that achieve an increase in financial assets and/or financial skills as a result of community action assistance, and the aggregated amount of those assets and resources for all participants achieving the outcome

What are the big issues that must be addressed for this goal area?
Clients should have a comprehensive assessment that forms the basis for a personalized action plan, appropriate referrals and other assistance. Follow-up, education and encouragement is required so that clients know they are not on their own. GCCARD staff must help participants overcome barriers and not feel isolated.
What would success in this area look like?
Clients are involved and voluntarily participate in education and employment training as appropriate.
How success is measured?
Clients are successful when they do not recycle through the emergency programs over and over. Families and individuals are successful when they maintain a stable living environment, have and sustain employment, participate in training that leads to economic stability.

Measurement

- Unemployed and obtained a job.
- Employed and obtained an increase in employment income.
- Achieved “living wage” employment and benefits.
- Obtained pre-employment skills/competencies required for employment and received training program certificate or diploma.
- Completed ABE/GED and received certificate or diploma.
- Completed post-secondary education program and obtained certificate or diploma.
- Enrolled children in “before” or “after” school programs, in order to acquire or maintain employment.
- Obtained care for child or other dependant in order to acquire or maintain employment.
- Obtained reliable transportation and/or driver’s license in order to acquire or maintain employment.
- Obtained health care services for themselves or a family member in support of employment stability.
- Obtained safe and affordable housing in support of employment stability.
- Obtained food assistance in support of employment stability.

How can success be attained?

Supporting clients to attain success by accomplishing economic, training or employment goals they set for themselves and their families. Success is attained when they follow through with the action plan, achieve their desired goals and set and pursue new goals.

Engaging clients of the GCCARD services get involved in the community, and reaching out to support, promote, and encourage others to achieve self-sufficiency.

Who needs to be involved to successfully achieve this goal?

Clients, staff, family, support groups, and community organizations all must be involved.

ROMA Goal 2: Conditions in Which Low-Income People Live are Improved

National Performance Indicator 2.1 Community Improvement and Revitalization

Increase in, or preservation of opportunities and community resources or services for low-income people in the community as a result of community action projects/ initiatives or advocacy with other public and private agencies

National Performance Indicator 2.2 Community Quality of Life and Assets

The quality of life and assets in low-income neighborhoods are improved by community action initiative or advocacy

<p>What are the big issues that must be addressed for this goal area?</p> <p>Provide immediate basic needs assistance to families and individuals as needed.</p> <p>Support low-income people in dreaming bigger dreams and reinventing themselves to reach those goals. GCCARD must be an active participant in community and neighborhood improvement and development initiatives.</p>
<p>What would success in this area look like?</p> <p>Stable and vibrant neighborhoods with amenities that promote individual and family development; provide positive leisure and recreational outlets, and social connections among residents.</p>
<p>How success is measured?</p> <p>Number of individuals gaining and sustaining livable wage employment and stable housing arrangements.</p> <p>Families and individuals overcoming poverty through education and training programs.</p> <p>Families and individuals actively engaged in neighborhood improvement.</p>

Measurements

The number of projects and initiatives as well as the number of opportunities for each of the indicators described below will need to be tracked and documented:

- Accessible “living wage” jobs created or retained in the community.
- Safe and affordable housing units created in the community.
- Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by community action activity or advocacy
- Accessible and affordable health care services/facilities for low-income people created or maintained.
- Accessible safe and affordable childcare or child development placement opportunities for low-income families created or maintained.
- Accessible “before” school and “after” school program placement opportunities for low-income families created or maintained.
- Accessible new, preserved, or expanded transportation resources available to low-income people, including public or private transportation.
- Accessible preserved or increased educational and training placement opportunities for low-income people in the community, including vocational, literacy, and life skill training, ABE/GED, and post-secondary education
- Increases in community assets as a result of a change in law, regulation or policy, which results in improvements in quality of life and assets;
- Increase in the availability or preservation of community facilities;
- Increase in the availability or preservation of community services to improve public health and safety;
- Increase in the availability or preservation of commercial services within low-income neighborhoods; and
- Increase or preservation of neighborhood quality-of-life

How can success be attained?

Providing child care, transportation and other supports in order to help parents maintain stable employment.

Providing incentives to provide stable employment and to adopt family-oriented workplace policies. Employers sometimes hire part-timers to save on health insurance, sick leave, and other benefits.

Who needs to be involved to successfully achieve this goal?

All individual, family and community assets should be brought to bear to accomplish success. Local and national political policies must align to promote a living wage and desired work-family balance.

ROMA Goal 3: Low-income People Own a Stake in Their Community**National Performance Indicator 3.1 Civic Investment**

The number of volunteer hours donated to Community Action

National Performance Indicator 3.2 Community Empowerment through Maximum Feasible Participation

The number of low-income people mobilized as a direct result of community action initiative to engage in activities that support and promote their own well-being and that of their community

What are the big issues that must be addressed for this goal area?

Advocacy education and support facilitated by skilled community organizers are needed.

Low-income people must be empowered with knowledge and skills.

What would success in this area look like?

Community policing policies and procedures that serve and protect low-income residents.

Partnerships with the juvenile justice system that offers diversionary programs and alternatives for youth.

How is success measured?

Engaged neighborhood block clubs and neighborhood events and activities that involve individuals and families.

Demolition of abandon and dilapidated buildings and repurposing of housing and land.

Measures

- Number of volunteer hours donated to community action
- Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy setting through community action efforts.
- Number of low-income people acquiring businesses in their community as a result of community action assistance.
- Number of low-income people purchasing their own homes in their community as a result of community action assistance.
- Number of low-income people engaged in non-governance community activities or groups created or supported by community.

How can success be attained?

Revisiting the composition, infrastructure, and activities of GCCARD's Area Action Councils. Engaging in strategic partnerships to address needed neighborhood and community efforts.

Who needs to be involved to successfully achieve this goal?

Strategically selected partner organizations, GCCARD Area Action Councils, local block clubs, GCCARD staff, clients, legislators, community organizations, and institutions.

ROMA Goal 4: Partnerships among Supporters and Providers of Services

Partnerships among Supporters and Providers of Services to Low-Income People are Achieved

National Performance Indicator 4.1 – Expanding Opportunities through Community-Wide Partnerships

The number of organizations, both public and private, community action actively works with to expand resources and opportunities in order to achieve family and community outcomes

<p>What are the big issues that must be addressed for this goal area?</p> <p>Identify strategic partners that can advance GCCARD’s vision and mission.</p> <p>GCCARD must be an active participant in community-wide planning, improvement, and development initiatives.</p> <p>Actively seek partnerships with municipal entities (city departments, school districts, townships, etc.).</p>
<p>What would success in this area look like?</p> <p>Carefully crafted partnerships where GCCARD leverages services and support for their target population.</p>
<p>How success is measured?</p> <p>Successfully funded projects in which GCCARD partners with another or several partners to advance the well-being of the target population.</p> <p>Measures</p> <p>Number of organizations GCCARD partners with to expand resources and opportunities to achieve family and community outcomes</p>
<p>How can success be attained?</p> <p>GCCARD leadership seeks out and actively engages in community planning initiatives and volunteers to assume leadership roles within the initiative.</p>
<p>Who needs to be involved to successfully achieve this goal?</p> <p>GCCARD leadership staff need to be active participants.</p>

ROMA Goal 5: GCCARD Increases Their Capacity to Achieve Results

National Performance Indicator 5.1 Broadening the Resource Base

<p>What are the big issues that must be addressed for this goal area?</p> <p>Funding is needed to support additional agency activities and staff.</p> <p>Technical assistance is needed to align agency operations with current research and best practices.</p>

<p>Operate and document high quality programs and respective outcomes.</p> <p>Ensure robust adherence to process with regard to financial record keeping and reporting.</p>
<p>What would success in this area look like?</p> <p>Community partners regard GCCARD programs as being of consistent high quality and effectiveness.</p>
<p>How success is measured?</p> <p>GCCARD and community partners regularly collaborate to plan, fund, deliver, and evaluate programs and services.</p> <p>Measures</p> <ul style="list-style-type: none"> • Community Services Block Grant (CSBG) • Non-CSBG Federal Programs • State Programs • Local Public Funding • Private Sources (including foundations and individual contributors, goods and services donated) • Value of volunteer time
<p>How can success be attained?</p> <p>Participating in and make substantive contributions to community planning initiatives.</p> <p>Communicating GCCARD's successful attainment of measurable outcomes and impacts to all community stakeholders.</p> <p>Developing and implementing a resource development strategy that funds needed staff, programs and services.</p>
<p>Who needs to be involved to successfully achieve this goal?</p> <p>GCCARD Leadership and Genesee County Board of Commissioners</p>

ROMA Goal 6: Low-Income People Achieve Their Potential

Low-Income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive services

National Performance Indicator 6.1: Independent Living

The number of vulnerable individuals receiving services from community action that maintain an independent living situation as a result of those services

National Performance Indicator 6.2: Energy Assistance

The number of low-income individuals or families served by community action that sought emergency assistance and the percentage of those households for which assistance was provided

National Performance Indicator 6.3: Child & Family Development

The number and percentage of all infants, children, youth, parents, and other adults participating in developmental or enrichment programs that achieve program goals

National Performance Indicator 6.4: Family Supports

Low-income people who are unable to work, especially seniors, adults with disabilities and caregivers, for whom barriers to family stability are reduced or eliminated

National Performance Indicator 6.5 Service Counts

The number of services provided to low-income individuals and/or families

What are the big issues that must be addressed for this goal area?

Provide services to address individual and family basic needs.

Provide multiple avenues for accessing education and training opportunities at all ages.

Reduce/eliminate the technology digital divide.

Family-focused literacy activities and events.

What would success in this area look like?

Household, neighborhood, and community networks of mutual support among individuals and families.

Cooperative and supportive relationships.

Family-centered leisure and recreation options.

How is success measured?

Periodic community surveys of employment, income and other self-reported community assets.

Measure

- Senior Citizens; and Individuals with Disabilities that maintained independence
- Number of those who sought emergency services and the percent of those who received Food

Emergency Payments to Vendors, including Fuel and Energy Bills

Temporary Shelter

Emergency Medical Care

Protection from Violence

Legal Assistance

Transportation

Disaster Relief

- Infants and Children –

Infants and children obtain age appropriate immunizations, medical and dental care.

Infant and child health and physical development are improved as a result of adequate nutrition. Children participate in pre-school activities to develop school readiness skills.

Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st Grade

- Youth -

Youth improve physical health and development.

Youth improve social/emotional development.

Youth avoid risk-taking behavior for a defined period of time.

Youth have reduced involvement with criminal justice system.

Youth increase academic, athletic or social skills for school success by participating in before- or after-school programs.

- **Parents and Other Adults –**

Parents and other adults learn and exhibit improved parenting skills.

Parents and other adults learn and exhibit improved family functioning skills.

How can success be attained?

Ensuring GCCARD work strategies reflect current best practice and research.

Expanding programs services to reach and impact greater numbers of individuals and families.

Who needs to be involved to successfully achieve this goal?

GCCARD staff, clients, and strategically selected community partners will need to be involved.

ALIGNED ORGANIZATIONAL GOALS AND OBJECTIVES

GCCARD is committed to achieving goals aligned and consistent with the National ROMA Goals and Performance Indicators. The organizational goal, objectives and action plans listed below are in line with the accomplishment of the ROMA requirements in terms of the focus on results and quality, results and accountability.

Aligned Organizational Goal 1: Employment Services and Supports

Each GCCARD client will be provided with or referred to employment and/or employment support programming, as appropriate

Objectives

- 1A: Link each GCCARD client to education and employment programming, as appropriate
- 1B: Assist low-income participants with reduction or elimination of barriers to initial or continuing employment
- 1C: Assist low income households in achieving an increase in financial assets or financial skills

Aligned Organizational Goal 2: Robust Array of Services Aligned with Client Need

Expand the GCCARD service delivery mix to provide a robust array of services that are aligned with client need

Objectives:

- 2A: Identify unmet client needs to promote self-sufficiency
- 2B: Identify and prioritize needed program services and supports
- 2C: Identify and acquire funding to support needed services and support
- 2D: Identify and engage with community partners who are providing or planning to provide services
- 2E: Launch a non-profit organization to achieve the expanded capacity to provide services to low-income individuals and families

Aligned Accountability Goal 3: Delivers and Documents High-Quality Program Services

GCCARD Staff consistently delivers and documents high quality program services

Objective

- 3A: Review each program service delivery documentation system and procedures
- 3B: Revise each program documentation system and procedures to ensure needed data are captured and analyzed
- 3C: Develop an organization-wide timeline of program reporting schedules
- 3D: Assign responsibility for monthly program monitoring and reporting to the appropriate department director
- 3E: Ensure lean and effective procedures for service delivery
- 3F: Revise job descriptions to incorporate program responsibility and accountability mechanisms
- 3G: Implement organization-wide use of metric tools to monitor service and makes service adjustments as needed to achieve intended outcomes

Aligned Organizational Goal 4: Position GCCARD as a Strategic Partner and Convener

Position GCCARD as a strategic partner and convener in community-wide planning initiatives designed to impact low-income residents

Objectives:

- 4A: Conduct a survey of current community planning initiatives
- 4B: Assign leadership staff to participate in specific prioritized initiatives
- 4C: Convene and engage community partners in the planning of internal programming
- 4D: Prepare and encourage GCCARD leadership to assume leadership roles in community planning initiatives

Aligned Organizational Goal 5:Ensure High Levels of Staff Competencies

Ensure high levels of staff competencies through individualized professional development plans

Objective

- 5A: Review annual performance evaluation for each staff person
- 5B: Cooperatively develop an individualized professional development plan for the coming year with each staff person
- 5C: Provide sufficient resources to support the professional development plan implementation
- 5D: Conduct an annual assessment of professional development achievements and provide public recognition for accomplishments
- 5E: Provide professional development through regularly scheduled staff meetings to address issues as they arise and to provide recognition for staff accomplishments

GCCARD ORGANIZATIONAL GOALS AND ACTION PLANS

Aligned Organizational Goal 1: Each GCCARD client will be provided with or referred to employment and/or employment support programming, as appropriate							
Objective 1A: Link each GCCARD client to education and employment programming as appropriate							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Develop process and procedure for providing GCCARD and/or referral services to clients seeking education and employment services	X					Executive Director Consultant Leadership Team	Written process and procedures
Codify a solid partnership arrangement with education and employment service providers to maintain documentation and outcome data for clients referred	X					Executive Director Consultant Program Directors Line Staff	Memorandum of Understanding Piloting of documentation and tracking processes and identify lessons learned
Begin full scale implementation of the data tracking and reporting	X	X				Executive Director Consultant Program Directors and Staff	Identify lessons learned, refine data and reporting processes Full scale implementation and regular follow up sessions to discuss progress, identify barriers, and refine processes to mitigate barriers to client success
Identify program funding and related resources to expand GCCARD capacity to provide education, employment and employment support for clients	X	X	X	X	X	Executive Director Program Directors Consultant	Funding request submitted, amount of funding successfully garnered

Objective 1B: Assist low-income participants with reduction or elimination of barriers to initial or continuing employment							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Curriculum for implementing Action Plan format and processes completed	X	X				Executive Director Leadership Staff Consultant	Training or referrals initiated
Competency based training initiated for staff who will participate in pilot	X	X				Executive Director Leadership Staff Consultant	Training provided in each department
Lesson learned and refinements incorporated to improve training components		X				Executive Director Leadership Staff Consultant	Refine training manuals
							Lessons used for new staff orientation
Objective 1C: Assist low income households in achieving an increase in financial assets or financial skills							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Engage Program Directors and staff in identifying client self-sufficiency tasks relevant to each department (for example Food Commodities Department might select coupon or healthy recipe sharing)	X					Executive Director Program Director and Staff Consultant	Client self-sufficiency tasks identified for each department
Engage staff in designing action plan format and process for their department	X					Executive Director Program Director and Staff Consultant	An aligned action plan format completed for each department

Objective 1D: Engage in three (3) month pilot

Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Engage Program Directors and staff in determining what department will participate in the initial pilot	X					Executive Director Program Director and Staff Consultant	Department identified for the initial pilot
Establish weekly sessions to review progress, discuss barriers, problems and lessons learned	X					Executive Director Program Director and Staff Consultant	Progress, issues and barriers documented and plans for continuous improvement identified
Refine plan as needed to obtain desired results	X					Executive Director Program Director and Staff Consultant	Barriers and challenges addressed in a timely manner

Objective 1E: Adjust action plan format and process based on lessons learned during the pilot

Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Review progress toward implementing action plan format and process	X	X				Executive Director Program Director Consultant	Progress review conducted
Identify challenges and barriers and specific strategies implemented and their impact	X	X				Executive Director Program Director Consultant	Outcomes and impacts identified
Refine plan as needed to successful implementation of action plan format and process	X	X				Executive Director Program Director Consultant	Revised strategic grant seeking plan

Aligned Organizational Goal 2: Expand the GCCARD service delivery mix to provide a robust array of service that are aligned with client need

Objective 2A: Identify unmet client needs that promote self-sufficiency

Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Engage staff and clients in training regarding research and best practices in promoting self sufficiency	X	X	X	X	X	Executive Director Program Director and Staff Clients Consultant	Initial staff training
Engage clients in community dialogues to identify and prioritized self-sufficiency skills	X	X	X	X	X	Executive Director Program Directors and Staff Clients Consultant	Staff and client dialogue
Identify research-based curricula and other resources that promote self-sufficiency	X	X				Executive Director Program Director and Staff	Written curriculum and program plan
Engage clients' self-sufficiency activities and skills development (couponing, gardening, recipe sharing, minor home repair, goal setting, continuous learning, bartering, self-advocacy, business ownership, education, vocational training, internal volunteer corps, etc.)	X	X	X	X	X	Program Director and Staff Clients Consultants	Activities and skill development activities scheduled and implemented
Track client progress and obtain feedback regarding self-sufficiency programs and services for continuously improvement	X	X	X	X	X	Executive Director Program Director and Staff Consultants	Documentation of program planning sessions and continuous improvement strategies

Objective 2B: Identify and prioritize needed program services and supports

Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Conduct a review of community assets related to client needs and self-sufficiency promotion	X	X	X	X	X	Executive Director Program Director and Staff Consultant	Community assets review documented
Identify gaps in programs and services	X		X		X	Executive Director Program Director and Staff Consultant	Written report of program and services gaps
Develop plan for filling gaps with new programs and services	X		X		X	Program Director and Staff Consultant	Documentation of service delivery work plan
Implement needed programs and services	X	X	X	X	X	Program Director and Staff	Needed programs and services implemented
Assess program and services impact	X	X	X	X	X	Executive Director Program Director and Staff Consultant	Program impact assessment completed and documented
Refine program operation based upon progress indicators and lessons learned	X	X	X	X	X	Executive Director Program Director and Staff	Documentation of lessons learned and program improvements implemented
Continuously improve programs and services utilizing feedback from customers, staff and partnering organizations	X	X	X	X	X	Executive Director Program Director and Staff Customers Consultant	Customer satisfaction and other feedback data collected and analyzed

Objective 2C: Identify and acquire funding to fund needed services and support delivery

Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Engage leadership staff in identification of program and services priorities	X	X	X	X	X	Executive Director Director and Staff	Identified programs and priorities
Identify prospective funders, contracts, service agreements, donors, and other resources for program and service priorities	X	X	X	X	X	Consultant	Identification of a variety of prospective resources
Develop an organizational advancement plan including action steps for garnering financial resources from an array of sources	X	X	X	X	X	Executive Director Director and Staff Consultant	Written organizational advancement plan
Identify and pursue social entrepreneurial opportunities to garner financial resources for programs and services	X	X	X	X	X	Executive Director Director and Staff Consultant	Ideas and plans for social entrepreneurial pursuits
Continuously assess and evaluate the progress and results of the resource development plan implementation	X	X	X	X	X	Executive Director Program Director Consultant	Written evaluation and assessment of resource development activities
Examine and adjust the organizational structure as needed to make to position for strategic growth and development	X	X	X	X	X	Executive Director Program Director Consultant	Regular assessment, review, and refinement of the efficiency and effectiveness of the organizational structure

Objective 2D: Identify and engage with community partners who are providing or planning to provided identified services							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Identify prospective partner organizations with the same target population	X	X	X	X	X	Executive Director Program Director	Prospective partner list
Based upon identified program and service priorities, develop partner selection criteria (consider their capacity, compatibility, consistency of goals and strategies, risks, leadership integrity, and access to other potential partners)	X	X	X	X	X	Executive Director Program Director	Written partner criteria
Prioritize partner organization candidates	X	X	X	X	X	Executive Director Program Director	Prioritized list of partner candidates
Recruit partner organization	X	X	X	X	X	Executive Director	Documentation of partner call/visits schedule
Develop partnership agreement	X	X	X	X	X	Program Director	Written agreements
Regularly review and refine the partnership agreement	X	X	X	X	X	Executive Director Program Director	Documentation of lessons, issues, challenges and revised partnership agreements

Objective 2E: Launch a non-profit organization to achieve expanded capacity to provide service to low-income individuals and families							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Develop a non-profit organization to operate an expanded array of programs and services to address client needs and to bolster customer self sufficiency	X					Executive Director Program Director Consultant	501(c) 3 and Articles of Incorporation
Engage in strategic review of current programming to decided what programs will be operated by and housed within the new non-profit		X	X	X	X	Executive Director Program Director Consultant	Initial organizational structure for non-profit organization
On a continuous basis identify resource opportunities for the non-profit organization to address customer needs and gaps in self-sufficiency services	X	X	X	X	X	Executive Director Program Director Consultant	Expanded organizational structure for non-profit organization

Aligned Organizational Goal 3: GCCARD staff delivers and documents high quality program services							
Objective 3A: Review each program service delivery documentation system and procedures							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Ensure MIS software (FaxPro) is adequate to address documentation and reporting requirements for each department program and service	X	X	X	X	X	Executive Director Program Director Documents Control	Customer feedback documents, processes and timelines developed
Track and report needs not addressed by the MIS system	X	X	X	X	X	Executive Director Program Director and Staff	Customer feedback data collected
Decide how these unmet information needs will be address (system refinement, spreadsheet or other tracking procedure)	X	X	X	X	X	Executive Director Program Director and Staff	Customer feedback data reviewed and analyzed
Objective 3B: Revise each program documentation system and procedures to ensure needed data are captured and analyzed							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Develop and implement tracking and monitoring systems to ensure service quality and documentation for each GCCARD department and program	X	X	X	X	X	Executive Director Program Director and Staff	Tracking and monitoring systems implemented for each program and department

Objective 3C: Develop an organization-wide timeline for program reporting schedules

Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Compile, publish and distribute an organization-wide timeline for program data analysis and reporting	X	X	X	X	X	Executive Director Program Director Documents Control Director	Organization-wide program reporting schedule
Provide monitoring feedback for reporting to staff via regular staff meetings and planning sessions	X	X	X	X	X	Executive Director Program Director Documents Control Director	Monitoring feedback provided to staff
Engage staff in ongoing development of action plans to ensure accomplishment of service targets and benchmarks and to address service/program challenges	X	X	X	X	X	Executive Director Program Director Documents Control Director	Action plans developed
Support staff in implementing and assessing the impacts/outcomes of actions plans	X	X	X	X	X	Executive Director Program Director Documents Control Director	Assessment of the results/ impacts action plans developed
Continue to review progress and refine operation to accomplished desired goals	X	X	X	X	X	Executive Director Program Director Documents Control Director	Action plan impact/outcomes identified

Objective 3D: Assign responsibility for monthly program monitoring and reporting to the appropriate department director							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Use monitoring activity results to develop protocols for department and individual staff accountability	X	X	X	X	X	Executive Director Program Director and Staff Document Control Director	Written accountability protocols
Incorporate staff accountability for implementing into data tracking and reporting protocols (including timelines) into regular staff meetings, staff professional development, and evaluation requirements	X	X	X	X	X	Executive Director Program Director Document Control Director	Data collection, reporting timelines, and protocols
Objective 3E: Ensure lean and effective procedures for service delivery							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Provide training to staff in key aspects of lean services provision	X	X	X	X	X	Executive Director Program Director Consultant	Training initiated
Engage staff in identification of ineffective and inefficient aspects of customer service	X	X	X	X	X	Executive Director Program Director Consultant	Documentation of inefficiencies/ineffectiveness
Have staff identify and implement procedures and practices to improve	X	X	X	X	X	Executive Director Program Director	Ongoing improvement and documentation of lessons

Objective 3F: Revise job descriptions to incorporate program responsibility and accountability mechanisms							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Engage a team of staff members in identifying issues, concerns, complaints regarding staff job descriptions	X	X	X	X	X	Executive Director Program Director HR Department or Consultant	Documented issues, concerns, ideas, complaints regarding job descriptions
Review job descriptions consistent with high performance teams and other best practice in Human Resource (HR) Development	X	X	X	X	X	Executive Director Program Director HR Department or Consultant	Completed and revise job descriptions for each staff position consistent with HR best practice
Objective 3G: Implement organization-wide use of metric tools to monitor services and make service adjustments as needed to achieve intended outcomes							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Engage department staff in regular progress review and planning sessions to regularly review program and services progress using metric reports and other tools to assess program status and identify needed improvement	X	X	X	X	X	Executive Director Program Director and Staff Consultant	Documentation of review and planning sessions
Engage staff in action planning to develop operational refinements on an ongoing basis	X	X	X	X	X	Executive Director Program Director and Staff Consultant	Documentation of issues/ concerns/action plans
Make refinements as needed to continuously improve services	X	X	X	X	X	Program Director and Staff	Program refinements

Aligned Organizational Goal 4: Position GCCARD as a strategic partner and convener in community-wide planning initiatives designed to impact low-income residents							
Objective 4A: Conduct a survey of current community planning initiatives							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Work with staff from each department to identify current initiatives	X	X	X	X	X	Executive Director Program Director Consultant	List if community initiatives
Identify which initiatives are well suited to agency mission/goals	X	X	X	X	X	Executive Director Program Director Consultant	List of initiative consistent with GCCARD mission/goals
Prioritize which (types) initiative GCCARD will deploy staff for participation and why	X	X	X	X	X	Executive Director Program Director Consultant	List of prioritized initiatives
Objective 4B: Assign leadership staff to participate in specific prioritized initiatives							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Assign leadership staff as to participate in and provide leadership of worthwhile initiatives	X	X	X	X	X	Executive Director Program Director	Documentation of leadership assignments
Objective 4C: Convene and engage community partners in the planning of internal programming							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Identify community partners for engagement in internal program planning to bolster services and supports	X	X	X	X	X	Executive Director Program Director Consultant	Documentation of planning sessions

Objective 4D: Prepare and encourage GCCARD staff to assume leadership roles in community planning initiatives							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Provide training and support to GCCARD staff to assume leadership roles in community- initiatives	X	X	X	X	X	Executive Director Program Director and Staff Consultant	Training and professional development activities documented
Aligned Organizational Goal 5: Ensure high levels of staff competencies through individualized professional development plans							
Objective 5A: Review annual performance evaluation for each staff person							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Identify and prioritize staff professional development needs	X	X	X	X	X	Executive Director Program Director and Staff	Documentation of professional development needs
Decide on service delivery mode (online, book club, training session, coaching, conferences, etc.) and consultants for professional development activities	X	X	X	X	X	Executive Director Program Director and Staff	Prioritized professional development needs and plan based upon individual staff needs

Objective 5B: Cooperatively develop an individualized professional development plan for the coming year with each staff person							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Involve each staff member in creating a professional development plan for the upcoming year	X	X	X	X	X	Executive Director Program Director and Staff Consultant	Written individualized professional development plan
Goal 5: Ensure high levels of staff competencies through individualized professional development plans Ensure efficient and effective systems of service delivery							
Objective 5C: Provide sufficient resources to support professional development plan implementation							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Identify professional development resources available internally, through community resources, MCAAA, and other sources that can provide professional development services to staff	X	X	X	X	X	Executive Director Program Director and Staff Consultant Community Organizations and Associations	Documentation of available community and state training resources
Utilize free and low cost services including, online training as appropriate to address staff training needs	X	X	X	X	X	Executive Director Program Director and Staff Community Organizations and Associations	Identification of free and low cost training resources
Maximize learning using train the trainer and other structured processes for information sharing among staff	X	X	X	X	X	Executive Director Program Director and Staff Community Organizations and Associations	

Objective 5D: Conduct an annual assessment of professional development achievements and provide public recognition for accomplishments							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Identify staff professional development accomplishments and provide public recognition (PSAs, weekly local news heroes, etc.)	X	X	X	X	X	Executive Director Program Director and Staff Local Media Board of Directors	Public records of staff accomplishments
Objective 5E: Provide professional development through regular scheduled staff meetings to address issues as they arise and to provide recognition for staff accomplishments							
Tasks	Target Year					Person Responsible	Benchmark
	1	2	3	4	5		
Engage staff in regular meetings providing professional development and information to address emerging issues and concerns	X	X	X	X	X	Executive Director Program Director and Staff Consultant	Documentation of meeting agendas and professional development information shared
Department specific informational session will provide professional development information as appropriate to address issues of concern to a specific depart	X	X	X	X	X	Executive Director Program Director and Staff Consultant	Documentation of departmental session and professional development information shared

APPENDIX A: PROSPECTIVE FUNDERS, ENTREPRENEURIAL OPPORTUNITIES AND POTENTIAL FINANCIAL RESOURCES

In 2002 GCCARD purchased a large office building in downtown Flint. The building was purchased to house a portion of GCCARD's operation and to offer office space for lease to other government, university, business, and non-profit organizations.

As with this purchase, GCCARD leaders are consistently looking for other resource development opportunities. This includes social entrepreneurial pursuits, grants, contracts, and fundraising. The organization will continue to pursue grants, contracts, donations or other service arrangements with local, state, federal, foundation, and other resources. In addition, sound social entrepreneur opportunities will be sought. These may include starting or buying a business or franchise. Other profitable enterprises will also be assessed.

The location of GCCARD's main office and Harrison Street location could prove to be a prime business, retail or restaurant location as plans to transform the city of Flint into a "college town" go forward. GCCARD's downtown locations could be well-positioned for development of such an endeavor. Criteria that will be considered in determining whether a social entrepreneur initiative will be considered include:

- Financial sustainability;
- Alignment with the GCCARD's vision, mission and core values;
- Ability to leverage assets and capabilities that the organization already possesses; and
- Extent to which it satisfies a gap or unsatisfied need in the community.

On the following pages please find a listing of grant research results conducted (March 2013) with relevant grant and contract leads. Such resource development opportunities will need to continuously identified and pursued.

Genesee County Community Action Resource Department (GCCARD) Customized Grant Research

Funder	Program Areas	Deadline	Average Funding Range	Brief Description
Face Forward Juvenile Offenders Grant Employment and Training Administration	Juvenile offenders, job training, juvenile justice	May 10, 2013	Up to \$1 million	“Face Forward” conveys the idea of youth leaving behind their past transgressions and looking forward to promising future.
Choice Neighborhoods Planning Grant U.S. Department of Housing and Urban Development	Neighborhood revitalization	May 28, 2013	\$500,000	To improve severely distressed public and/or HUD-assisted multi-family housing located in distressed neighborhoods. Planning grants support the development of comprehensive neighborhood revitalization plans.
Resident Opportunity and Self-Sufficiency – Service Coordinators Program	Housing, eviction prevention,	April 30, 2013.	Waiting on congressional action to determine funding level.	To fund a Service Coordinator position to coordinate supportive services and other activities to help public housing residents attain economic and housing self-sufficiency.
GM Foundation	Environment and Energy, Community Development	Ongoing – Submit online application	Two categories: \$20,000 and under and \$20K and over	GM Foundation Plant City Grants are awarded to help fund the efforts of nonprofits located near GM facilities. The money supports a variety of initiatives, including local environmental projects and plant city food banks.
Charles Stewart Mott Foundation	Housing, Neighborhoods, race relations	Accepted year-round	\$50,000 to \$1 million	Supporting key housing agencies as well as strategic opportunities for improving the quality of housing in the community.
Community Development Division Housing Resource Fund MSHDA	Housing, rental rehab, homebuyer assistance	Ongoing	For new units - \$35K per unit, Existing	Encourage investment in existing neighborhoods and contribute to affordable housing for low and moderate income households.

			homes, \$15K per unit limit.	
Joyce Foundation	Energy Efficiency	July 13, 2013 – Letter of Inquiry due	Average grant: \$135,000	Funding opportunities to put the Midwest on a path to adopt energy efficiency measures that are cheaper than generating more power by 2020.
Comerica Charitable Foundation	Housing, transitional housing	Jan. 1– March 31 April 1– June 30 July 1–Sept. 30 Oct. 1 – Nov. 30	Varies	To support community needs in Comerica’s primary markets, including Michigan, with cash grants to nonprofits whose mission meets the foundation’s priorities for giving, including supporting transitional and supportive housing and neighborhood revitalization with affordable housing.
Kresge Foundation	Human Services, Healthy Homes	Currently accepting applications	\$25,000 to \$100,000+	To help high-performing human-services organizations demonstrate the ways different resources and promising approaches can add capacity, enhance performance and increase resilience.
Fair Housing Initiative Program Department of Housing and Urban Development	Housing	June 11, 2013	Up to \$325,000	Funding nonprofit groups organizing or building their capacity to provide fair housing enforcement, support, education and analyzing local impediments to housing choice, as well as providing housing counseling and classes and mounting public information campaigns.

AARP Foundation	Senior housing, nutrition	Ongoing throughout the year	\$50,000 to \$250,000	Funding programs that transform the lives of vulnerable older Americans by meeting their everyday needs – food, housing, income and personal connection.
Comprehensive Housing Counseling Program Department of Housing and Urban Development	Eviction prevention, housing, supportive housing	March, 2013. 2014 program deadline not yet announced.	Varies. Total program funding: \$19.5 million	To support HUD-approved agencies in delivering housing counseling services to homebuyers, owners, renters and the homeless, particularly underserved populations. Counselors will also act as a safeguard against scams and discrimination, and as a gateway to local, state, federal and private housing assistance.
Home Depot Foundation	Housing, preservation	Aug. 13, 2013	\$5,000	Funding projects that use the power of volunteers to improve the community, with priority given to projects that serve veterans and their families.
Enterprise Green Community Grants	Green building, housing	Applications available May 2013	\$5,000	Promoting green housing and sustainability with grants to assist housing developers with integrating green building systems in their developments and engage in a serious discussion of green design possibilities.
Environmental Justice Small Grants EPA	Lead abatement, air quality, mold, health and safety	2013 deadline was Jan. 7. Next announcement expected October 2013	\$30,000-\$100,000	To fund community-based organizations working developing solutions to local environmental or public health issues, such as lead paint, air quality and mold.

Lead Hazard Reduction Demonstration Grant Program U.S. Department of Housing and Urban Development	Lead paint removal	Feb. 4, 2013. 2014 program announcement expected 12/2013.	Up to \$3 million	To assist local governments in undertaking comprehensive programs to identify and control lead-based paint hazards in eligible privately owned rental or owner-occupied housing. The program targets urban jurisdictions with the greatest lead-based paint hazard control needs.
Healthy Homes Technical Studies Program U.S. Department of Housing and Urban Development This is part of HUD's Healthy Homes Program, which funds various programs that address healthy home initiatives.	Housing health hazards, lead paint, radon	March 19, 2013. 2014 application expected January 2014	\$300,000 to \$750,000	To fund technical studies to improve existing methods for detecting and controlling key housing-related health and safety hazards; to develop new methods to detect and control these hazards; and to improve our knowledge of key housing-related health and safety hazards. The overall goal of the program is to gain knowledge and improve the efficacy and cost-effectiveness of methods for evaluation and control of housing-related health and safety hazards.
Transitional Housing Assistance Grants for Victims of Sexual Assault, Domestic Violence	Housing, emergency housing	April 4, 2013. Next posting expected February 2014	\$300,000	To support programs that provide assistance to victims of sexual assault, domestic violence, dating violence and/or stalking who are in need of transitional housing, short-term housing assistance and related supportive services.
LiHEAP Low Income Home Energy Assistance Program (LIHEAP)/Residential Energy Assistance Challenge Program (REACH)	Housing, heating, energy assistance	March 31, 2014	\$35,000 to \$350,000	REACH is intended to: (1) minimize health and safety risks that result from high energy burdens on low-income Americans; (2) prevent homelessness as a result of inability to pay energy bills; (3) increase the efficiency of energy usage by low-income families; and (4) target energy assistance to individuals who are most in need.

Face Forward Serving Juvenile Offenders Grants

U.S. Department of Labor, Employment and Training Administration

Office of Grants Management, Attention: Latifa Jeter, Grant Officer, Reference SGA/DFA PY 12-09, 200 Constitution Avenue, NW, Room N4716, Washington, DC 20210.

Eligible: Nonprofits in areas with high poverty and high crime rates (at least 30 percent poverty rate, according to the American Community Survey data).

Amount: \$1 million

Deadline: May 10, 2013

Program: “Face Forward” conveys the idea of youth leaving their past transgressions behind and looking forward towards a promising future. Through diversion and/or record expungement strategies, these grants will give youth a chance to succeed in the workplace and to avoid the stigma of a juvenile record. Diversion and expungement strategies are part of the Juvenile Justice system. These functions, operations and processes are under their jurisdiction. However, in order to provide the best possible outcomes for these youth, it is imperative to provide these additional supportive services. Juvenile arrests can follow youth for the rest of their lives and become a major barrier to inclusion and advancement in the workforce. The Face Forward grants will offer organizations the opportunity to develop programs that address this issue while developing the skills and opportunity youth need to move forward successfully in the workforce. The purpose of these grants is to improve the long-term labor market prospects of both court involved youth prior to adjudication and juvenile offenders. Grantees must utilize a strategy where they collaborate with non-profit legal services providers to assist participants with expungement actions, and/or be designated by the juvenile justice system as a diversion program.

Website:

<http://www.grants.gov/search/synopsis.do;jsessionid=8VTcRptXhVw7QnpTCvFst9jt87hCG5F3ngYLgTcfv2WyJMvKRXPP!-982222471>

Choice Neighborhood Planning Grants

U.S. Department of Housing and Urban Development

Deadline: May 28, 2013

Amount: Up to \$500,000

Eligible: Nonprofit organizations

Program: To improve severely distressed public and/or HUD-assisted multi-family housing located in distressed neighborhoods.

Planning grants support the development of comprehensive neighborhood revitalization plans which, when implemented, will be expected to achieve the following three core goals:

- Housing: Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhoods;
- People: Improve educational outcomes and intergenerational mobility for youth and supports delivered directly to youth and their families, and ;
- Neighborhood: Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets (including safety, good schools and commercial activity) that are important to families' choices about their community.

To achieve these goals, communities must develop and implement a comprehensive neighborhood revitalization strategy, or Transformation plan.

Website:

<http://www07.grants.gov/search/search.do;jsessionid=8GXLrb4LTzn4ZIRnbpymvdgtvBK3lx1FnTndntk0DkhxWv3wh21!-1463297717?oppId=228054&mode=VIEW>

GM Foundation

General Motors

300 Renaissance Center

Detroit, MI 48265

313.665.4085

Deadline: Ongoing

Amount: Two categories: \$20,000 and under and over \$20,000. \$1 million awarded in 2012.

Program: GM Foundation Plant City Grants are awarded to help fund the efforts of nonprofits located near GM facilities. The money supports a variety of initiatives, including local environmental projects and plant city food banks.

Eligible: Nonprofit programs that fall within the foundation's four key focus areas: education, health and human services, environment and energy and community development. Primary consideration is given to requests that meet the following criteria:

- Exhibit a clear purpose and defined need in one of the foundation's four key focus areas.
- Implement innovative approaches to address the defined need.
- Demonstrate efficiency and the ability to follow through on the proposal.

Website:

http://www.gm.com/content/gmcom/home/company/aboutGM/gm_foundation/about_gmf.html

Charles Stewart Mott Foundation

Office of Proposal Entry

C.S. Mott Foundation

Mott Foundation Building

503 S. Saginaw Street, Suite 1200

Flint, MI 48502-1851

Amount: \$50,000 to \$1 million

Deadline: Ongoing

Eligible: Nonprofits in the Flint area

Program: Supporting key housing agencies as well as strategic opportunities for improving the quality of housing in the community.

The foundation desires to fund affordable housing and livable neighborhoods, with an emphasis on the city of Flint, and is making grants:

- To organizations providing direct services, technical assistance, research and advocacy on housing issues for low-income residents of Flint.
- To organizations providing new and renovated housing units for low- and moderate-income residents.
- For housing that will assist with the redevelopment of downtown Flint.

Website:

<http://www.mott.org/grantsandguidelines/ForGrantseekers/appprocedures#section4>

Community Development Housing Resource Fund

Michigan State Housing Development Authority

Deadline: Ongoing

Eligible: Local units of government, nonprofit organizations

Amount: Varies on home

Program: MSHDA's Community Development Division supports projects designed to:

- Encourage the social and economic investments of time, money and energy in existing neighborhoods to keep current residents and attract new ones;
- Contribute to quality affordable housing production for low and moderate income households in vibrant, diverse, sustainable and walkable neighborhoods,; and
- Promote Placemaking – a multi-faceted approach to the planning, design and management of neighborhood components – building types, spaces, uses and activities – with public engagement and direction. Placemaking capitalizes on a local community's assets and potential, creating places that promote health, happiness and well-being.

Projects shall provide quality affordable housing through rehabilitation of existing housing, construction of new housing, or both.

Websites:

http://www.michigan.gov/mshda/0,1607,7-141-7559_9643-192363--,00.html

http://www.michigan.gov/documents/mshda/mshda_cd_071212_memo_nofa_392120_7.pdf

Joyce Foundation

321 North Clark Street,
Suite 1500,
Chicago, IL 60654
Phone: 312.782.2464
Fax: 312.595.1350

Deadline remaining in 2013: Letter of Inquiry, July 11, 2013. Proposal Deadline, Aug. 14, 2013, Board Meeting, December 2013.

Program: To support funding opportunities to put the Midwest on a path to adopt all energy efficiency measures that are cheaper than generating more power by 2020. Proposals will be considered for work that addresses the following opportunities:

Leveraging state policies—including energy efficiency resource standards, smart grid deployment plans, and decoupling measures—to drive increased and more effectively targeted utility investments in building energy efficiency; and

Identifying, testing, and replicating the most effective building energy efficiency delivery models, whether those are focused at the community level, on a particular type of building, or a group of energy consumers with shared characteristics.

Website:

<http://www.joycefdn.org/apply/>

Comerica Charitable Foundation

411 W Lafayette Mc 3415

Detroit, MI 48226

(313) 222-6325

Amount: Varies

Deadline: Four grant seasons:

Jan. 1 – March 15 (Grants announced April 15)

April 1 – June 15 (Grants announced July 15)

July 1 – Sept. 15 (Grants announced Oct. 15)

Oct. 1 – Nov. 15 (Grants announced Dec. 15)

Program: To support community needs in Comerica's primary markets, including Michigan, with cash grants to support program and capital expenses of nonprofits whose mission meets the foundation's priorities for giving. These priorities include:

- Economic self-sufficiency for low- and moderate-income individuals and families, including transitional and supportive housing.
- Neighborhood revitalization including affordable housing and neighborhood business development

Website:

<http://www.comerica.com/about-us/community-involvement/pages/comerica-charitable-foundation.aspx>

Kresge Foundation

Contact information: <http://www.kresge.org/contact-us/email-us>

Phone: 248-643-9630

Deadline: Ongoing

Amount: \$20,000 to \$100,000 plus

Two opportunities:

Healthy Homes: The initiative addresses home hazards such as lead paint, asthma-triggering allergens, fire hazards, substandard insulation and weatherization, repair problems like broken steps and railings, and neighborhood nuisances like abandoned buildings that invite crime.

The initiative also aims to build the capacity of federal, state, and local government agencies to reduce the incidence of preventable illnesses, injuries, and hospitalizations caused by home environments; support the development of best practices; and advance philanthropic investment in the field of healthy homes.

Human Services: To help high-performing human-services organizations demonstrate the ways different resources and promising approaches can add capacity, enhance performance and increase resilience.

Website:

<http://www.kresge.org/funding/apply-for-funding>

Fair Housing Initiative Program

U.S. Department of Housing and Urban Development

Myron P. Newry or Paula Stone of the Office of Fair Housing and Equal Opportunity's FHIP Division at 202-402-7095 or 202-402-7054, respectively.

Deadline: June 11, 2013

Amount: Varies – approximately \$200,000

FHIP funds programs to increase compliance with the Fair Housing Act through different initiatives, including the Fair Housing Organization Initiative, Private Enforcement Initiative, Education and Outreach. Applicants can apply separately for funding for initiatives include the following areas:

Eligible grantees include housing enforcement organizations, state or local governments, and other public or private nonprofit organizations representing groups of persons protected by the Fair Housing Act may apply for FHIP-EOI funding.

Eligible Activities include supporting basic operation and activities of new and existing non-profit fair housing organizations, activities such as conducting complaint-based and targeted testing and other investigations of housing discrimination, linking fair-housing organizations in regional enforcement activities, and establishing effective means of meeting legal expenses in support of fair housing litigation; and a broad range of educational activities. Activities may include developing education materials, analyzing local impediments to housing choice, providing housing counseling and classes, convening meetings that bring together the housing industry with fair housing groups, developing technical materials on accessibility, and mounting public information campaigns.

Website:

<http://www07.grants.gov/search/search.do;jsessionid=PPHjRDQYSKnbKYnzrgMD2wt3jvCrLbKFbpByspSX6LGynHyhtmbW!-599221004?oppId=227042&mode=VIEW>

AARP Foundation

foundation@aarp.org

888.our.aarp (888.687.2277)

Eligible: Nonprofit organizations

Amounts: \$50,000 to \$250,000

Deadline: Announcements posted throughout the year at <http://www.aarp.org/aarp-foundation/grants/> Applications accepted online

Programs: To fund programs that transform the lives of vulnerable older Americans by meeting their everyday needs – food, housing, income and personal connection. Recent grants include:

- Home Repair Accelerator Grants - This program identifies operational models for providing home repair services to struggling homeowners age 50 and older.
- Isolation Impact Area Grants – To help nonprofits create better services and systems that identify and reach out to isolated older people.
- Hunger Grants – Addressing the nutritional needs of the population.

Website:

<http://www.aarp.org/aarp-foundation/grants/what-we-fund/>

Comprehensive Housing Counseling Program

housing.counseling@hud.gov.

Grants Management Office, Department of Housing and Urban Development

451 7th Street, SW, Room 3156

Washington, DC 20410-3000 202-708-0667.

Deadline: 2013 deadline - March 18. No 2014 deadline announced yet.

Total program funding: \$19.5 million

Award range/ expected number of awards: Unavailable

Program Goal: To support HUD-approved counseling agencies to respond to flexibility to the needs of residents and neighborhoods, and deliver a variety of housing counseling services to homebuyers, owners, renters and the homeless, particularly the underserved populations of minorities, elderly, veterans and persons with disabilities. The program will fund housing counselors to provide expert, unbiased guidance and information to help families and individuals meet their housing needs and improve their financial situations. In addition, the counselors will act as a safeguard against scams and discrimination, and act as a gateway to local, state, federal and private housing assistance.

Website:

<http://www.grants.gov/search/search.do;jsessionid=LCzcR1Gpw402qXFS15QTDH4GnM8ppncLT1XNcyQwkPQsBcx3fM6N!-309707781?oppId=217413&mode=VIEW>

Application:

https://apply07.grants.gov/apply/forms_apps_idx.html

Home Depot Foundation

Deadline: Aug. 13, 2013

Amount: \$5,000

Eligible: Nonprofit organizations

Program: Grants, up to \$5,000, are available to registered 501© (3) nonprofit organizations, public schools, or tax-exempt public service agencies in the U.S. that are using the power of volunteers to improve the physical health of their community. Grants are given in the form of the Home Depot gift cards for the purchase of tools, materials or services.

Our mission is to ensure that every veteran has a safe place to call home. As such, priority will be placed on volunteer projects that fit the following criteria:

- Projects that serve veterans and their families, whether that's repairing homes or improving facilities
- Projects that involve veterans volunteering to help other veterans in the communities where they live

Website: <http://homedepotfoundation.org/page/applying-for-a-grant>

Environmental Justice Small Grants Program

Environmental Protection Agency
www.epa.gov/environmentaljustice/grants/
202.564.2515

Deadline: Jan. 7, 2013. Next announcement expected October 2013.

Amount: \$30,000 - \$100,000

Eligible: Nonprofit organizations

Program: The EPA established the Small Grants Program to provide financial assistance to community-based organizations who work on local solutions that address local environmental or public health issues. Emphasis is placed on meeting the agency's priorities, which include: reducing greenhouse gas emissions; improving air quality; managing chemical risks; cleaning up hazardous waste disposal sites; protecting America's water; expanding the conversation on environmentalism and working for environmental justice; and building strong state and tribal partnerships.

Past supported projects include: improving air quality in low-income communities; reducing air emissions by weatherizing housing units; addressing energy efficiency; improving the local green economy; and providing outreach support and training for children and pregnant women at risk or affected by lead exposure.

Websites:

<http://www.epa.gov/environmentaljustice/grants/ej-smgrants.html>

<http://www.epa.gov/environmentaljustice/grants/ej-smgrants.html#overview>

Lead Hazard Reduction Demonstration Grant Program

U.S. Department of Housing and Urban Development

Deadline: 2013 applications due February 2013. Next announcement expected December 2013.

Eligible: Local governments

Awards: Up to \$3 million

Program: To assist local governments in undertaking comprehensive programs to identify and control lead-based paint hazards in eligible privately owned rental or owner-occupied housing. The program targets urban jurisdictions with the greatest lead-based paint hazard control needs.

Website:

<http://www.grants.gov/search/search.do?mode=VIEW&oppId=209414>

Enterprise Green Community Grants

Amount: \$5,000

Deadline: Next application to be released May 2013

Eligible: Nonprofits

Program: Two programs to promote green housing and sustainability.

- **Charrette Grants:** Up to \$5,000 to assist housing developers with integrating green building systems in their developments and engage in a serious discussion of green design possibilities. This is a planning grant awarded to affordable housing developers to coordinate a green design charrette.
- **Sustainability Training Grants:** Up to \$5,000 for affordable housing developers to cover the design and distribution of an operations and maintenance manual and the development as well as the implementation of a training curriculum that supports long-term operations and maintenance on green housing.

Website: <http://www.enterprisecommunity.com/financing-and-development/grants>

Healthy Homes Technical Studies Program

U.S. Department of Housing and Urban Development

Deadline: 2013 deadline was March 19. 2014 program expected to be released in January 2014.

Eligible: Nonprofit organizations

Amount: \$300,000 to \$750,000

Program: To fund technical studies to improve existing methods for detecting and controlling key housing-related health and safety hazards; to develop new methods to detect and control these hazards; and to improve our knowledge of key housing-related health and safety hazards. The overall goal of the program is to gain knowledge and improve the efficacy and cost-effectiveness of methods for evaluation and control of housing-related health and safety hazards. This also supports HUD's goal to utilize housing as a platform for improving the quality of life and health outcomes for those living in HUD-assisted and HUD-regulated housing, and the associated policy priority to build inclusive and sustainable communities by improving the health of community residents while reducing the impact of communities on the environment.

This program is part of HUD's Healthy Homes program, which funds various programs that research and demonstrate low-cost, effective home hazard assessment and intervention methods, building local capacity to educate residents and mitigate hazards and develop and deliver public-education campaigns. Future grant opportunities under this program will be published on Grants.gov

Website:

<http://www07.grants.gov/search/search.do;jsessionid=7XW6RdJF5RJpzqKhJHSCJ2HrZn600PyFRRMR12gc11Qn5rrWHNTS!-1384428365?oppId=215753&mode=VIEW>

LIHEAP

Low Income Home Energy Assistance Program (LIHEAP)/ Residential Energy Assistance Challenge Program (REACH)

Deadline: March 31, 2014

Amount: \$35,000 to \$350,000

Program: REACH is intended to:

- Minimize health and safety risks that result from high energy burdens on low-income Americans;
- Prevent homelessness as a result of inability to pay energy bills;
- Increase the efficiency of energy usage by low-income families; and
- Target energy assistance to individuals who are most in need.

Website:

<http://www.acf.hhs.gov/grants/open/foa/view/HHS-2012-ACF-OCS-REACH-0268>

Transitional Housing Assistance Grants for Victims of Sexual Assault, Domestic Violence

U.S. Department of Housing and Urban Development

Deadline: April 4, 2013. Next application expected January 2014

Amount: \$300,000

Eligible: Nonprofit organizations

Program: To support programs that provide assistance to victims of sexual assault, domestic violence, dating violence and/or stalking who are in need of transitional housing, short-term housing assistance and related supportive services.

Website:

<http://www07.grants.gov/search/search.do;jsessionid=TGn7RdRdpn2gfyrBpkkL05SQJmJSpqJHz1dxknnDf1yk1STvr2Jp!-1384428365?oppId=221773&mode=VIEW>

APPENDIX B: RESOURCES

“Developmental Psychology,” October 2013

“The Effects of Early Education on Children in Poverty,” Anna D. Johnson Columbia University

2012 Community Needs Assessment for Genesee County/City of Flint

2014 US Census American Community Survey

Centers for Disease Control 2013 Statistics

City-data.com 2014

Economic Modeling Specialist Int. figures Gen

Employment Report for GeneseeCounty Annual 2012 Industry Summary

Kids County Data Center, Annie E. Casey Foundation 2015

Michigan State Police Data, 2014

Mlive.com May1, 2014

Mlive.com, January 25, 2012
Neighborhood Scout, 2015
Robert Wood Johnson Foundation County Health Rankings
The Campaign for Grade-Level Reading, The Statisticks Lottery [www.http://gradelevelreading.net](http://gradelevelreading.net)
Michigan Department of Education Dashboard 2015
Michigan Department of Community Health Mortality Rates for Genesee County 2013
Greater Flint Health Coalition 2015
U.S. Department of Labor May 2015 figures
Michigan Department of Education 2014 Graduation Cohort
Michigan Department of Education 2013-2014 MME Entity Breakdown
Business Insider, June 13 2013
National Campaign to Prevent Teen and Unplanned Pregnancy, “Teen Pregnancy and Education.” 2014
National Vaccine Program in the U.S. Dept. of Health and Human Services 2015
City of Flint Comprehensive Annual Financial Report for fiscal year ending June 30, 2014