

2023 Community Needs Assessment + Strategic Plan

December 2023



ALGER-MARQUETTE
COMMUNITY ACTION
HELPING PEOPLE • CHANGING LIVES

Prepared by:



National Charrette Institute
MICHIGAN STATE UNIVERSITY

Table of Contents

Introduction	3
Process	3
Community Needs Assessment	3
Socio-Economic Profile Executive Summary.....	3
Demographic Data	4
Economic Data	4
Education Data.....	5
Housing Data.....	5
Transportation Data.....	5
Social Services	6
Partner Focus Groups Summary	6
Collaborating with CAAM.....	6
Environmental Scan	7
Data Specific Questions	8
General/Closing.....	9
Client Survey Summary	9
Strategic Planning	67
Ground Rules.....	67
Presentation of Data	67
Environmental Scan	69
Vision.....	70
Action Plan	78
Plus/Delta.....	82
Aligning Needs and Vision.....	83
Aligning National Standards and Vision.....	83
Self-Empathy Mapping.....	83
Next Steps	84

Introduction

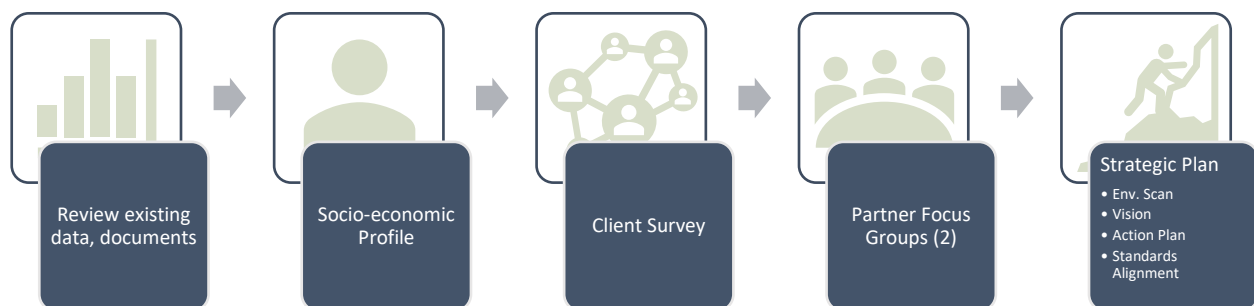
Community Action Alger Marquette (CAAM) is a nonprofit organization that seeks to improve the economic security and well-being of individuals and families in Alger and Marquette Counties in Michigan by providing education, housing, and human service programs through community collaborations. Since 1965, CAAM provides multiple services aimed at self-sufficiency, education, and support for low- and moderate-income individuals and families. CAAM's current staff of 142 employees administers Head Start, Early Head Start, Great Start Readiness Program (GSRP), Home Delivered Meals, Congregate Meals, Self-Sufficiency for Veteran Families, Emergency Homeless Programs and Community Hope Improvement programs, among others.

Meeting Alger and Marquette County residents' needs is an ongoing and everchanging endeavor. To ensure that the programs CAAM offers are relevant, it must conduct a community needs assessment (CNA) periodically and develop a strategic plan to address those needs.

Process

In June 2023, CAAM began working with Michigan State University's (MSU) National Charrette Institute (NCI) to develop a community needs assessment and strategic plan. NCI began with a thorough review of existing needs assessments, data, documents and strategic plans that have directed CAAM thus far. NCI's data specialists then compiled and analyzed relevant quantitative data around the conditions and causes of poverty, homelessness, potentially eligible families, by conducting an extensive socio-economic profile. In collaboration with MSU Extension in September, NCI conducted two focus groups with community partners followed by developing and fielding a client survey for CAAM. Lastly, NCI spent two days in October with a subset of CAAM staff developing various components of a strategic plan. This process is depicted in Figure 1 below.

Figure 1. CAAM CNA + Strategic Plan process



Community Needs Assessment

The community needs assessment or CNA is comprised of the observations from the socio-economic profile, partner focus groups, and client survey.

Socio-Economic Profile Executive Summary

The socio-economic profile consists of six data sections:

- Demographics

Michigan State University National Charrette Institute

- Economics
- Education
- Housing
- Transportation
- Some specific information about Senior and Early Childhood populations

Data for Alger and Marquette Counties were compared with that for the state of Michigan and the country across 2000, 2010, 2020 and 2022 if data or estimates were available across all comparison locales. Brief observations about the data are offered in each section below. The detailed socio-economic profile is attached as Appendix A.

Demographic Data

Demographic data provides a snapshot in time of a population and specific, basic human characteristics of it. In this section, data regarding population, population density, age, sex, race/ethnicity, military service, household size, family size, and languages spoken at home are presented.

- Alger County's population is in more of decline than Marquette or the state.
- Nearly 44% of Alger County's population is over 55, making it the oldest location of the comparisons. All Michigan comparisons are older than the U.S.
- Alger County has more males than its comparison counterparts.
- At nearly 93%, Marquette County has mostly white-identifying residents and both Alger and Marquette Counties have more than the state or nation. Alger County's next identifying races are Black or African American Alone and American Indian and Alaska Native Alone.
- Alger and Marquette Counties both have higher percentages of their populations that have military service than the state or nation.
- Household sizes remain relatively steady while family size is growing in Alger County and the U.S. Family sizes in Marquette County and Michigan are fluctuating.
- A vast majority of Alger and Marquette County population speak only English at home. Other languages spoken at home include Spanish, other Indo-European languages, Asian and Pacific Island, and other languages, and Marquette County more than Alger County.

Economic Data

Economic data pertains to financing and money characteristics such as poverty rate and status, household and per capita (per person) income, those who have health insurance, occupation industries, wage, employment status, and labor force characteristics.

- Alger County's poverty rates have declined slightly and is currently generally lower than its comparison counterparts. Marquette County's poverty rate is on par with that of Michigan. In all localities, women suffer a higher poverty rate than men.
- Michigan, Marquette County, and Alger County have lower average household income than the U.S. and from each other in descending order. Marquette County had a significant increase from 2000 to 2010.
- Family incomes are higher than household incomes.
- Per capita incomes for Black or African American Alone and Asian Alone are markedly lower than all other races/ethnic backgrounds.

- Alger and Marquette County residents boast higher than Michigan and U.S. numbers of health insured minors, but 14% of Alger County’s adults aged 19-34 have higher uninsured rates, on par with the nation.
- Marquette County boasts a higher employed rate than Michigan or the U.S. with only 4.9% unemployment. While data does not exist for Alger County in 2010 and 2020, in 2000, Alger County had the highest unemployment rate.

Education Data

Education data provides a snapshot of the locations in terms of educational attainment and employment status by language spoken at home, high school dropout rates, and number of childcare and senior or elderly care facilities.

- Marquette County has higher rates of educational attainment, presumably due to Northern Michigan University being located there.
- Since 2010, Alger County’s high school dropout rate has been at least twice as high as comparison locations.
- For an older and aging population, Alger County provides no licensed adult foster care or elder care facilities.

Housing Data

Housing data examines various characteristics about human habitation including the age of the housing stock, value, owned versus renting, how the structure is heated, monthly housing costs, average rent, gross rent as a percent of household income, age of those renting, and tax and mortgage foreclosures.

- Alger County has a wider aged housing stock than Marquette County or the state.
- The majority of home values range from \$100,000-\$250,000 in Alger and Marquette Counties.
- Marquette County has more renter occupied housing than Alger County.
- Average rent significantly increased in Marquette County from 2010-2020.
- There is a higher percentage of owner-occupied housing units compared to renter-occupied units in all areas and years.

Transportation Data

Transportation data includes the number of vehicles by housing unit and worker; tenure by vehicles available by age of householder; vehicles by renters, age and means of transportation to work by age, by renters, by workers’ earnings, poverty status, and language; along with the number of vehicles used in commuting and travel time of workers.

- Marquette County has the lowest percent of “no vehicle available” households and also by renters.
- Fewer vehicles are available to renters as opposed to homeowners.
- Significant increase in vehicle usage for commuting from 2010 to 2020.
- Gender disparity: More males than females use vehicles for commuting.
- Overall increase in travel time from 2000 to 2020 in both counties
- Usage of Private vehicles is dominant over public transportation usage.
- Car usage dominates across all income groups and remains the most common means of transportation.

- There is an increase in the percentage of people working from home as the age groups progress. This trend is observed in all geographic areas.

Social Services

Data in this section is sparse but does include public assistance for food and income.

- Alger County and the State of Michigan have more residents currently receiving public assistance for food.
- Utilization of public assistance income is relatively consistent across different regions.
- Marquette County consistently has a slightly higher proportion of households with public assistance income compared to Alger County. This pattern remains consistent across all three years.

Partner Focus Groups Summary

With an understanding of CAAM’s service population from a data perspective, it was time to turn attention to addressing its needs. NCI prepared for and offered three focus groups targeting specific partner groups to understand service gaps, overlap, and opportunities, among other things. The conversation was guided by a focus group protocol that is available in Appendix C. Questions were grouped into three sections:

- Collaborating with CCAM
- Environmental Scan
- Data Specific

Due to low turnout on Tuesday, September 12, 2023, the two focus groups were combined into one. Table 1 below lists relevant details. Brief notes are offered in each section below the table.

Table 1. Focus Group Composition, Invitations, Participants

Topic	Day, Date, Time	# individual invitees	# of partners invited	# of participants
Early Childhood Education	Tuesday, September 12 from 2:30-4:30 pm	9	7	6
Housing	Tuesday, September 12 from 2:30-4:30 pm	11	11	
Nutrition	Thursday, September 14 from 10:00-11:30 am	15	11	4

Collaborating with CAAM

Opportunities to work with CAAM to boost partner agency/organization’s offerings:

- Case workers at other agencies could benefit from a list of CAAM’s resources
- Open more GSRP offerings
- Expand the number of CTE certifications for GSRP teachers
- Other agencies could benefit from a list of CAAM’s resources and would like increased communication between their agencies and CAAM, including quarterly roundtables, more frequent email updates, and increased outreach and education
- Could work together to offer assistance to clients/community members who are applying for benefits

Overlap among organizations

- Head Start and GSRP income thresholds - more clarity needed in eligibility and communicating the differences
- Transitional housing program that is overlapping yet complementary
- State emergency relief and assistance for energy and heating
- Meals on wheels, congregate meals, emergency housing

A new service or program opportunities for CAAM

- Connecting families that are over income with other resources. Example of families sitting on waitlist all summer only to find out they did not get in with no alternatives provided
- Reintegration of individuals with criminal records
- Advocate for and provide funding for community food assistance programs
- Assist with making lower cost/low cost baby formula available to families
- Provide assistance to clients who need to fill out applications for social services

Improvements for CAAM's existing service or program

- Sometimes confusion around who can utilize CAAM services and resources
- Great Start wait list and very late status notice. Could be improved communication overall and functioning more as a general support network.
- Offer year-round employment and benefits to more employees
- Be more clear of the broad suite of services and programs – clear communication and program information
- Being more available and responsive to clients
- Increase the availability of hot meals to seniors in the west end of Marquette County
- Return to offering family style food for congregate meals instead of TV dinner style (participation has decreased in program since switching to TV style dinner trays)
- With home delivered meals, work with other agencies and communities to increase the number of volunteer drivers, and train and utilize drivers to conduct wellness checks and make referrals

Environmental Scan

Change or trends in service demand

- New baby boomers (60-65, 60-70 year olds) are seeking resources currently (rental assistance, food stands, housing, transportation, health insurance)
 - Older adults don't have access to tools
 - Level of sophistication of the needs has increased
 - Lack of health care re: mental health services
 - As COVID relief has declined, and economic situation has gotten worse, demand is increasing
 - Large increase in aging population and demand for services among older adults across the service area
 - Housing costs in Marquette are very high, forcing many lower income families and individuals into more rural areas. Lack of transportation options in these rural areas (along with limited or no internet/phone service) increases barriers to accessing and utilizing assistance programs
 - Many older adults do not have internet access, computers, or email accounts, which makes it challenging to access state benefits.

- Housing cost increase hitting homeless, students, working class
- Early childhood is seeing kids with significant learning disadvantages because of pandemic and masks on parents' and caregivers' faces
- Workforce shortage
- Announcement of universal preschool with specifics still missing and delayed implementation
- Increased substance abuse leading to domestic violence leading to homelessness – connected and cyclical
- Loneliness, anxiety, depression – even for parents and caregivers – life seems more isolated
 - Importance of playgroups and other places for community connections
 - Libraries and CAAM could help in providing the space and programming to supplement early childhood offerings (other than preschool)

Data Specific Questions

Regarding transportation, there has been an increase in aggregated travel time. Why do you think this trend is occurring? What can be done to improve public transportation?

- There are underutilized spaces all over the county that are accessible but are not being utilized for care groups
- Workforce shortage particularly with bussing is very limiting in getting people to services
- Need better public transportation – more routes, quicker turnaround times, better pay and benefits
- Carpooling could be better utilized, though car seats are a barrier to utilization
- Very limited public transportation bussing options, especially for outlying/rural communities. Increased door-to-door services from public transportation authority would help, along with more frequent routes

There is an increase in the percentage of people working from home as the age groups progress. This trend is observed in all geographic areas. What initiatives or support services are being implemented or considered to accommodate the growing trend of people working from home, particularly among different age groups?

- With more parents working from home, and childcare harder to find, more kids are being left on tablets or not being interacted with.
 - Activity boxes for kids that working parents could subscribe to could help
 - Onsite childcare during events and programs
- Participants did not see an increase in people working from home among the clients they serve.
- There is a lot of money being put into supporting home based work, but limited connectivity options in rural areas limits the reach of these programs.

What are the challenges faced by households, particularly those in rural or remote areas, regarding accessibility to public assistance services due to factors such as limited operating hours, distance to offices, lack of transportation, limited internet connectivity, and physical disabilities? Are there any obstacles or difficulties that households, particularly those who fall below the poverty line, must overcome in order to get public assistance? What actions may be taken to effectively remove these obstacles?

- Challenges
 - Staff accessibility, staff turnover

- Weather – snow days, seasonal depression
- Actions to help
 - Improved/expanded childcare licensing of individuals and spaces
 - More indoor play space
 - More in-person and face-to-face interactions with clients
 - Empowering staff to be more proactive and better at response
 - Go to the playgroups where parents already are (e.g. Sawyer) – more outreach
 - Provide bus vouchers and gas cards to assist people with transportation
 - More social media and videos to convey information
- Transportation and access to physical offices and people who can assist with application processes

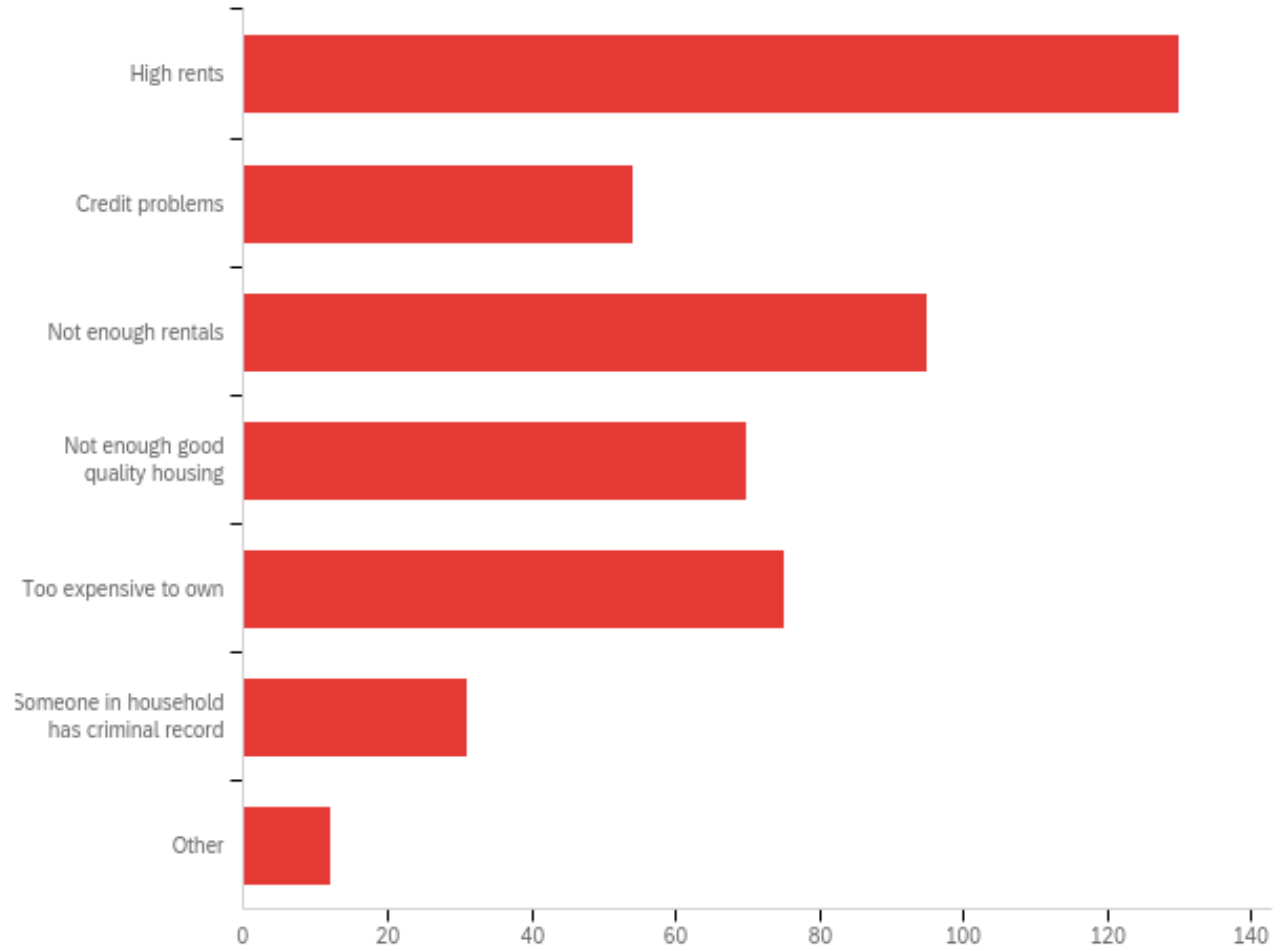
General/Closing

- Better communication and marketing of programs and resources
- More positive culture at CAAM and improved staff morale is needed
- Better connection with NMU
- More employees working through the summer to better assist with enrollment

Client Survey Summary

The client survey was active in the field on November 8, 2023 and closed December 1, 2023. A total of 191 responses were received, but not every person completed each question. The results are listed below.

A - Lack of Affordable Housing in this community is a problem because: (select all that apply)



#	Answer	%	Count
1	High rents	27.84%	130
2	Credit problems	11.56%	54
3	Not enough rentals	20.34%	95
4	Not enough good quality housing	14.99%	70
5	Too expensive to own	16.06%	75
6	Someone in household has criminal record	6.64%	31
7	Other	2.57%	12
	Total	100%	467

A_7_TEXT - Other

Other - Text

We own our house.

High interest rates

previous eviction on record

Lack of accessibility for those with disabilities

We have secure housing

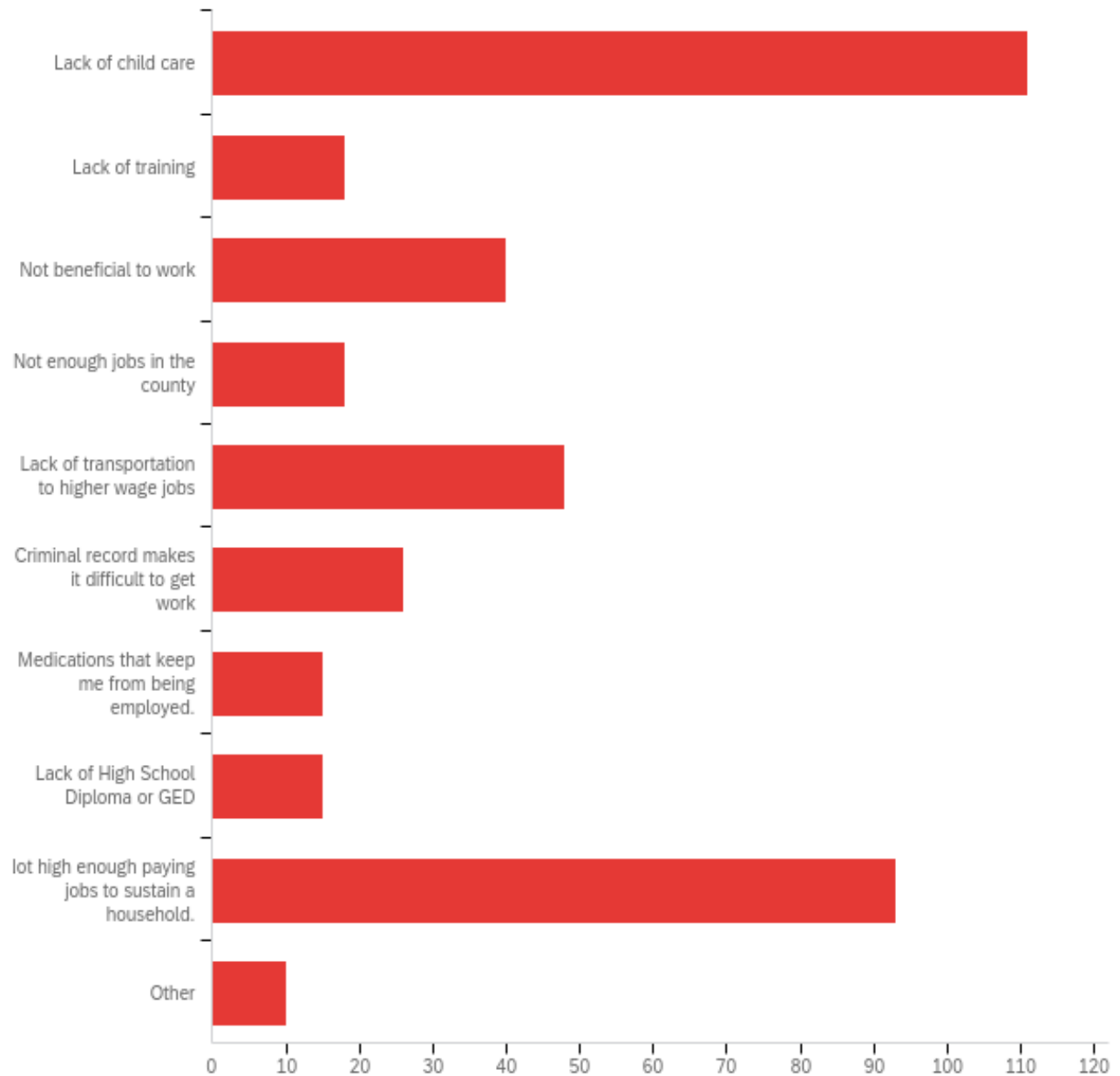
Not enough pet friendly options

Too many Arbnbs.

I have no idea

Airbnb vrbo

B - Unemployment is a problem in this community because: (select all that apply)



#	Answer	%	Count
1	Lack of child care	28.17%	111
2	Lack of training	4.57%	18

3	Not beneficial to work	10.15%	40
4	Not enough jobs in the county	4.57%	18
5	Lack of transportation to higher wage jobs	12.18%	48
6	Criminal record makes it difficult to get work	6.60%	26
7	Medications that keep me from being employed.	3.81%	15
8	Lack of High School Diploma or GED	3.81%	15
9	Not high enough paying jobs to sustain a household.	23.60%	93
10	Other	2.54%	10
	Total	100%	394

B_10_TEXT - Other

Other - Text

Lack of higher education

I'm employed and husband stays home to care for kids.

Unemployment is not a problem

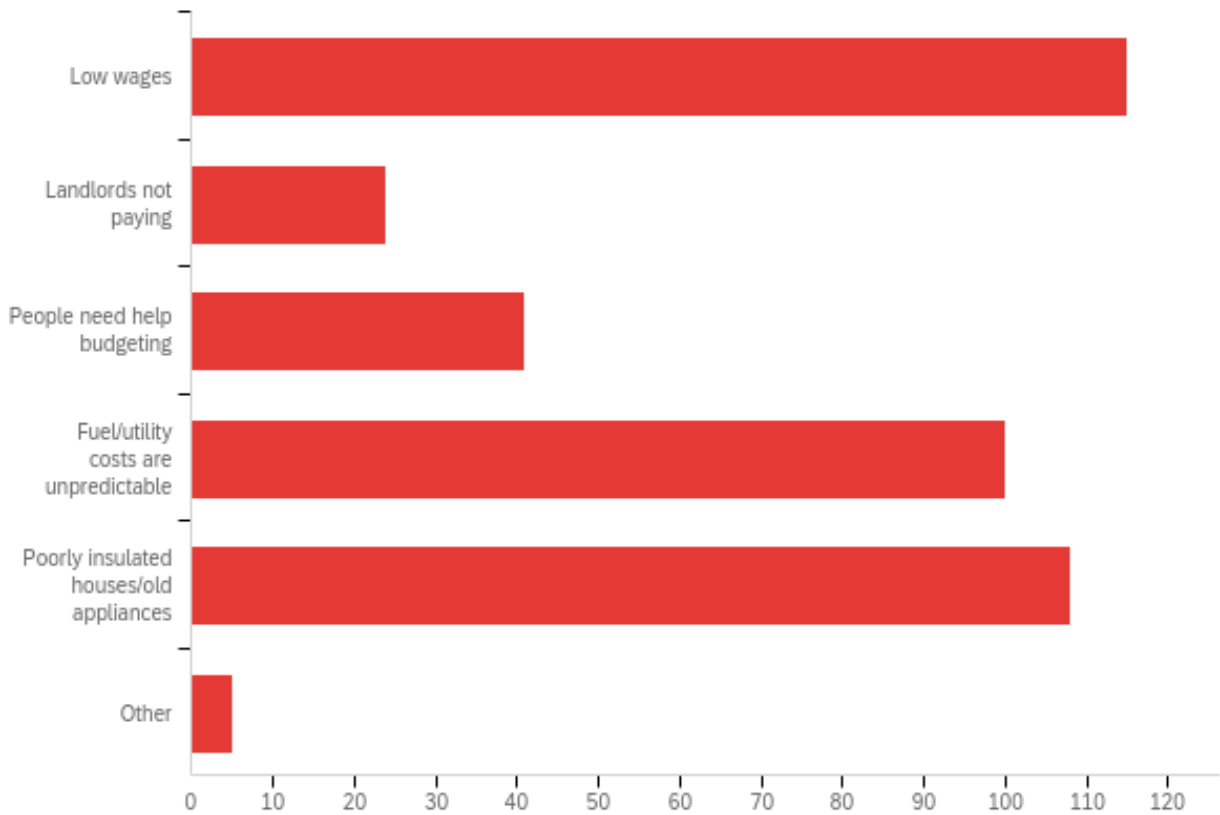
Lack of affordable transportation

lack of transportation for lower wage jobs

No affordable child care at night time and transportation issues with the bus schedule

Travel

**C - High heating and utility costs are a problem in this community because:
(select all that apply)**



#	Answer	%	Count
1	Low wages	29.26%	115
2	Landlords not paying	6.11%	24
3	People need help budgeting	10.43%	41
4	Fuel/utility costs are unpredictable	25.45%	100
5	Poorly insulated houses/old appliances	27.48%	108
6	Other	1.27%	5
	Total	100%	393

C_6_TEXT - Other

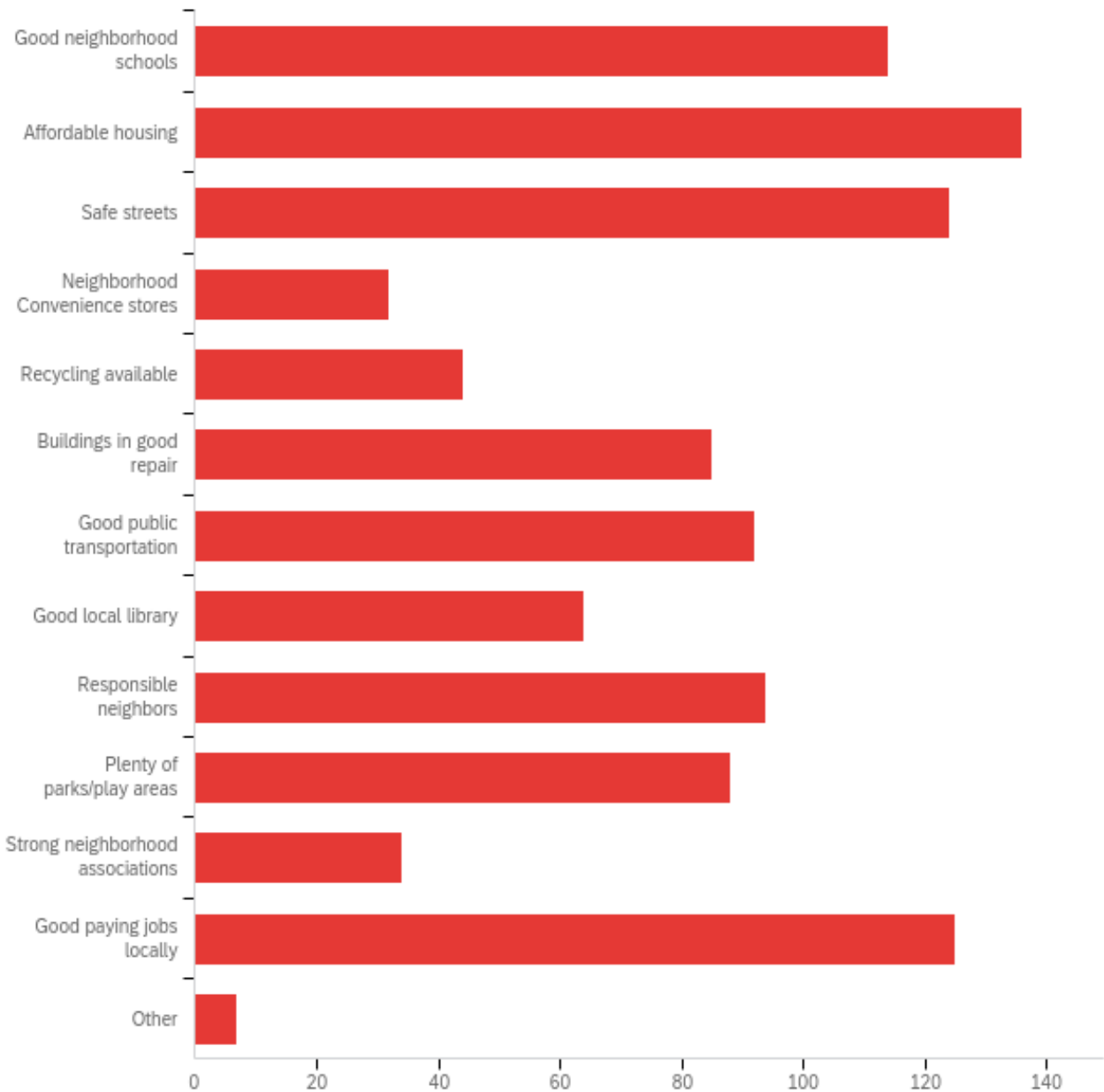
Other - Text

Rent is too high, cost of living went up and food, lack of transportation or money for said transo

Rates increased due to new power plant

The climate here is so cold in the winter and there isn't a lot of providers to choose from

D - In your view of the following, which are most important to having a good community: (select all that apply)



#	Answer	%	Count
1	Good neighborhood schools	10.97%	114
2	Affordable housing	13.09%	136

3	Safe streets	11.93%	124
4	Neighborhood Convenience stores	3.08%	32
5	Recycling available	4.23%	44
6	Buildings in good repair	8.18%	85
7	Good public transportation	8.85%	92
8	Good local library	6.16%	64
9	Responsible neighbors	9.05%	94
10	Plenty of parks/play areas	8.47%	88
11	Strong neighborhood associations	3.27%	34
12	Good paying jobs locally	12.03%	125
13	Other	0.67%	7
	Total	100%	1039

D_13_TEXT - Other

Other - Text

Programs to influence interest and build strengths of individuals

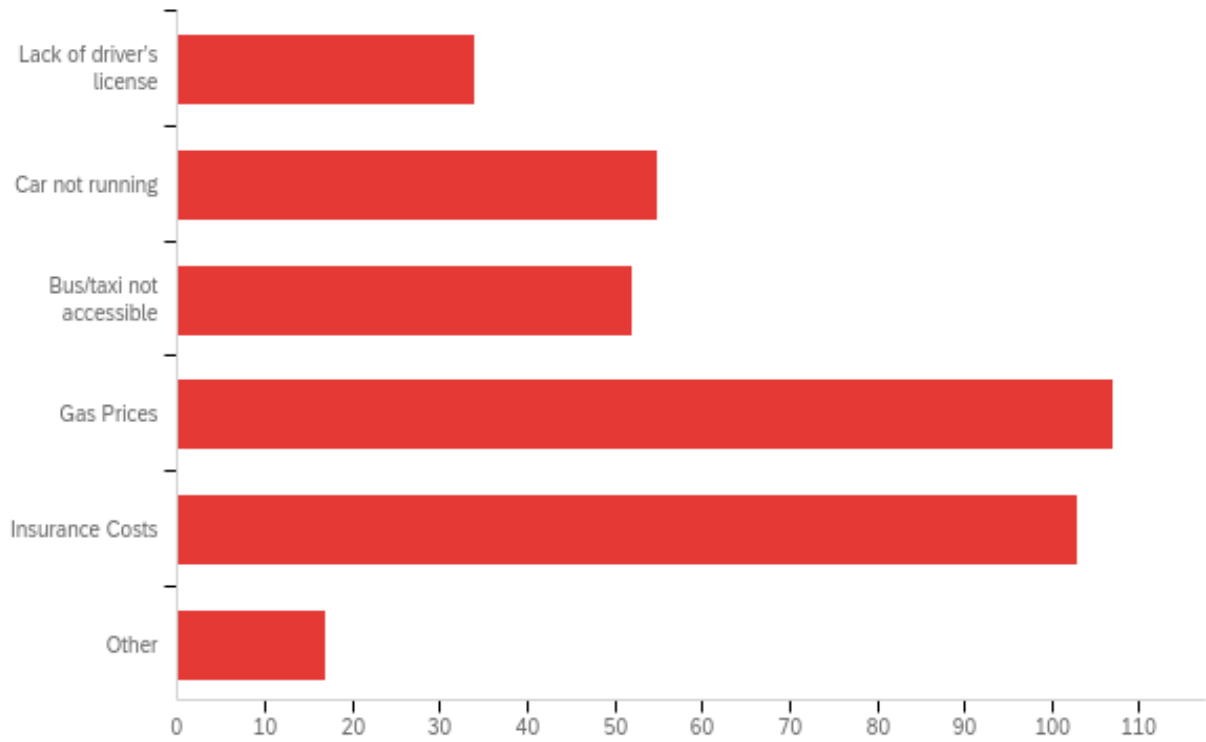
Easier transportation for those who struggle

Accessible businesses and homes

Lots of resources for low income families

Safe children activities and resources for homeschooling families

E - Transportation is a problem because: (select all that apply)



#	Answer	%	Count
1	Lack of driver's license	9.24%	34
2	Car not running	14.95%	55
3	Bus/taxi not accessible	14.13%	52
4	Gas Prices	29.08%	107
5	Insurance Costs	27.99%	103
6	Other	4.62%	17
	Total	100%	368

E_6_TEXT - Other

Other - Text

Car repair costs

No buses for headstart. Can we get mileage as a tax write off?

Don't sustain enough income for a car let alone get my license to get a car

Don't have an issue with transportation.

Not all can afford a pov

Bus routes aren't conducive to all

can't take the bus and drop off children at day care

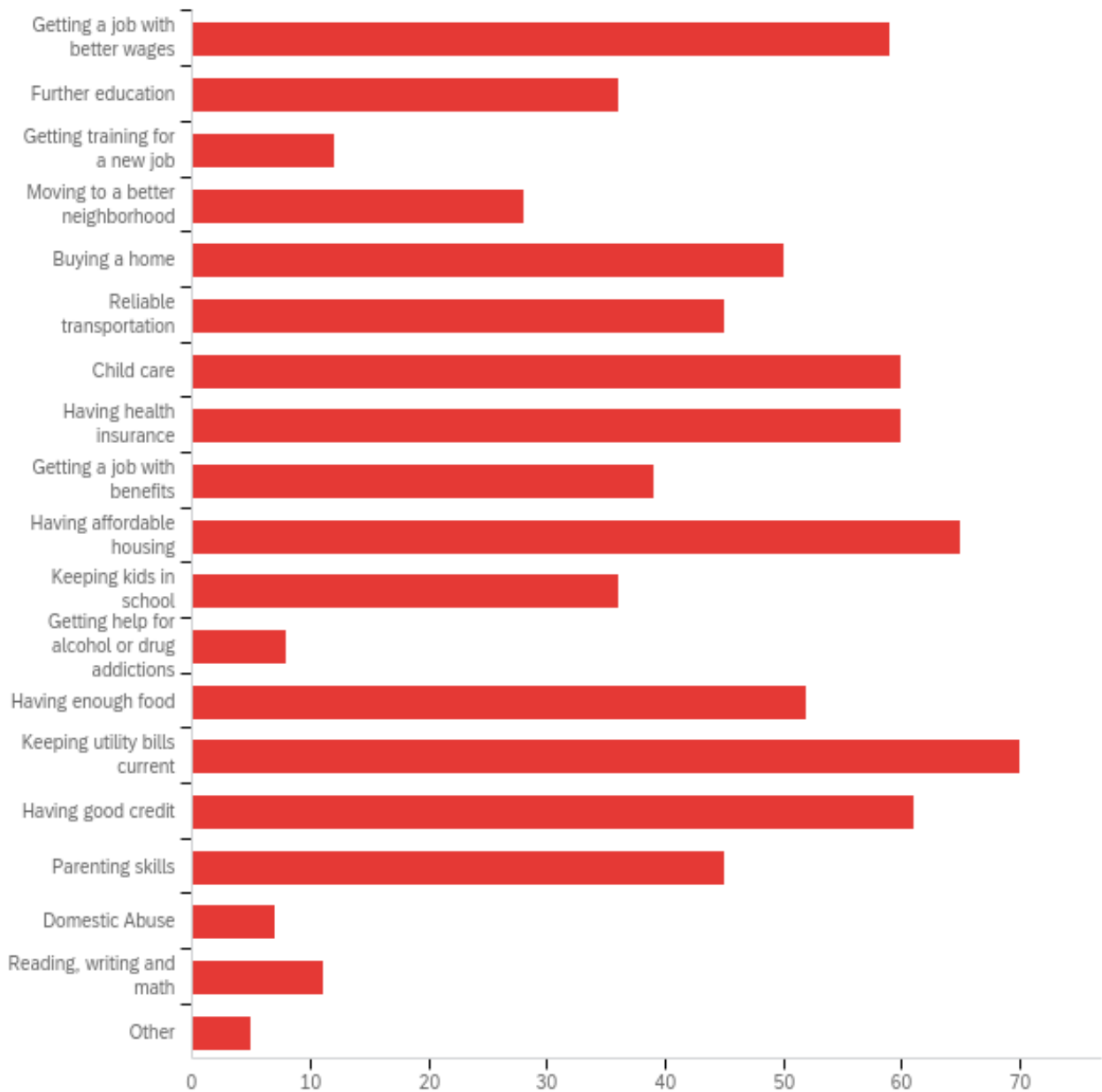
Lack of public transit at hours needed

Cost of maintaining a running vehicle

Don't know

Low income

F - Please select all of the following areas that are most important to you right now.



#	Answer	%	Count
1	Getting a job with better wages	7.88%	59
2	Further education	4.81%	36

3	Getting training for a new job	1.60%	12
4	Moving to a better neighborhood	3.74%	28
5	Buying a home	6.68%	50
6	Reliable transportation	6.01%	45
7	Child care	8.01%	60
8	Having health insurance	8.01%	60
9	Getting a job with benefits	5.21%	39
10	Having affordable housing	8.68%	65
11	Keeping kids in school	4.81%	36
12	Getting help for alcohol or drug addictions	1.07%	8
13	Having enough food	6.94%	52
14	Keeping utility bills current	9.35%	70
15	Having good credit	8.14%	61
16	Parenting skills	6.01%	45
17	Domestic Abuse	0.93%	7
18	Reading, writing and math	1.47%	11
19	Other	0.67%	5
	Total	100%	749

F_19_TEXT - Other

Other - Text

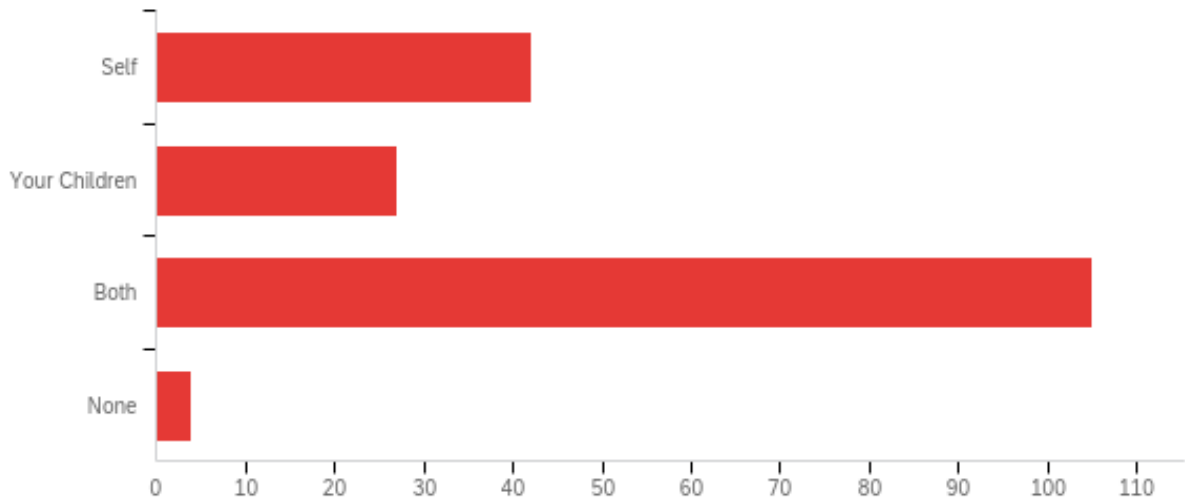
Strengthen individual uniqueness of families

N/A

My health is bad making parenting and other obligations very difficult

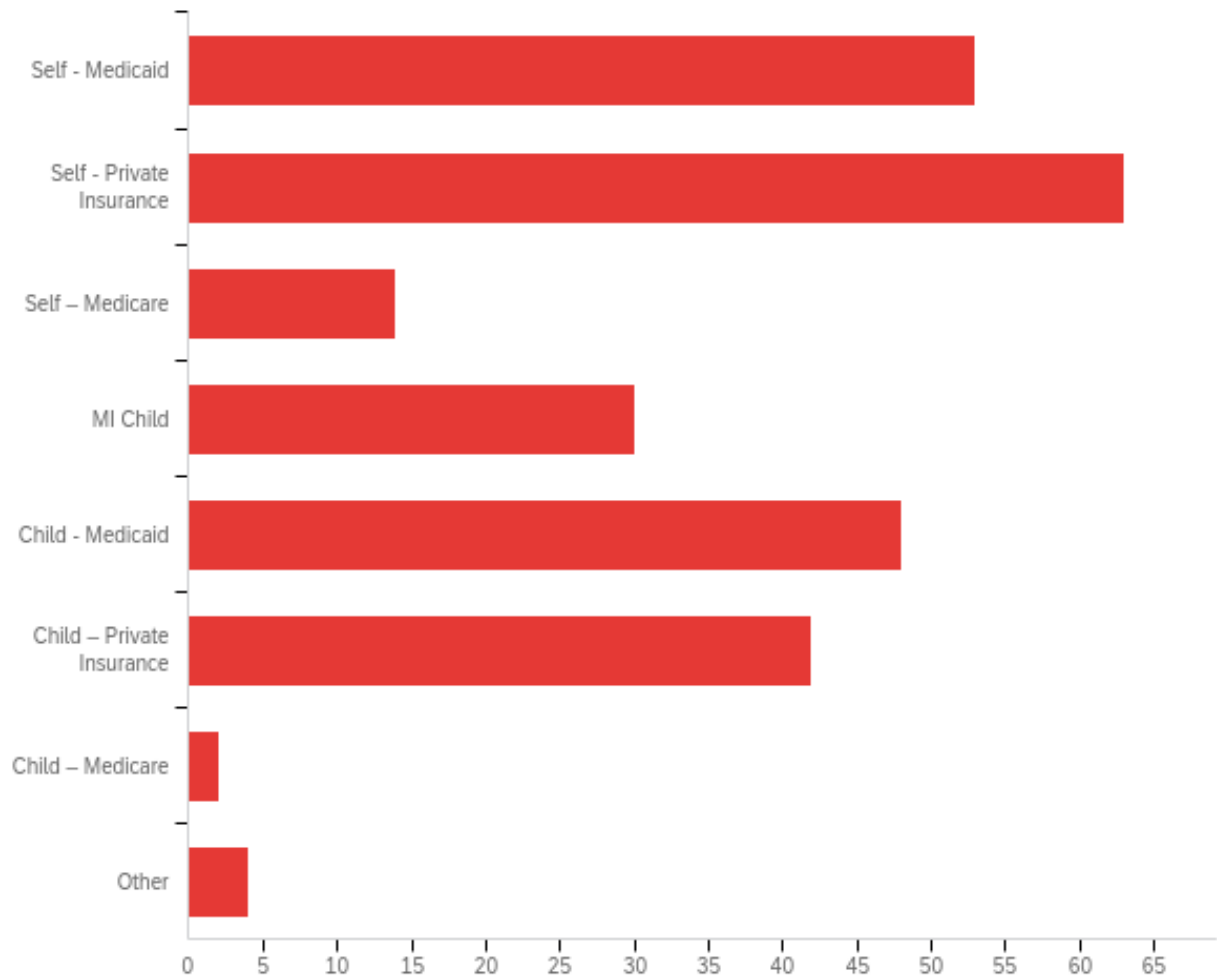
More access to quality healthcare without having to travel away

G - In your family, who has health insurance? (select all that apply)



#	Answer	%	Count
1	Self	23.60%	42
2	Your Children	15.17%	27
3	Both	58.99%	105
4	None	2.25%	4
	Total	100%	178

H - If you/your children have health insurance, what type of insurance do you have? (select all that apply)



#	Answer	%	Count
1	Self - Medicaid	20.70%	53
2	Self - Private Insurance	24.61%	63
3	Self - Medicare	5.47%	14
4	MI Child	11.72%	30
5	Child - Medicaid	18.75%	48
6	Child - Private Insurance	16.41%	42

7	Child – Medicare	0.78%	2
8	Other	1.56%	4
	Total	100%	256

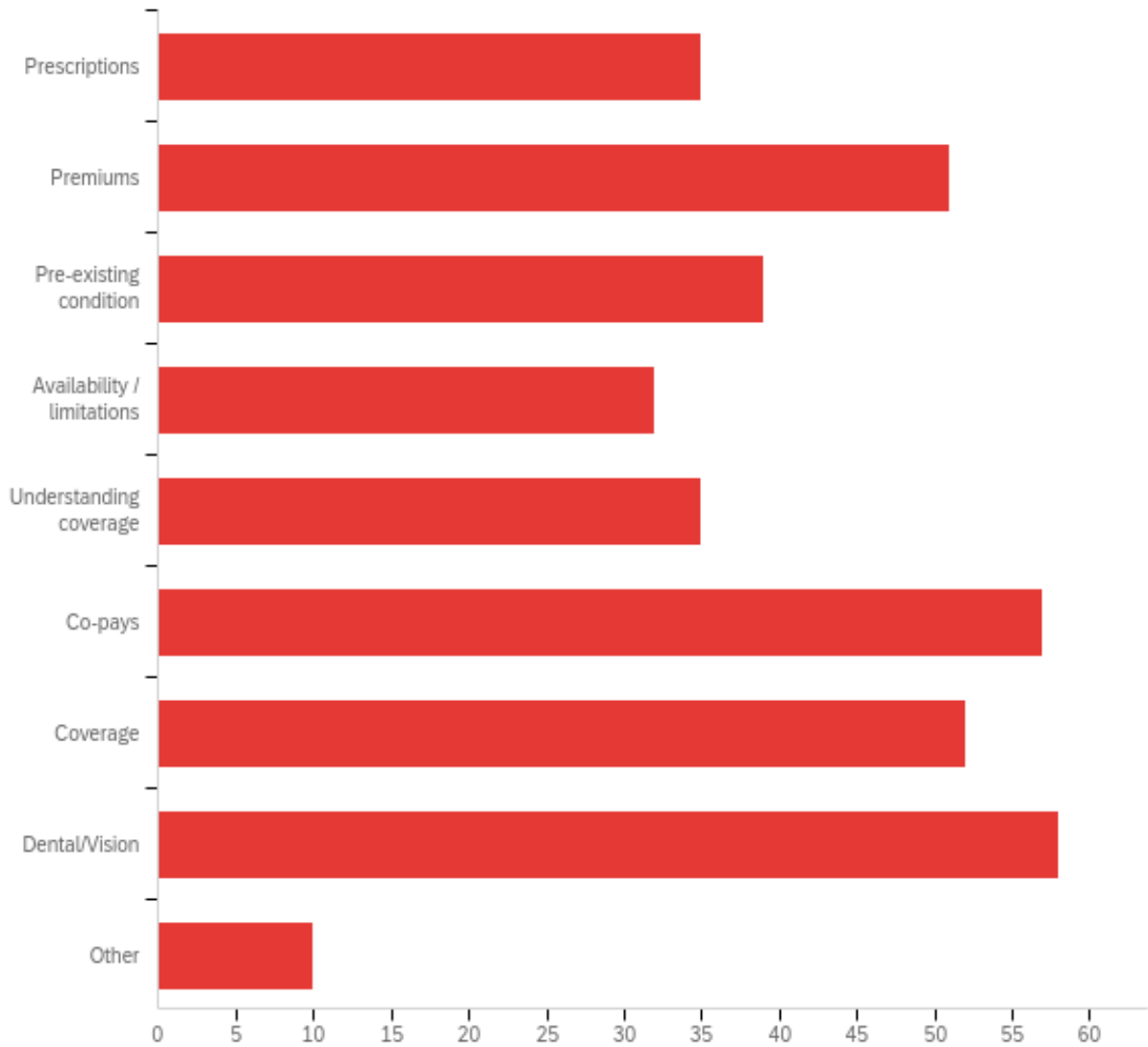
H_8_TEXT - Other

Other - Text

Children’s Special Health Care

Spouse insurance

I - Are you concerned about: (select all that apply)



#	Answer	%	Count
1	Prescriptions	9.49%	35
2	Premiums	13.82%	51
3	Pre-existing condition	10.57%	39
4	Availability / limitations	8.67%	32
5	Understanding coverage	9.49%	35

6	Co-pays	15.45%	57
7	Coverage	14.09%	52
8	Dental/Vision	15.72%	58
9	Other	2.71%	10
	Total	100%	369

I_9_TEXT - Other

Other - Text

Honestly the lack of respect is disappointing by health care employees because of insurance

Chronic pain issues.

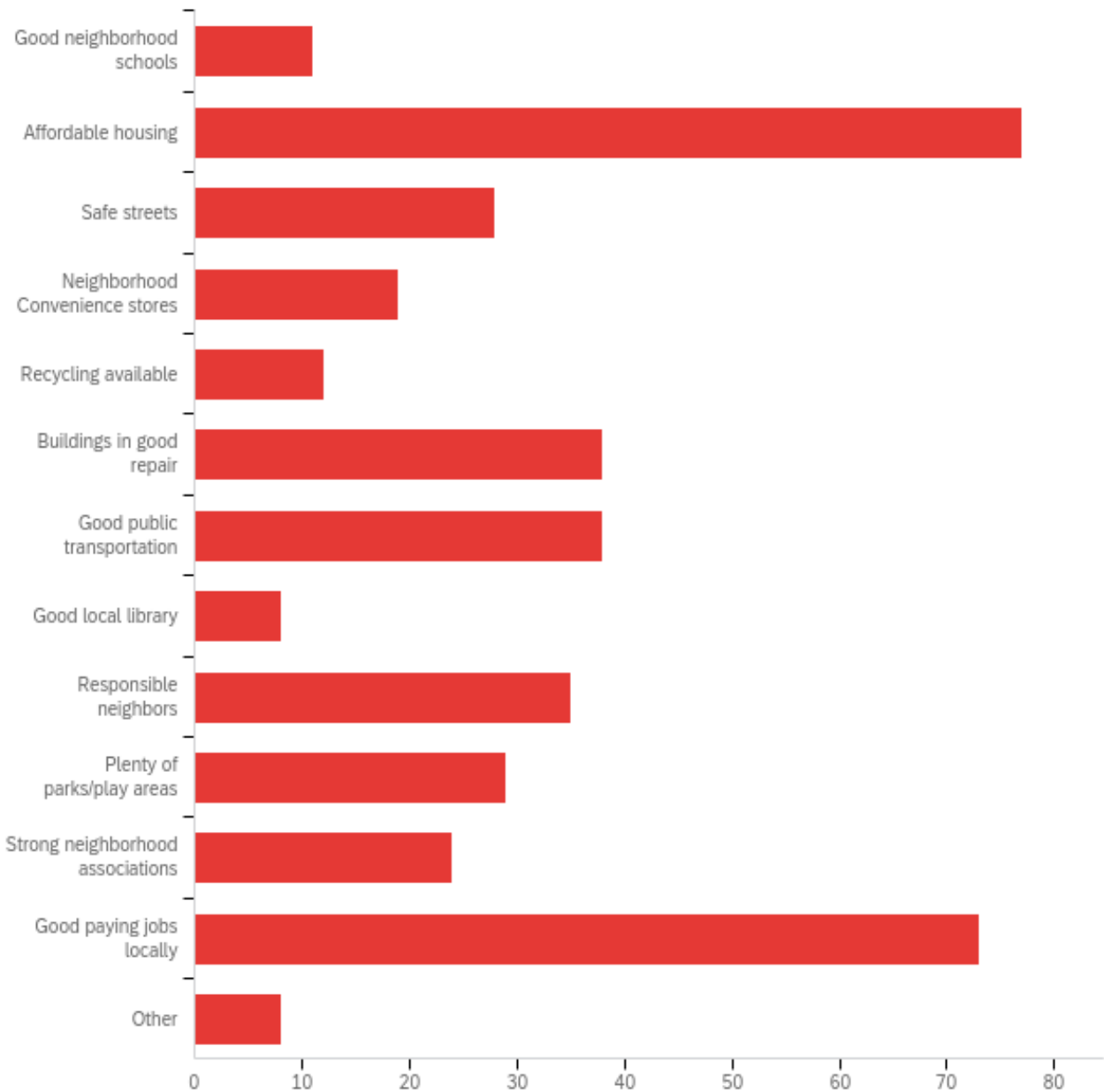
Access to a good doctor

none

Will be on a different insurance in January

If we will lose coverage

J - Which of the following are missing from your neighborhood? (select all that apply)



#	Answer	%	Count
1	Good neighborhood schools	2.75%	11
2	Affordable housing	19.25%	77

3	Safe streets	7.00%	28
4	Neighborhood Convenience stores	4.75%	19
5	Recycling available	3.00%	12
6	Buildings in good repair	9.50%	38
7	Good public transportation	9.50%	38
8	Good local library	2.00%	8
9	Responsible neighbors	8.75%	35
10	Plenty of parks/play areas	7.25%	29
11	Strong neighborhood associations	6.00%	24
12	Good paying jobs locally	18.25%	73
13	Other	2.00%	8
	Total	100%	400

J_13_TEXT - Other

Other - Text

Our parks are outdated

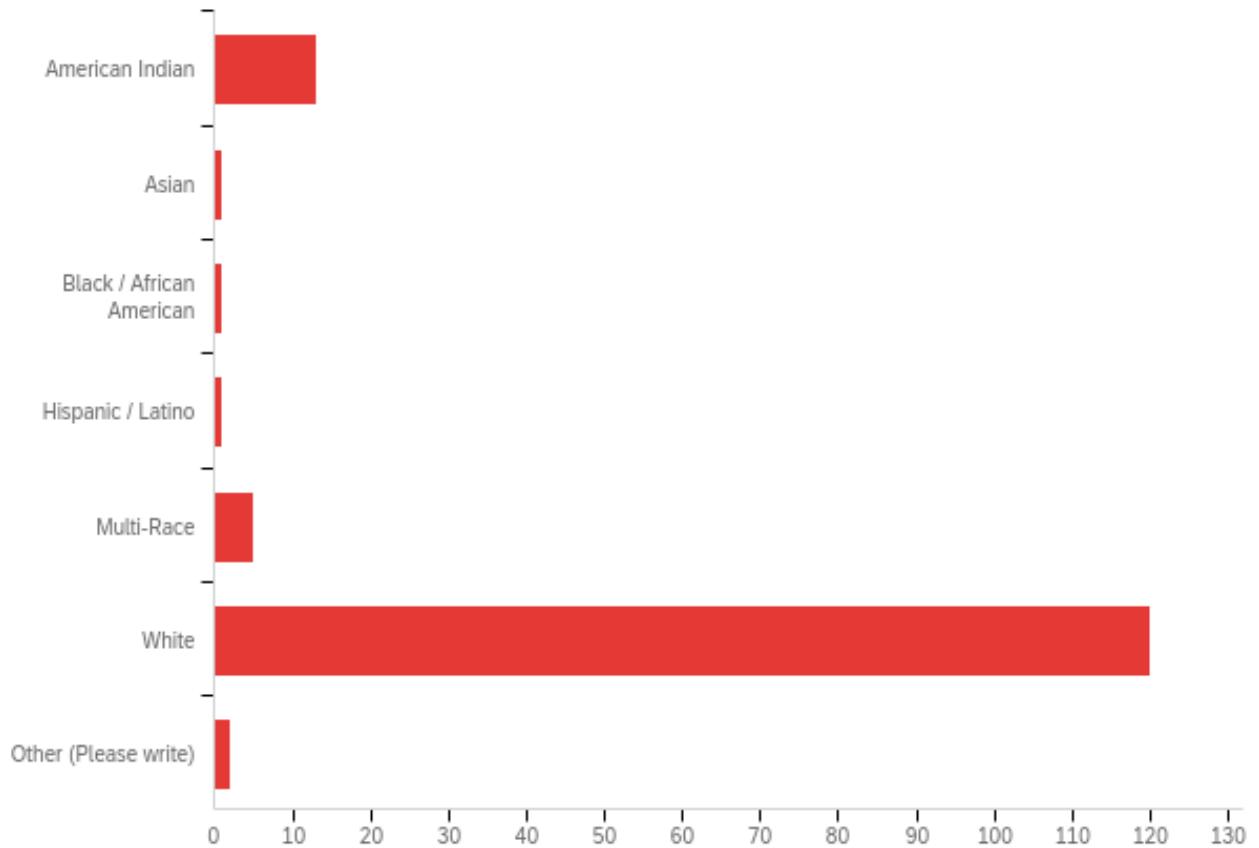
There is mostly everything that I'm concerned about.

Maintained roads and sidewalks

Childcare

Access to specialty healthcare

1 - Culture: (select all that apply)



#	Answer	%	Count
1	American Indian	9.09%	13
2	Asian	0.70%	1
3	Black / African American	0.70%	1
4	Hispanic / Latino	0.70%	1
5	Multi-Race	3.50%	5
6	White	83.92%	120
7	Other (Please write)	1.40%	2
	Total	100%	143

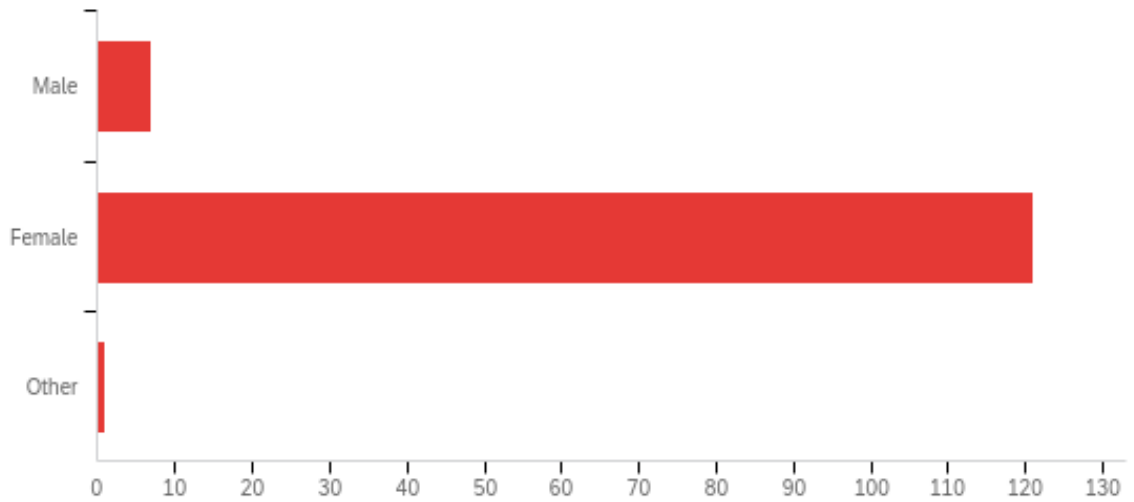
1_7_TEXT - Other (Please write)

Other (Please write) - Text

italian

HUMAN

2 - How do you identify?



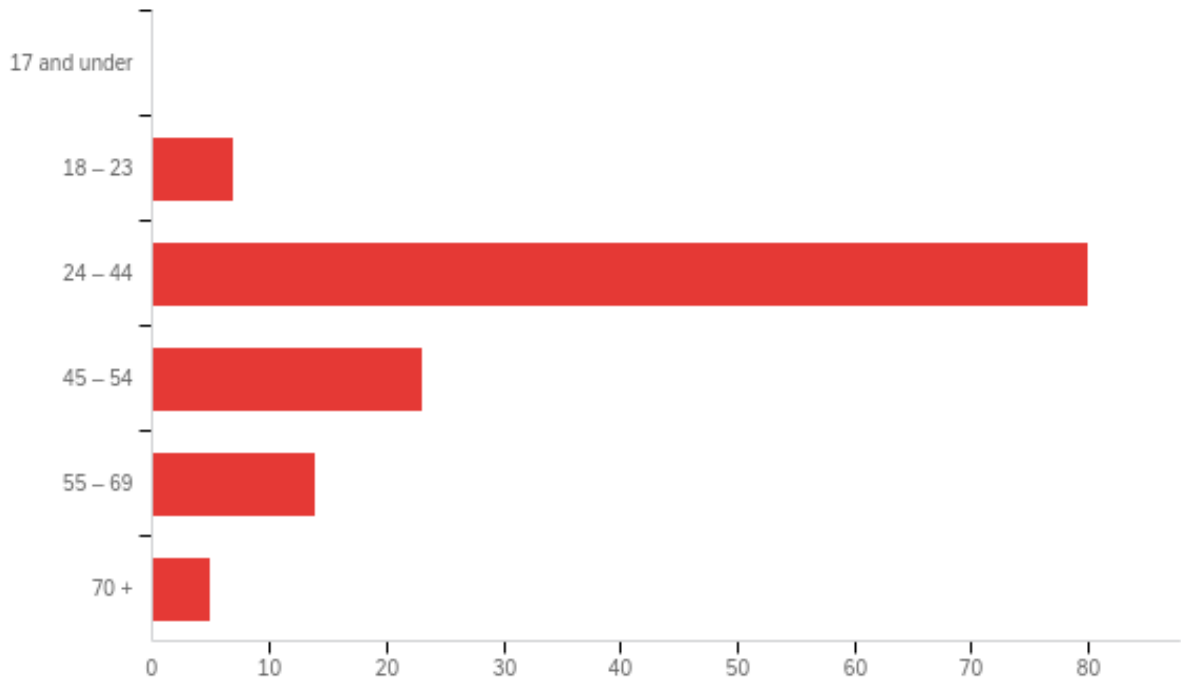
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How do you identify? - Selected Choice	1.00	3.00	1.95	0.24	0.06	129

#	Answer	%	Count
1	Male	5.43%	7
2	Female	93.80%	121
3	Other	0.78%	1
	Total	100%	129

2_3_TEXT - Other

Other - Text

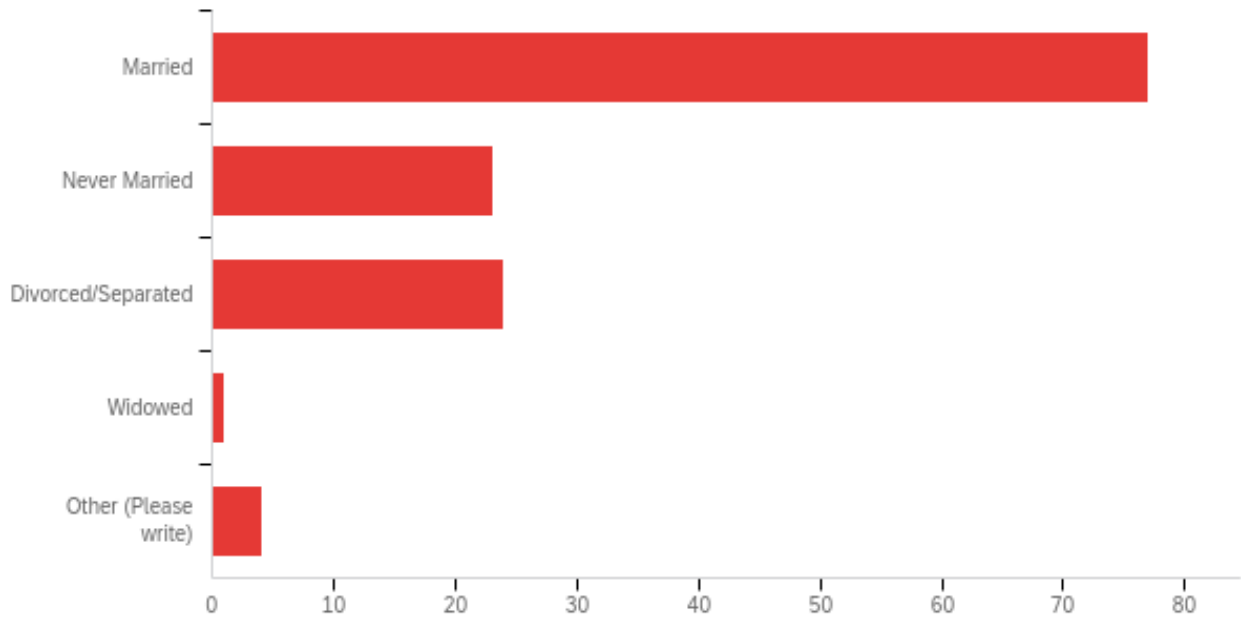
3 - Age Group: (select only one)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Age Group: (select only one)	2.00	6.00	3.46	0.90	0.81	129

#	Answer	%	Count
1	17 and under	0.00%	0
2	18 – 23	5.43%	7
3	24 – 44	62.02%	80
4	45 – 54	17.83%	23
5	55 – 69	10.85%	14
6	70 +	3.88%	5
	Total	100%	129

4 - Marital Status: (select only one)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Marital Status: (select only one) - Selected Choice	1.00	5.00	1.70	1.00	1.00	129

#	Answer	%	Count
1	Married	59.69%	77
2	Never Married	17.83%	23
3	Divorced/Separated	18.60%	24
4	Widowed	0.78%	1
5	Other (Please write)	3.10%	4
	Total	100%	129

4_5_TEXT - Other (Please write)

Michigan State University National Charrette Institute

Other (Please write) - Text

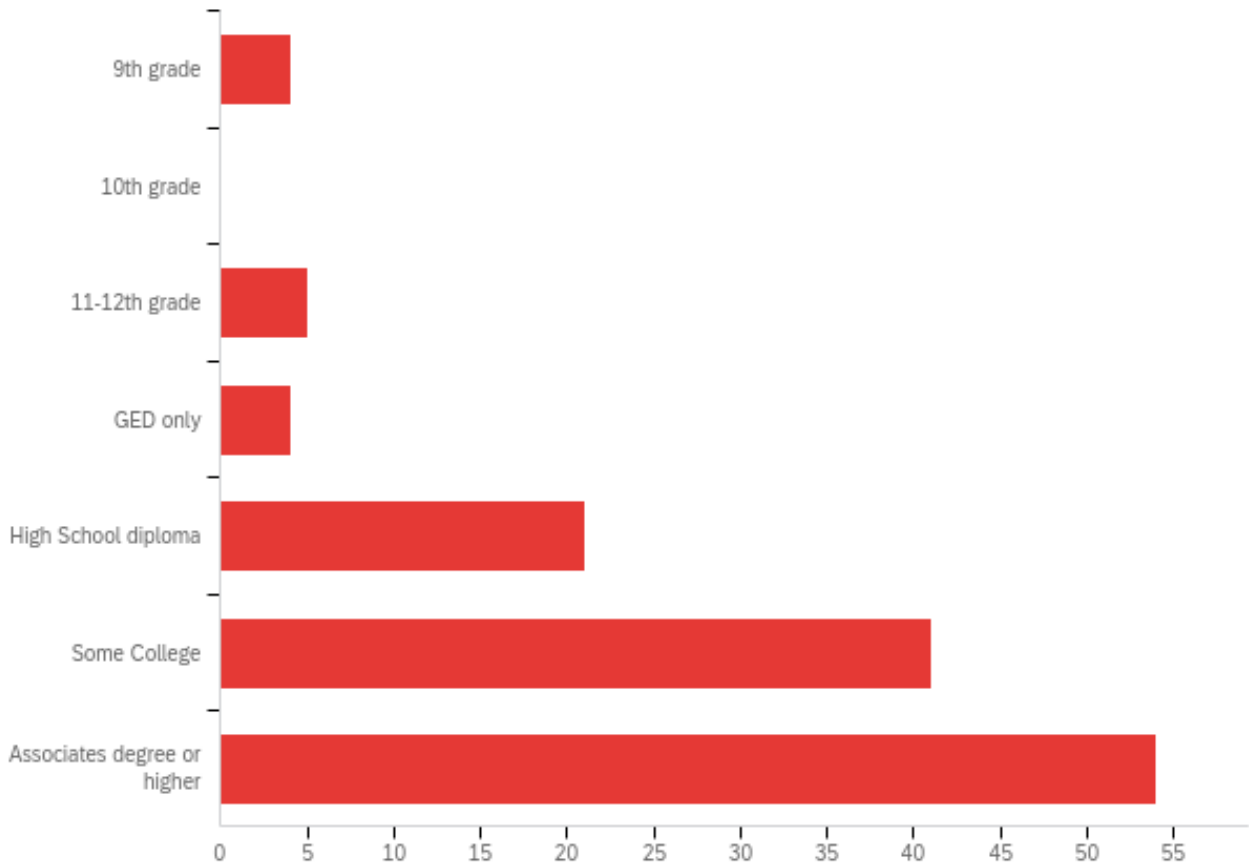
Engaged

single

Been with children's father for 10 years but never married

Fiancé

5 - Schooling, highest level of education received:

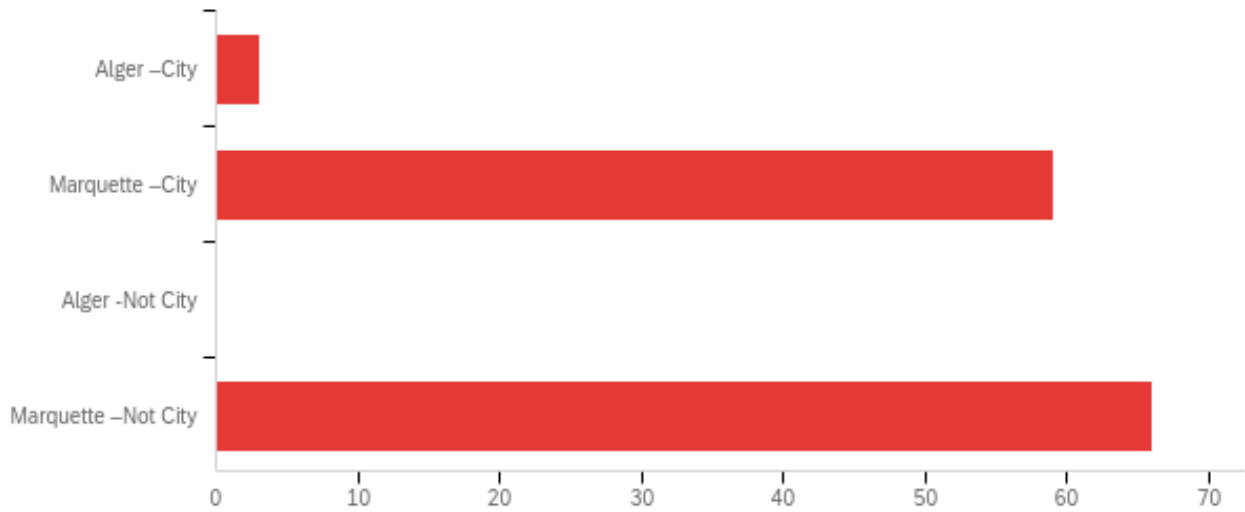


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Schooling, highest level of education received:	1.00	7.00	5.92	1.35	1.82	129

#	Answer	%	Count
1	9th grade	3.10%	4
2	10th grade	0.00%	0
3	11-12th grade	3.88%	5
4	GED only	3.10%	4

5	High School diploma	16.28%	21
6	Some College	31.78%	41
7	Associates degree or higher	41.86%	54
	Total	100%	129

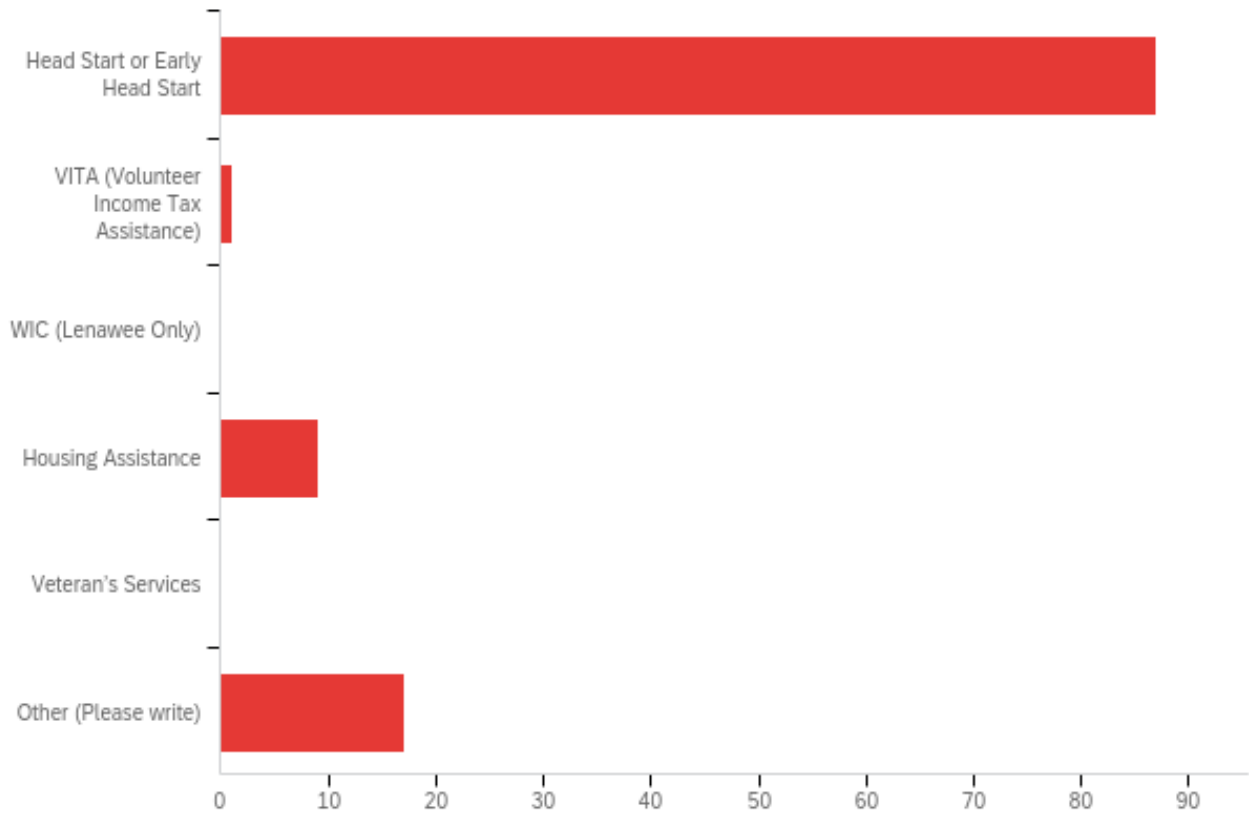
6 - County: (circle only one)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	County: (circle only one)	1.00	4.00	3.01	1.03	1.07	128

#	Answer	%	Count
1	Alger -City	2.34%	3
2	Marquette -City	46.09%	59
3	Alger -Not City	0.00%	0
4	Marquette -Not City	51.56%	66
	Total	100%	128

7 - At CAAM for:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	At CAAM for: - Selected Choice	1.00	6.00	1.99	1.86	3.46	114

#	Answer	%	Count
1	Head Start or Early Head Start	76.32%	87
2	VITA (Volunteer Income Tax Assistance)	0.88%	1
3	WIC (Lenawee Only)	0.00%	0
4	Housing Assistance	7.89%	9
5	Veteran's Services	0.00%	0

6	Other (Please write)	14.91%	17
	Total	100%	114

7_6_TEXT - Other (Please write)

Other (Please write) - Text

Meals on Wheels

One-time assistance

Food

Gsrp

Previously EHS

Employee

Had a open case for Mshta, case worker left said I'd be contacted by my new caseworker back in I believe it was March, I never received a letter or phone call from a new caseworker. Tried numerous times to call the office and stopped there on several occasions. I could not contact anyone and would not make it there before the office closed. Therefore I never got through to anyone and am in dire need for a home for me and my kids! Having a open case can I still get help with a home?? We have been homeless and with winter coming so fast it would be great to have a home. Thank m. He ž.

Employment

GSRP

Transportation

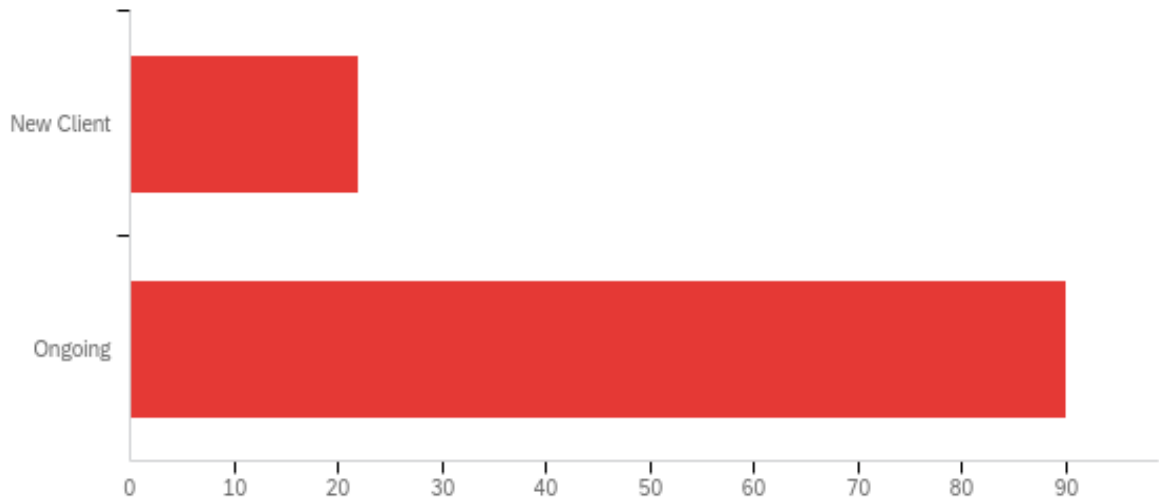
Grant for energy efficiency.

4 year old preschool

GSRP

Not currently a client but a community supporter

8 - Are you a:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Are you a:	1.00	2.00	1.80	0.40	0.16	112

#	Answer	%	Count
1	New Client	19.64%	22
2	Ongoing	80.36%	90
	Total	100%	112

Q36 - How many years have you received services?

How many years have you received services?

20

2

2

1

Three

1?

1

8 years.

3

2

8

1.5

3

2 total. Early childhood for both of my kids

5

1

2

2

2

2

2

2

1

First time this year

2

2

1

3

3

14

1

3

2

First

My daughters were in EHS and then transitioned into HS with our program

3 months

0

2

First year

1

1

2

2 years

6

3

1

5

2

1

2

3 years

19

1 but previously other kids in the program 4 years with them

3

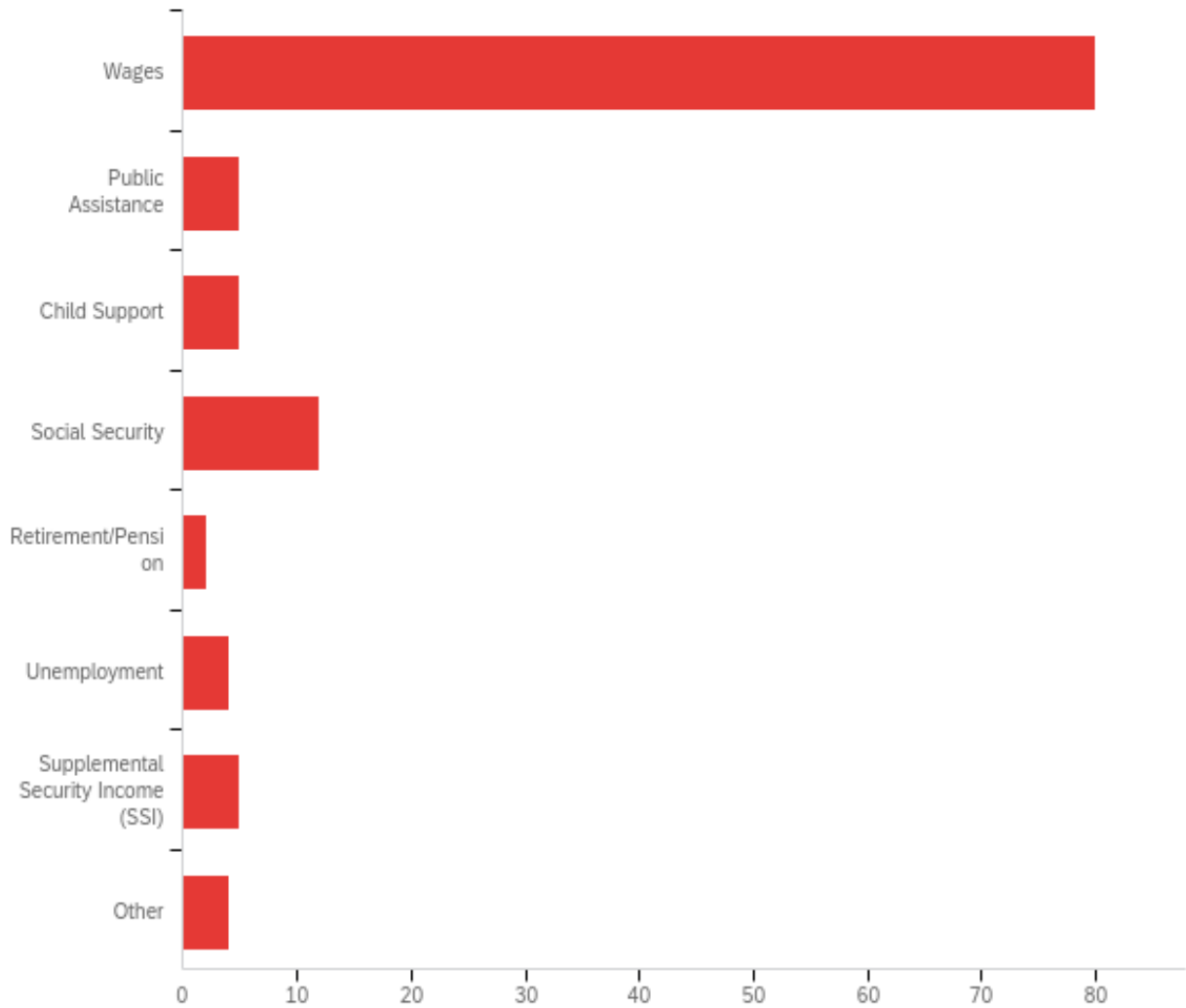
1

5

16

1

9 - Source of Income (select all that apply)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Source of Income (select all that apply) - Selected Choice	1.00	8.00	2.17	2.03	4.11	117

#	Answer	%	Count
1	Wages	68.38%	80

2	Public Assistance	4.27%	5
3	Child Support	4.27%	5
4	Social Security	10.26%	12
5	Retirement/Pension	1.71%	2
6	Unemployment	3.42%	4
7	Supplemental Security Income (SSI)	4.27%	5
8	Other	3.42%	4
	Total	100%	117

9_8_TEXT - Other

Other - Text

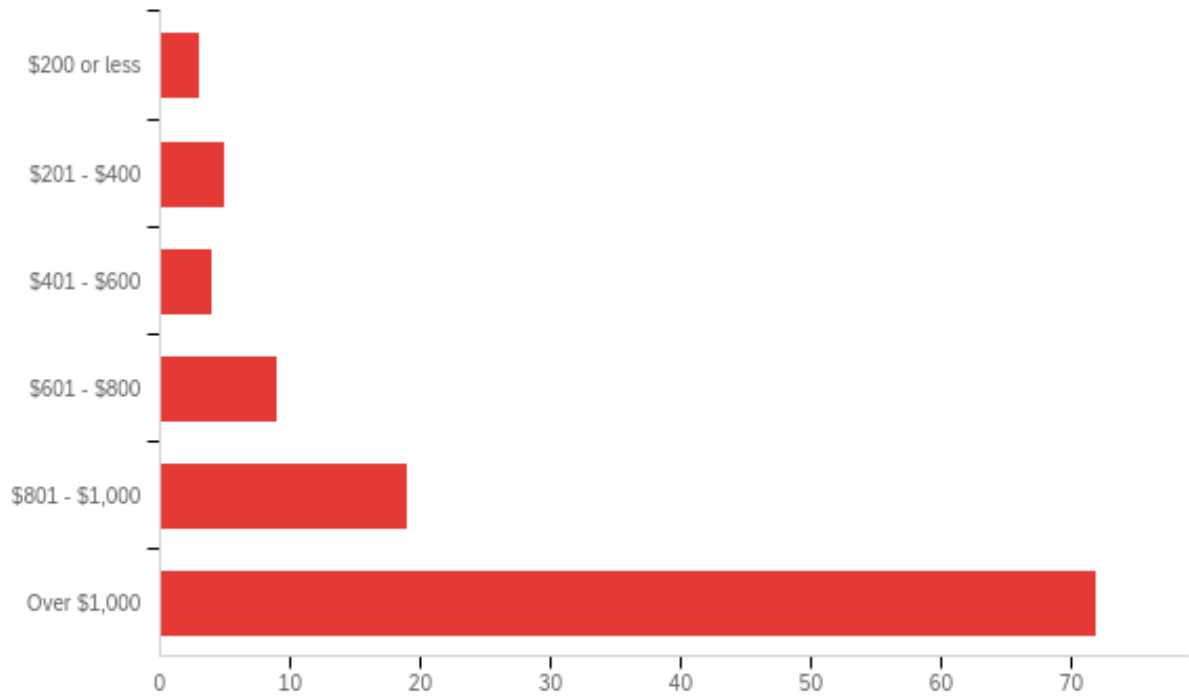
Wages and child support

Public assistance, used to work now applying for disability for major health problems

BioLife

WIC

10 - Gross Household Income per month (before taxes are taken out)

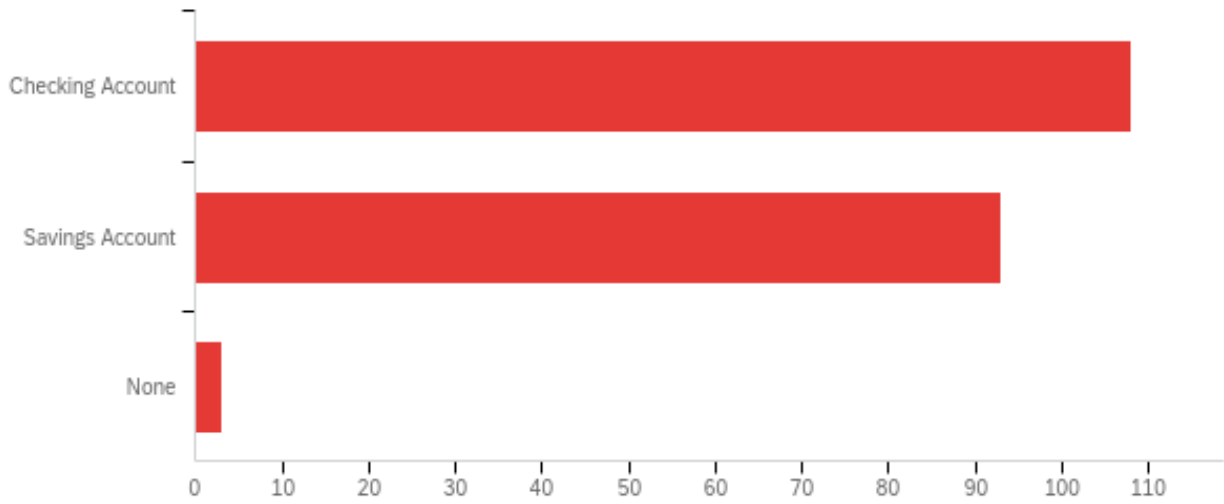


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Gross Household Income per month (before taxes are taken out)	1.00	6.00	5.25	1.28	1.63	112

#	Answer	%	Count
1	\$200 or less	2.68%	3
2	\$201 - \$400	4.46%	5
3	\$401 - \$600	3.57%	4
4	\$601 - \$800	8.04%	9
5	\$801 - \$1,000	16.96%	19
6	Over \$1,000	64.29%	72

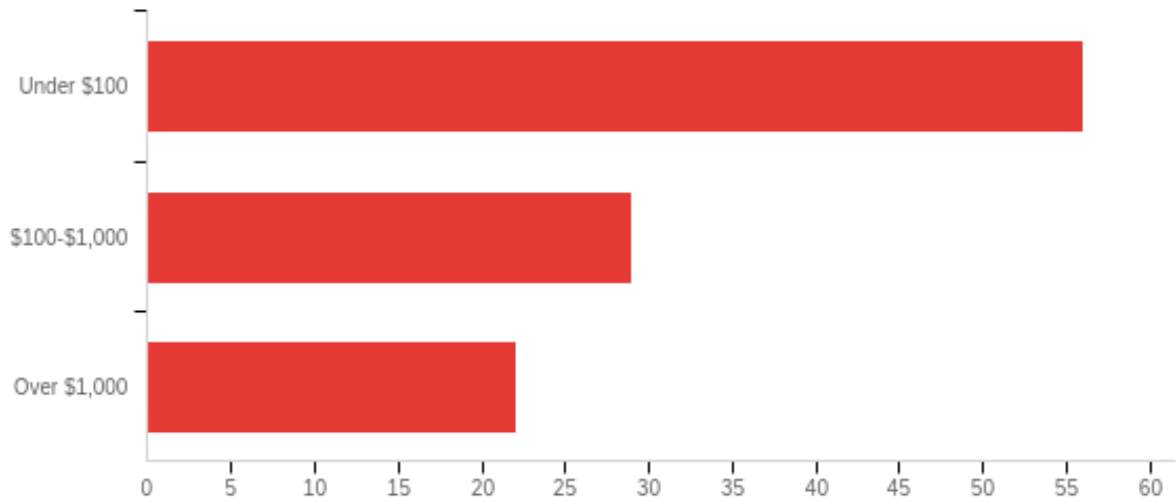
	Total	100%	112
--	-------	------	-----

11 - Do you have a (select all that apply):



#	Answer	%	Count
1	Checking Account	52.94%	108
2	Savings Account	45.59%	93
3	None	1.47%	3
	Total	100%	204

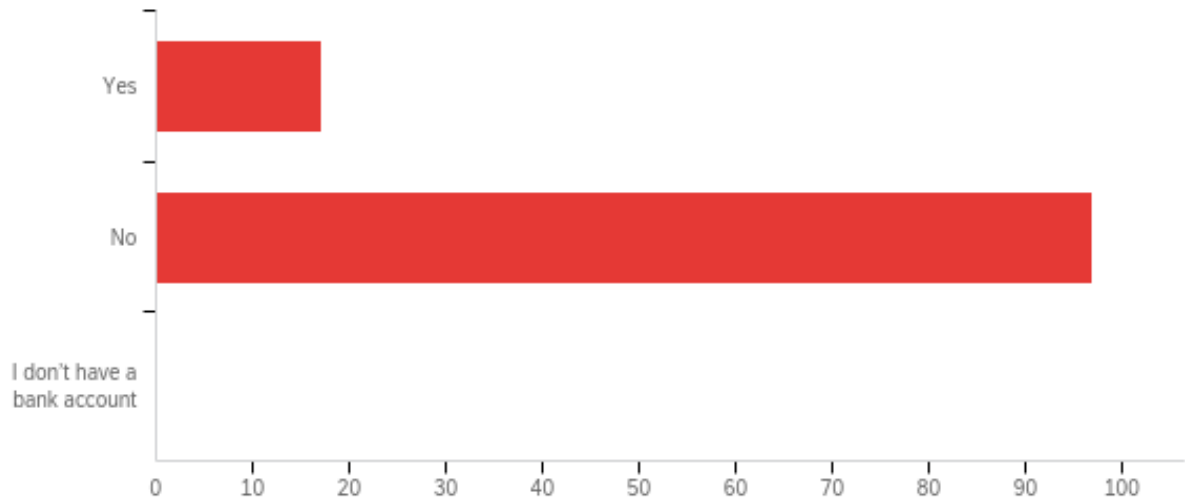
12 - Is your bank/savings balance:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Is your bank/savings balance:	1.00	3.00	1.68	0.79	0.63	107

#	Answer	%	Count
1	Under \$100	52.34%	56
2	\$100-\$1,000	27.10%	29
3	Over \$1,000	20.56%	22
	Total	100%	107

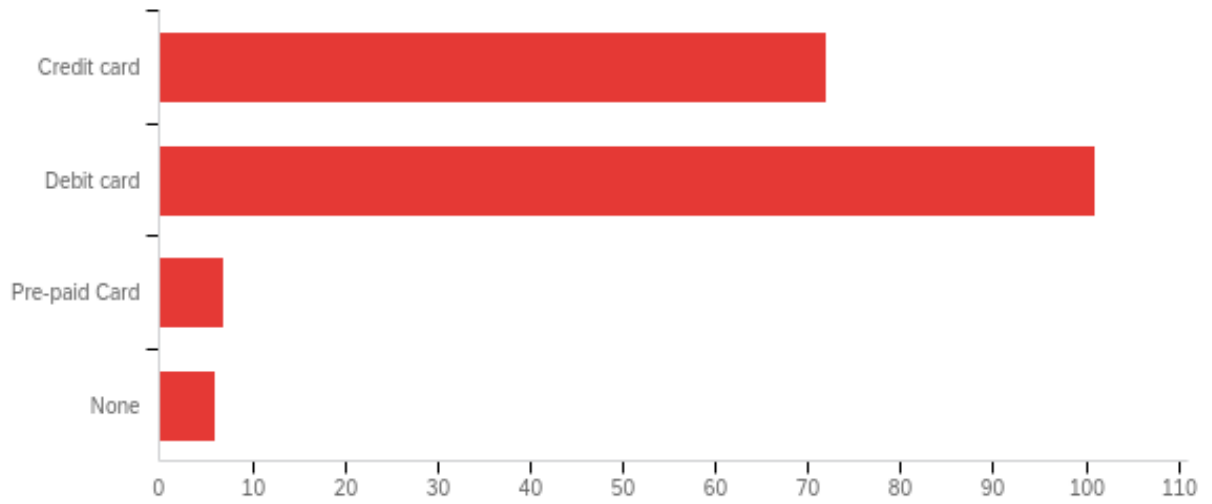
13 - Have you closed a bank account in the past year?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Have you closed a bank account in the past year?	1.00	2.00	1.85	0.36	0.13	114

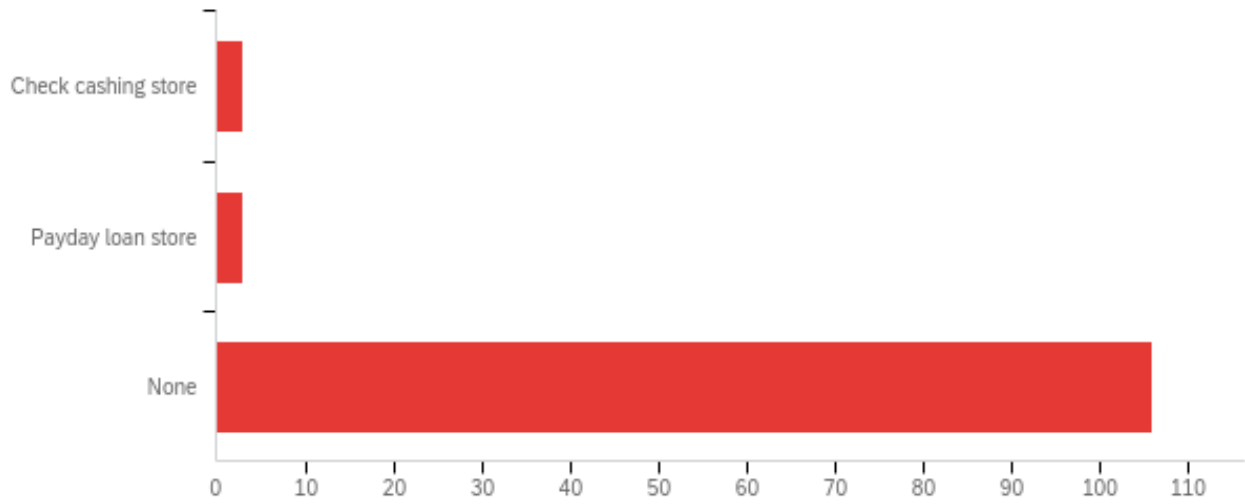
#	Answer	%	Count
1	Yes	14.91%	17
2	No	85.09%	97
3	I don't have a bank account	0.00%	0
	Total	100%	114

14 - Do you have a: (select all that apply)



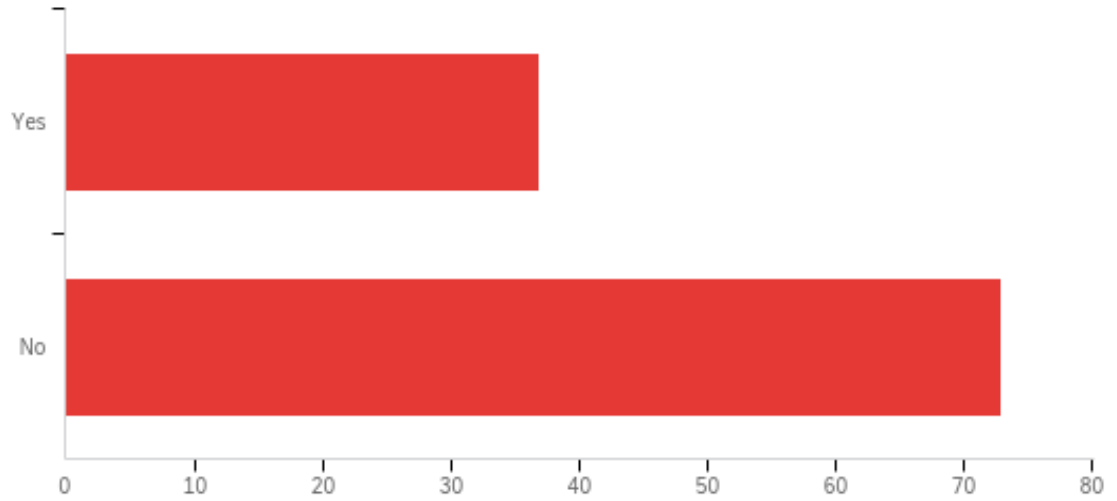
#	Answer	%	Count
1	Credit card	38.71%	72
2	Debit card	54.30%	101
3	Pre-paid Card	3.76%	7
4	None	3.23%	6
	Total	100%	186

15 - Have you used a: (select all that apply) within the last year?



#	Answer	%	Count
1	Check cashing store	2.68%	3
2	Payday loan store	2.68%	3
3	None	94.64%	106
	Total	100%	112

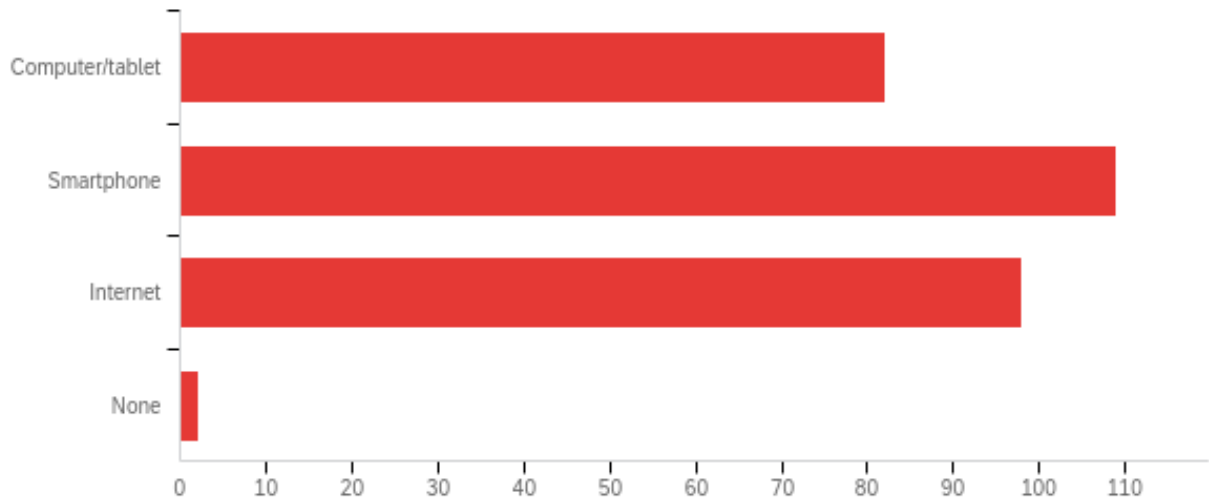
16 - If you are not yet retired, have you put money into a retirement plan, through IRA, 401(k), or work pension in the last 6 months?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	If you are not yet retired, have you put money into a retirement plan, through IRA, 401(k), or work pension in the last 6 months?	1.00	2.00	1.66	0.47	0.22	110

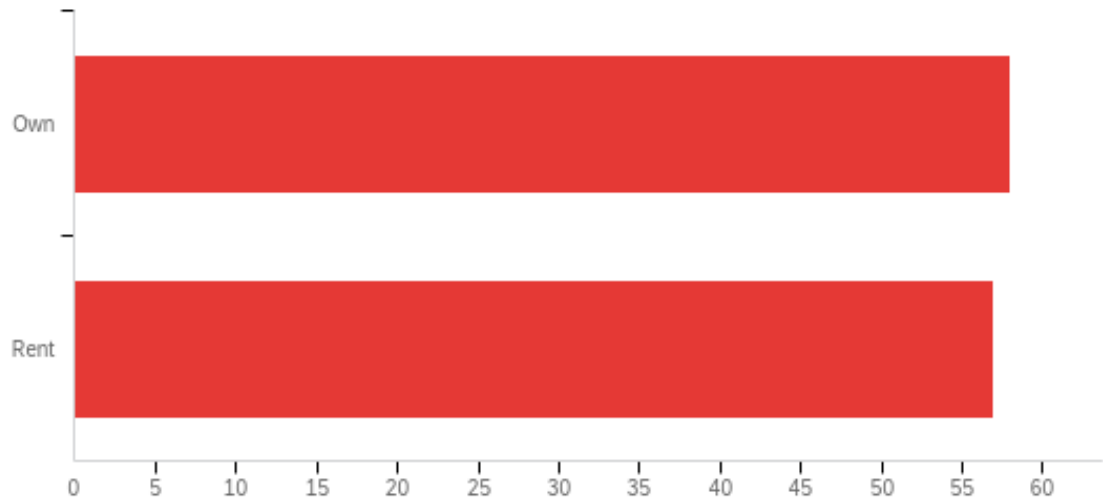
#	Answer	%	Count
1	Yes	33.64%	37
2	No	66.36%	73
	Total	100%	110

17 - Which do you have at home (select all that apply)?



#	Answer	%	Count
1	Computer/tablet	28.18%	82
2	Smartphone	37.46%	109
3	Internet	33.68%	98
4	None	0.69%	2
	Total	100%	291

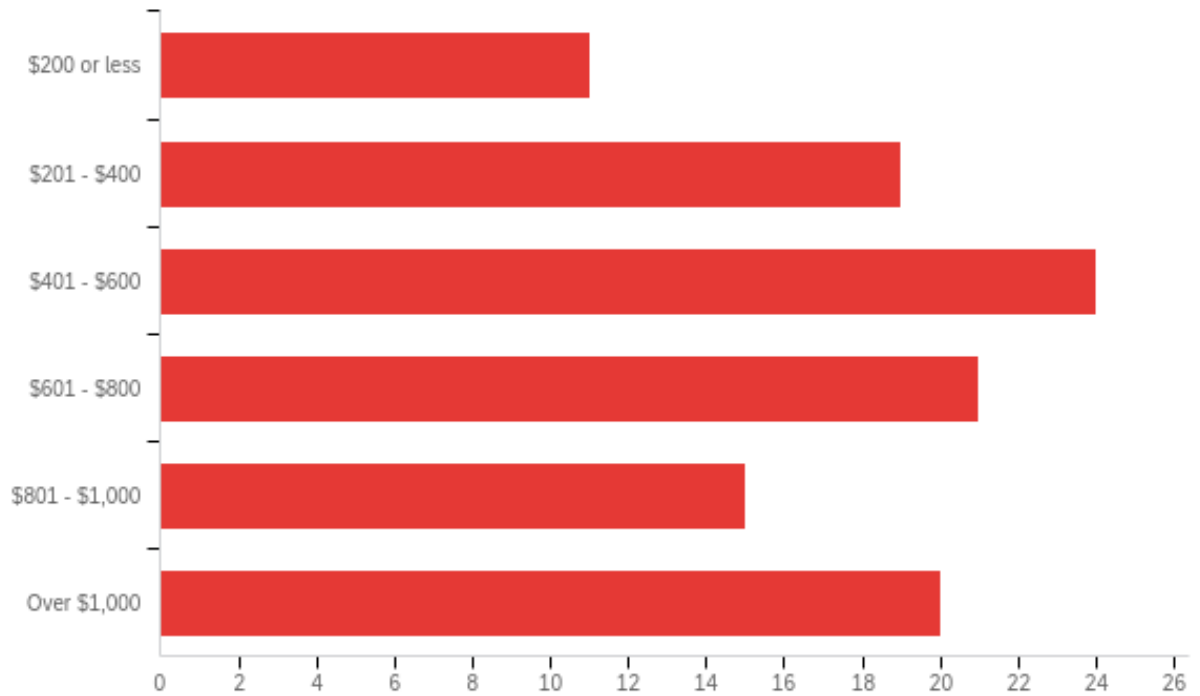
18 - Your home?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Your home?	1.00	2.00	1.50	0.50	0.25	115

#	Answer	%	Count
1	Own	50.43%	58
2	Rent	49.57%	57
	Total	100%	115

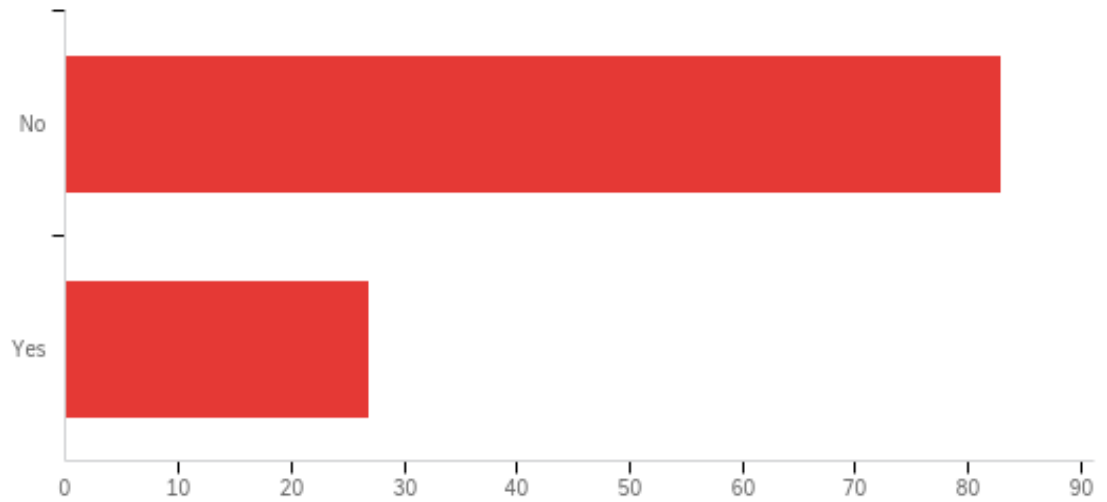
19 - How much is your monthly payment? (select one)



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How much is your monthly payment? (select one)	1.00	6.00	3.64	1.59	2.54	110

#	Answer	%	Count
1	\$200 or less	10.00%	11
2	\$201 - \$400	17.27%	19
3	\$401 - \$600	21.82%	24
4	\$601 - \$800	19.09%	21
5	\$801 - \$1,000	13.64%	15
6	Over \$1,000	18.18%	20
	Total	100%	110

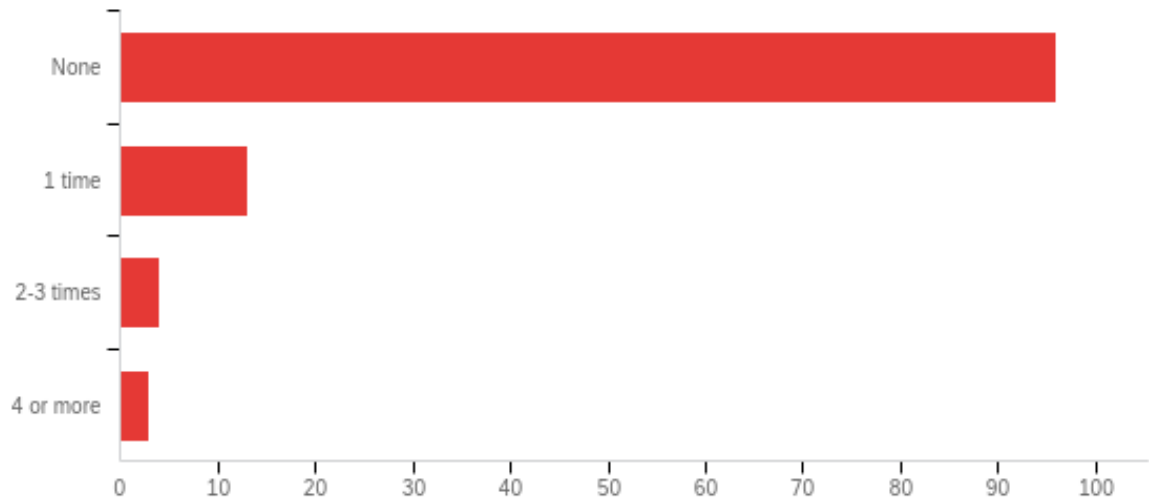
Q38 - Is this subsidized?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Is this subsidized?	21.00	22.00	21.25	0.43	0.19	110

#	Answer	%	Count
21	No	75.45%	83
22	Yes	24.55%	27
	Total	100%	110

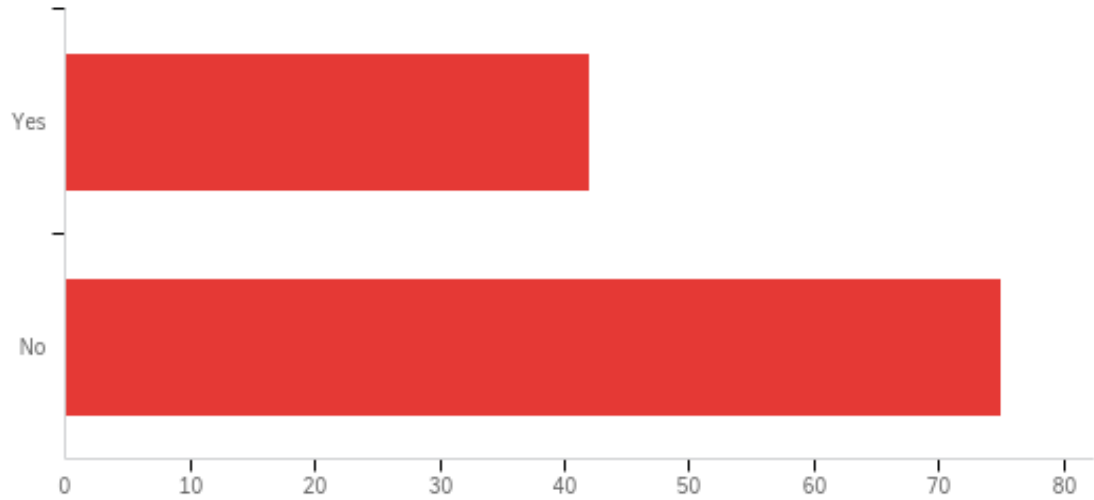
20 - How many times have you moved in the past year?:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	How many times have you moved in the past year?:	1.00	4.00	1.26	0.64	0.42	116

#	Answer	%	Count
1	None	82.76%	96
2	1 time	11.21%	13
3	2-3 times	3.45%	4
4	4 or more	2.59%	3
	Total	100%	116

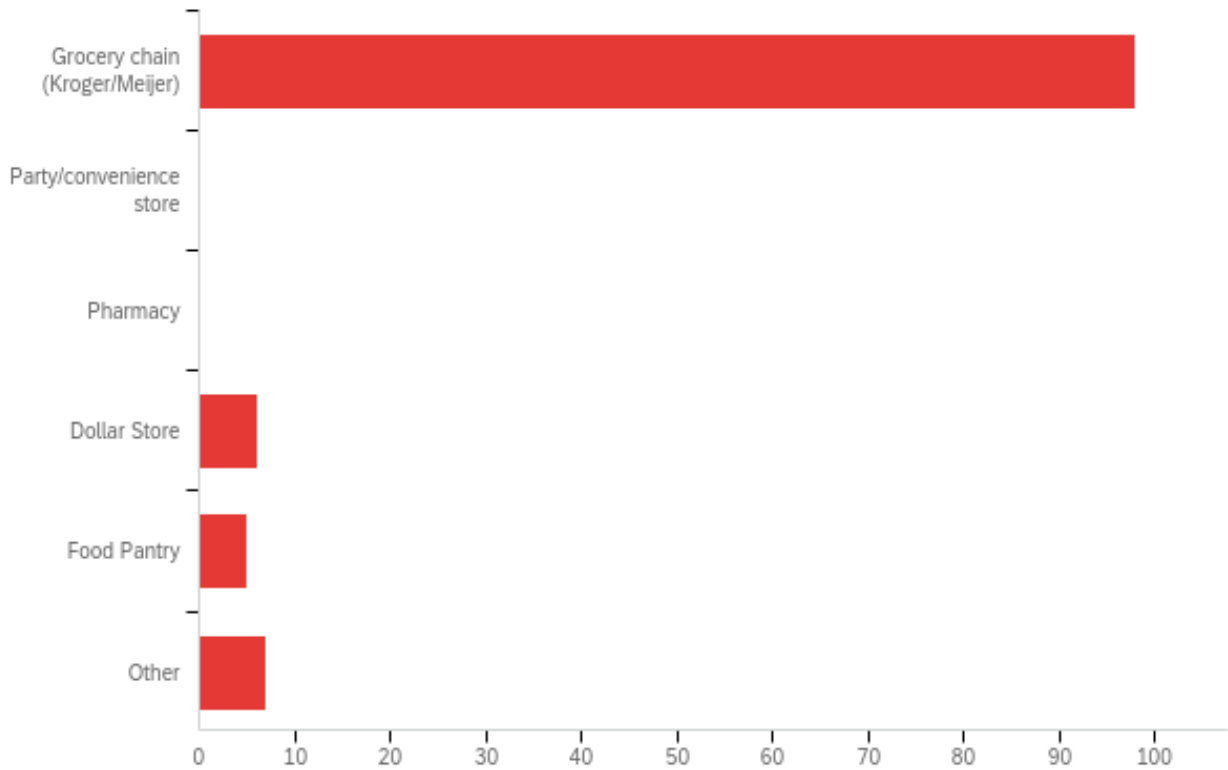
21 - Do you receive food stamps?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you receive food stamps?	1.00	2.00	1.64	0.48	0.23	117

#	Answer	%	Count
1	Yes	35.90%	42
2	No	64.10%	75
	Total	100%	117

22 - Where do you usually get your groceries?

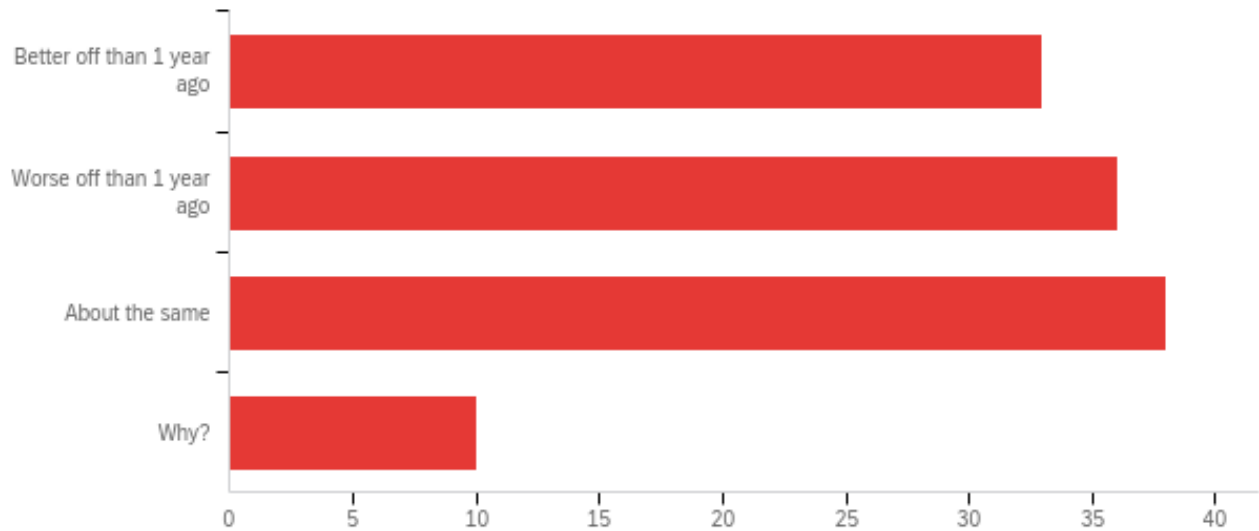


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Where do you usually get your groceries?	1.00	6.00	1.63	1.51	2.27	116

#	Answer	%	Count
1	Grocery chain (Kroger/Meijer)	84.48%	98
2	Party/convenience store	0.00%	0
3	Pharmacy	0.00%	0
4	Dollar Store	5.17%	6
5	Food Pantry	4.31%	5
6	Other	6.03%	7

	Total	100%	116
--	-------	------	-----

23 - In general, do you feel that you are:



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	In general, do you feel that you are: - Selected Choice	1.00	4.00	2.21	0.95	0.90	117

#	Answer	%	Count
1	Better off than 1 year ago	28.21%	33
2	Worse off than 1 year ago	30.77%	36
3	About the same	32.48%	38
4	Why?	8.55%	10
	Total	100%	117

23_4_TEXT - Why?

Why? - Text

Too many doctor bills trying to pay off

We lost our housing in sept. couldn't find housing Till.nov 1st moved every week staying w.friends in between

Cause I can't get ahead. Child support for my daughter is taking 600 rent 600 utilities burying me

We still are homeless although I got a part time job, it is closed for the season and rentals are few and prices outrageous

Medical bills and emergency health problems.

Health is horrible (almost died 6 months ago), fiancée went to prison, family split up, evicted cuz can't work with health problems

Divorce

Not having much income, coming in

No vehicle

I now own my own business.

24 - Is there something that you want to do or are determined to do within the next few years?

Is there something that you want to do or are determined to do within the next few years?

Start my own business

Go back to school

Be able to pay my bills. It's extremely hard for a single parent.

Try to get healed

College education, own home

Be a better family advocate and help other moms that go they similar situations

Try and get my license and afford transportation hopefully

Buy a home

Don't have a clue

Buy a house

Yes

Have a savings

Build an addition onto our home

Not really. We're both working and our home is paid for. As long as my kids can still participate in sports and extracurricular activities, stay healthy and happy, that's all i want.

Get better health and save money.

Get unpacked

Homestead and homeschool

Buy a home

A reliable car or vehicle repair help for my current onr

Be more financially secure

No

Get some debt paid off

More education to start a business

Repair home and get a more reliable car

Go back to school

My husband and I own a small business and we would like to become more profitable and stable in our income. We would also like to get to a financial position where we can seriously consider buying a home.

pay off charge card

Have our own home so we never have to move again unless we want too

Go back to work full-time if I have reliable childcare and bus transportation.

Better paying job with benefits

I'd like to get an appointment with my own yard and in a house or just rent a house

Buy a home

Get stable again

Not sure, maybe move away

Stop child abuse and neglect in school specially preschools

NA

Nothing

find a better paying job

Yes, graduate with my BSW

Finish my education and have stable housing

Find affordable child care, so I can get a job

Get out of palmer

More income less debt.

Get in good financial standing to purchase a home

Get a better pay job to live comfortably

Pay off car loan

Be pain free

Fix vehicles for work and teenagers for school

Continue having a successful business to create a bright future for my family so we no longer have to struggle financially

Yes

I started a better paying job and want to save some money.

Strategic Planning

On October 18-19, 2023, the National Charrette Institute's Holly Madill and Marie Ruemenapp facilitated a variety of in-person engagements for a group of 11 of CAAM's staff to discuss the future of CAAM. The outputs of the work of this group are documented below. With the exception of next steps, when lists are presented with numbers, the numbers are only for reference and do not denote any value, significance or prioritization. Similarly, the order of items in a list do not bear significance.

Ground Rules

Following introductions, the group defined how it wanted to work together through the Strategic Planning process by accepting an existing set of predefined ground rules.

- Try On
- It's OK to disagree
- It's not OK to blame, shame or attack
- Share time and space
- Practice "both/and" thinking
- Don't freeze each other in time
- Be aware of intent and impact
- Expect/accept discomfort and unfinished business
- Maintain confidentiality

Presentation of Data

NCI presented an overview of the community needs assessment and staff considered the implications of it for CAAM's work, offering the following reflections.

Data Implications:

- Transportation is an issue- expand access points? Go to them?
- How many people dropped from food assistance when re-certify
- Higher #of veterans
- Gap in licensed eldercares and aging population
- Increasing Housing costs → crisis? Homelessness?
- Decreasing rentals available, development is for higher income households
- Rentals repurposing for VRBO, B+B, etc.
- Shift in rental due to Covid-19
- Decrease in population → people moving, can we find Staff?
- Marketing strategy to inform what CAAM does.
- CAAM location "hides" it; no walk-ins; initials on building aren't helpful.
 - Transportation is issue again.
- Focus is 'lift people out of poverty', should communicate more.
- Confusion about offerings/qualifications still happening; how to be on same common page

- Partners are looking for Band-Aids, need Community Support from Band-Aids → Wholistic, Sustainability
- Grant programs limit services
- Stay-in-lane; support other agencies
- Advocacy-advocates for sustainability -Changing policy
- In CAAM's journey w/clients to sustainability-Put puzzle piece together. Expectations based on a 'special' program, changes add to confusion

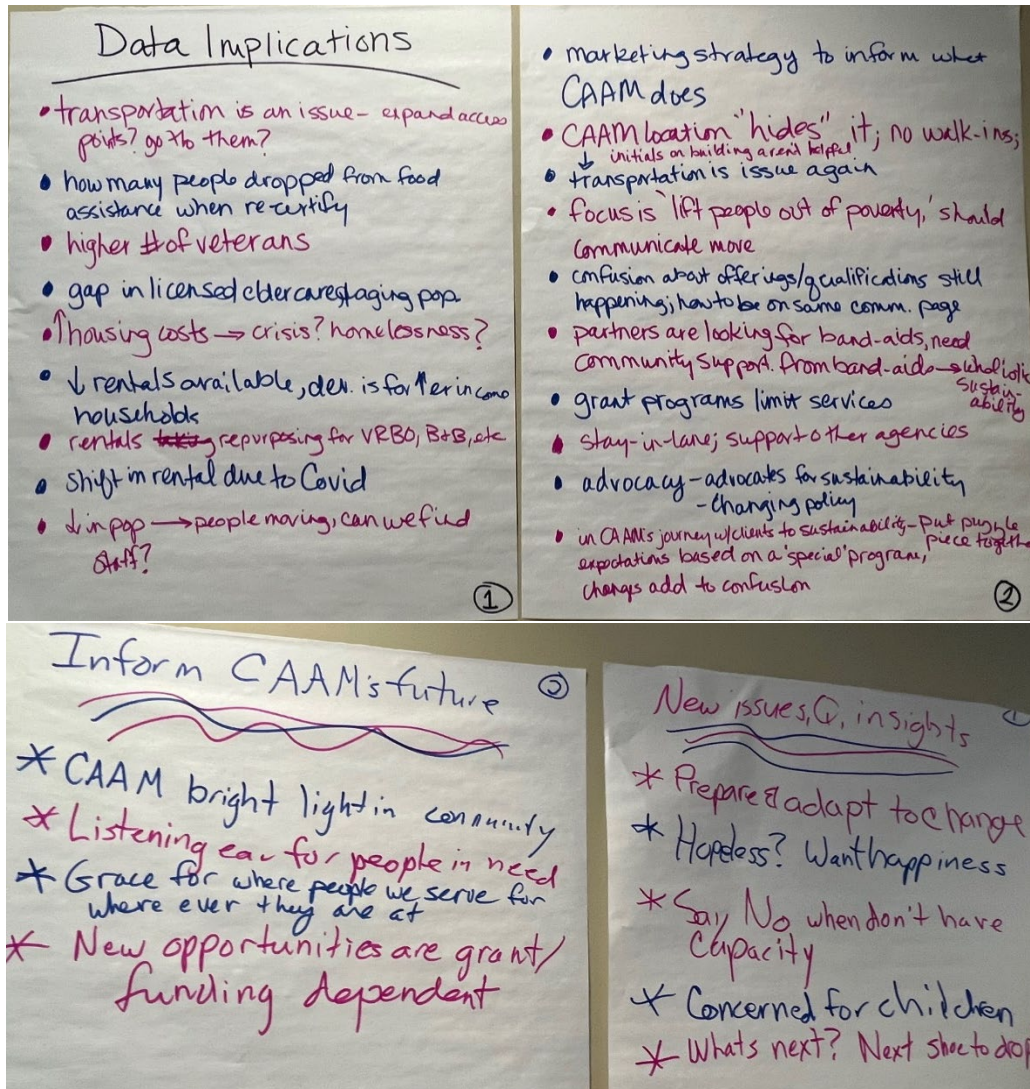
New Issues, Questions and Insights for CAAM:

- Prepare and adapt to change
- Hopeless? Want Happiness
- Say No when don't have capacity
- Concerned for children
- What's next? Next shoe drop?

Information to Inform CAAM's Future:

- CAAM bright light in community
- Listening for people in need
- Grace for where people we serve for wherever they are at
- New opportunities are grant/ finding dependent

Figure 3. Photos of Reflections of Implications



Environmental Scan

The staff group began its strategic discussions by discussing and identifying key shifts and trends that are driving CAAM’s current reality. It identified events, people, innovations, milestones, etc. over the last 40 years that have impacted CAAM and its service area, the state and nation. Figure 3 is a visual representation of the information collected during the Environmental Scan.

Figure 3. Photos of Environmental Scan



Vision

After spending time reflecting on the past, the group then turned its attention to the future and participated in a visioning exercise responding to the question “What do we want to see as a result of CAAM’s actions in 3-5 years? Figure 4 is a picture of the vision elements developed by the group. The yellow cards may be considered goals while the white cards can be objectives or strategies to meet those goals.

Figure 4. CAAM's Vision

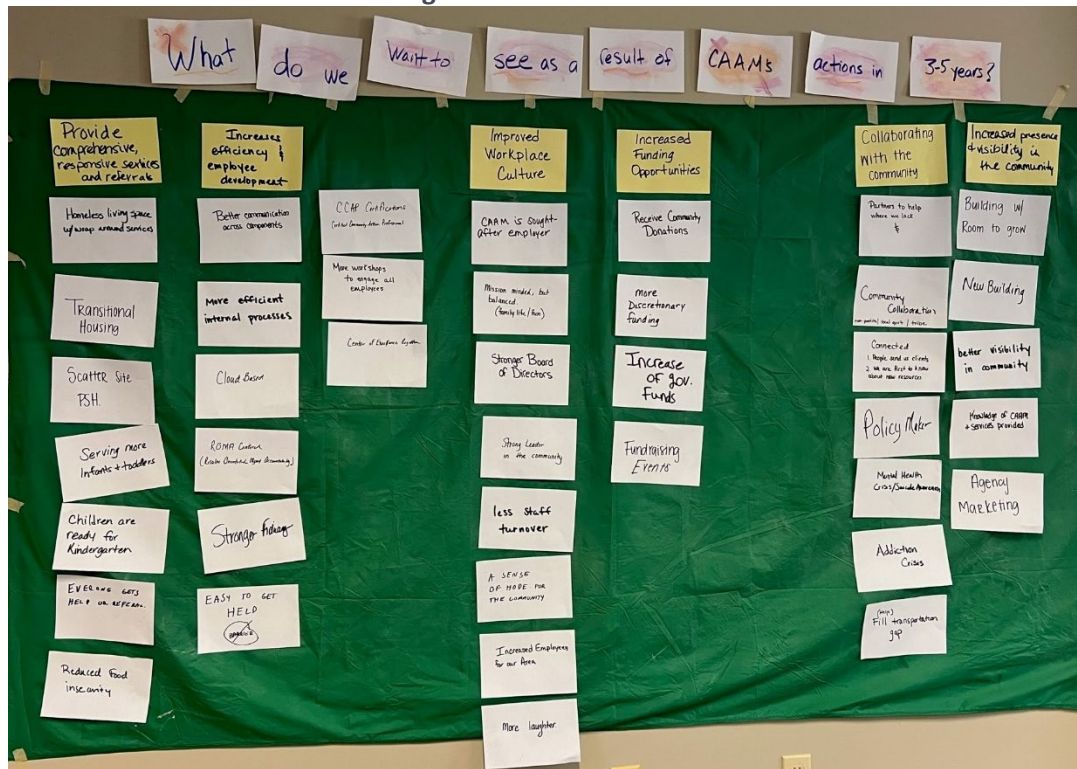


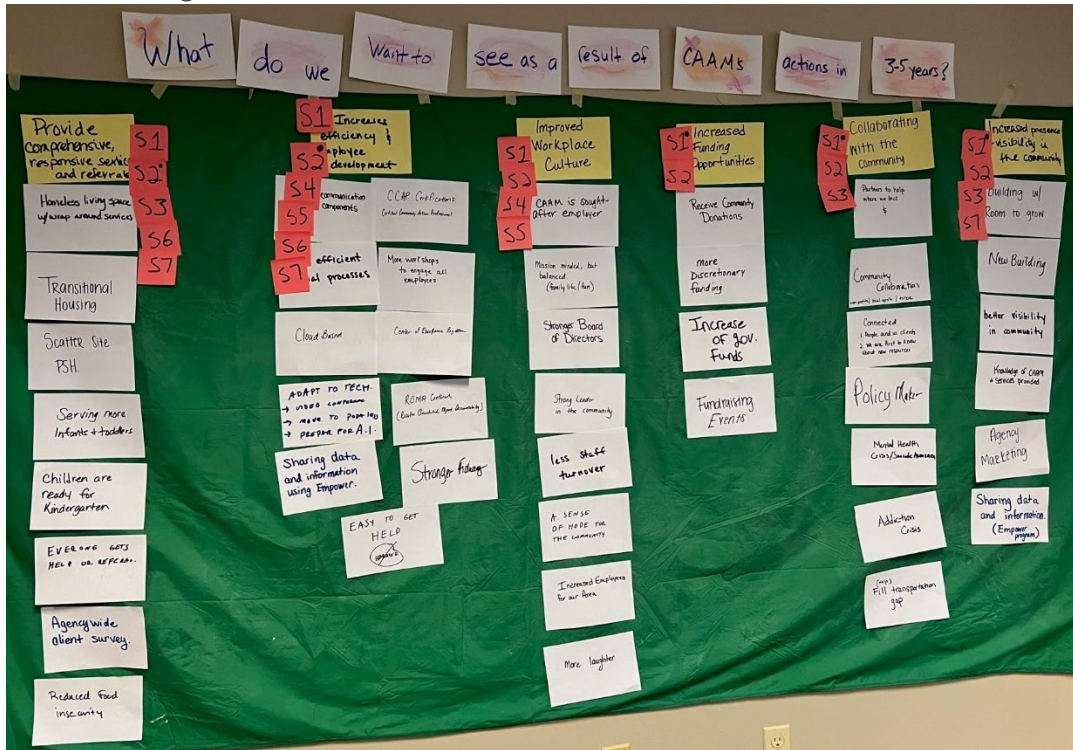
Figure 5 is a picture of the vision elements after staff considered what strengths or assets (left of each column) existed to meet the goals and what barriers or challenges (right of each column) stood in their way. All of these outputs are presented in Table 2.

Figure 5. CAAM's Vision with Assets and Barriers



On the following day, the staff group reviewed the vision in the context of the community needs assessment and offered additions (white cards, blue lettering) to the vision, which are displayed in the photo in Figure 6 below. These additions are represented in Table 2.

Figure 6. CAAM's Vision with Additions and Standards of Excellence



The group also considered the seven Standards of Excellence from the National Community Action Partnership (see Figure 7 below) at a cursory level and identified which of its recently developed goals aligned with each standard.

1. Organizational Leadership
2. Strategic Planning and Direction
3. Customer, Constituent, and Partner Focus
4. Measurement, Analysis, and Performance Management
5. Human Resource Focus
6. Organizational Process Management
7. Organizational Results

These are reflected in the melon-colored sticky notes in Figure 6 and are also included in Table 2 below.

Figure 7. National Community Action Partnership Standards of Excellence



Table 2. CAAM's Vision

What do we want to see as a result of CAAM's actions in 3-5 years?					
Provide Comprehensive, Responsive Services and Referrals	Increases Efficiency & Employee Development	Improved Workplace Culture	Increased Funding Opportunities	Collaborating With The Community	Increased Presence & Visibility In The Community
<i>Connects to National Standard: 1, 2, 3, 6, 7</i>	<i>Connects to National Standard: 1, 2, 4, 5, 6, 7</i>	<i>Connects to National Standard: 1, 2, 4, 5</i>	<i>Connects to National Standard: 1, 2</i>	<i>Connects to National Standard: 1, 2, 3</i>	<i>Connects to National Standard: 1, 2, 3, 7</i>
Homeless living space with wrap around services	Better communication across components	CAAM is sought-after employer	Receive community donations	Partners to help where we lack funding	Building with room to grow
Transitional housing	More efficient internal processes	Mission minded, but balanced (family life/fun)	More discretionary funding	Community collaboration (nonprofits/local govt, tribe)	New building
Scatter site permanent supportive housing	Cloud-based	Stronger board of directors	Increase of government funding	Connected 1. People send us clients 2. We are first to know about new resources	Better visibility in the community
Serving more infants & toddlers	CCAP Certification (Certified Community Action Partner)	Strong leader in the community	Fundraising events	Policy maker	Knowledge of CAAM services provided
Children are ready for Kindergarten	More workshops to engage all employers Center of Excellence	Less staff turnover		Mental health crisis/suicide awareness	Agency marketing
Everyone gets help or a referral	ROMA (Results Oriented Management Accountability) Centered	A sense of hope for the community		Addiction crisis	Sharing data and information (Empower program)

What do we want to see as a result of CAAM’s actions in 3-5 years?					
Provide Comprehensive, Responsive Services and Referrals	Increases Efficiency & Employee Development	Improved Workplace Culture	Increased Funding Opportunities	Collaborating With The Community	Increased Presence & Visibility In The Community
<i>Connects to National Standard: 1, 2, 3, 6, 7</i>	<i>Connects to National Standard: 1, 2, 4, 5, 6, 7</i>	<i>Connects to National Standard: 1, 2, 4, 5</i>	<i>Connects to National Standard: 1, 2</i>	<i>Connects to National Standard: 1, 2, 3</i>	<i>Connects to National Standard: 1, 2, 3, 7</i>
Reduced food insecurity	Stronger fiduciary	Increased employees for our area		Help fill transportation gap	
Agency wide client survey	Easy to get help, no barriers	More laughter			
	Adapt to tech: video conference, move to paper less, prepare for A.I.				
	Sharing data and information using Empower				
Barriers/Challenges to Achievement	Barriers/Challenges to Achievement	Barriers/Challenges to Achievement	Barriers/Challenges to Achievement	Barriers/Challenges to Achievement	Barriers/Challenges to Achievement
<ul style="list-style-type: none"> • Bureaucracy • Trauma • Capacity • Time • Burn out • People power • Funding • Not enough providers (mental health) in area • Resources 	<ul style="list-style-type: none"> • Time • Travel • Limited trainings • Funding • Behind on technology • Fears • Funds for training • Reliant on paper copies • Training not local • Fear of change 	<ul style="list-style-type: none"> • Gossip and negativity • Communication • Fear of change • Have always done it that way • Fear • Old/outdated ideas about work/life balance • Stress • Time 	<ul style="list-style-type: none"> • Location • Not enough staff • Capacity • Time • Everyone chasing the same money • Rising cost of EVERYTHING • Grant-driven • Limited staff • Know knowing what’s available 	<ul style="list-style-type: none"> • Judgement • Partners not staying in their lane • Need to represent agency not just dept. • Grant restrictions • Time • History of mistrust • Understanding 	<ul style="list-style-type: none"> • Funding for building • No advertising dollars • Program or grant restrictions • Location in communities • Confusion over 2 names

What do we want to see as a result of CAAM’s actions in 3-5 years?					
Provide Comprehensive, Responsive Services and Referrals	Increases Efficiency & Employee Development	Improved Workplace Culture	Increased Funding Opportunities	Collaborating With The Community	Increased Presence & Visibility In The Community
<i>Connects to National Standard: 1, 2, 3, 6, 7</i>	<i>Connects to National Standard: 1, 2, 4, 5, 6, 7</i>	<i>Connects to National Standard: 1, 2, 4, 5</i>	<i>Connects to National Standard: 1, 2</i>	<i>Connects to National Standard: 1, 2, 3</i>	<i>Connects to National Standard: 1, 2, 3, 7</i>
		<ul style="list-style-type: none"> • Distance between locations • Past trauma • Won’t let go • Overwhelmed • Not open to change • Limitations • Procrastination • Never give up 	<ul style="list-style-type: none"> • The parameters of funding • Donor tracking software needed • Lack of recognition • Time to plan fundraising events 	<ul style="list-style-type: none"> • Challenges with communicating events on time • Not enough mental health resources in area 	<ul style="list-style-type: none"> • Not enough money for increasing • Lack of understanding of services • Funding for marketing staff • Lack of marketing • Not enough discretionary funding
Assets to Help Achievement	Assets to Help Achievement	Assets to Help Achievement	Assets to Help Achievement	Assets to Help Achievement	Assets to Help Achievement
<ul style="list-style-type: none"> • Strengths-based • Positive • Non-judgement • Committed staff • Diverse programs • Strong programs • Stamina • Connections • Community connections • Well-trained staff 	<ul style="list-style-type: none"> • Willing employees • Enthusiasm • Collaborative attitude • Committed staff • Understanding of need • Staff skill sets • Creative thinkers • The willing to learn & grow 	<ul style="list-style-type: none"> • Kindness • Teamwork • Flexibility • New staff added • Shared sense of purpose • New staff/fresh ideas • Encouragement • Starts with us not the other person 	<ul style="list-style-type: none"> • Grant writing success • Open to new ideas • Community connections • Willing employees, spear heads • New staff connections • Staff enthusiasm 	<ul style="list-style-type: none"> • Willing to partner • Many partners already • Knowledge base • Established connections • Communicating when issues arise • Increased staff connections • Increase of help 	<ul style="list-style-type: none"> • National brand • Knowledgeable staff • Presence on committees • Staff as ambassadors • Enhance knowledge of agency

What do we want to see as a result of CAAM’s actions in 3-5 years?					
Provide Comprehensive, Responsive Services and Referrals	Increases Efficiency & Employee Development	Improved Workplace Culture	Increased Funding Opportunities	Collaborating With The Community	Increased Presence & Visibility In The Community
<i>Connects to National Standard: 1, 2, 3, 6, 7</i>	<i>Connects to National Standard: 1, 2, 4, 5, 6, 7</i>	<i>Connects to National Standard: 1, 2, 4, 5</i>	<i>Connects to National Standard: 1, 2</i>	<i>Connects to National Standard: 1, 2, 3</i>	<i>Connects to National Standard: 1, 2, 3, 7</i>
<ul style="list-style-type: none"> • Already have a wide knowledge of the services listed • Already provide some services • Educated staff • Trained staff • Knowledgeable staff 	<ul style="list-style-type: none"> • Teamwork • All on same page • Willingness to learn • willingness 	<ul style="list-style-type: none"> • HR • Aware of the need • Positive attitude • Open minded employees 	<ul style="list-style-type: none"> • Tangible local results • Awareness • Board desiring to do more • Approachable • Positive track record • Skilled grant writers 	<ul style="list-style-type: none"> • Known in the community • Program outreach • Positive representation • Connecting others to outside services 	<ul style="list-style-type: none"> • Staff committed to the agency • Some programs are known

Action Plan

With a solid vision established, staff then began action planning—creating a detailed plan for achieving the vision—with tasks identified per goal for 6 months, 1 year, 1.5 years, 2 years, 3 years and beyond. The staff group then placed sticky notes by the goals and tasks they were interested in advancing. Figure 8 and Table 3 present the action plan developed by the group, in picture and tabular form respectively. Figure 9 displays photos of the goals with staff selections.

Figure 8. Photos of CAAM's Action Plan to Achieve Its Vision

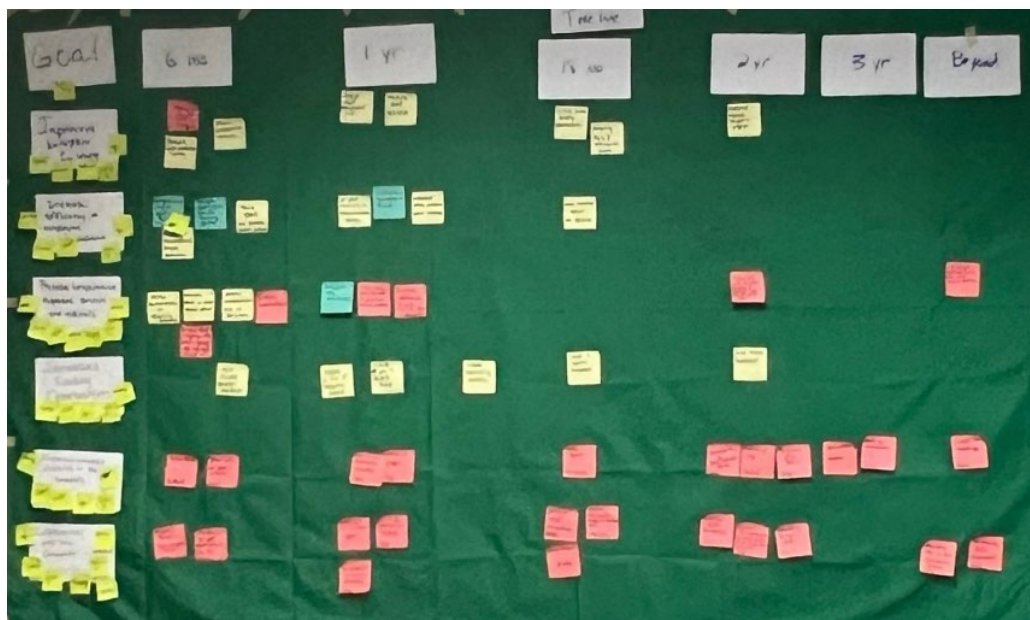
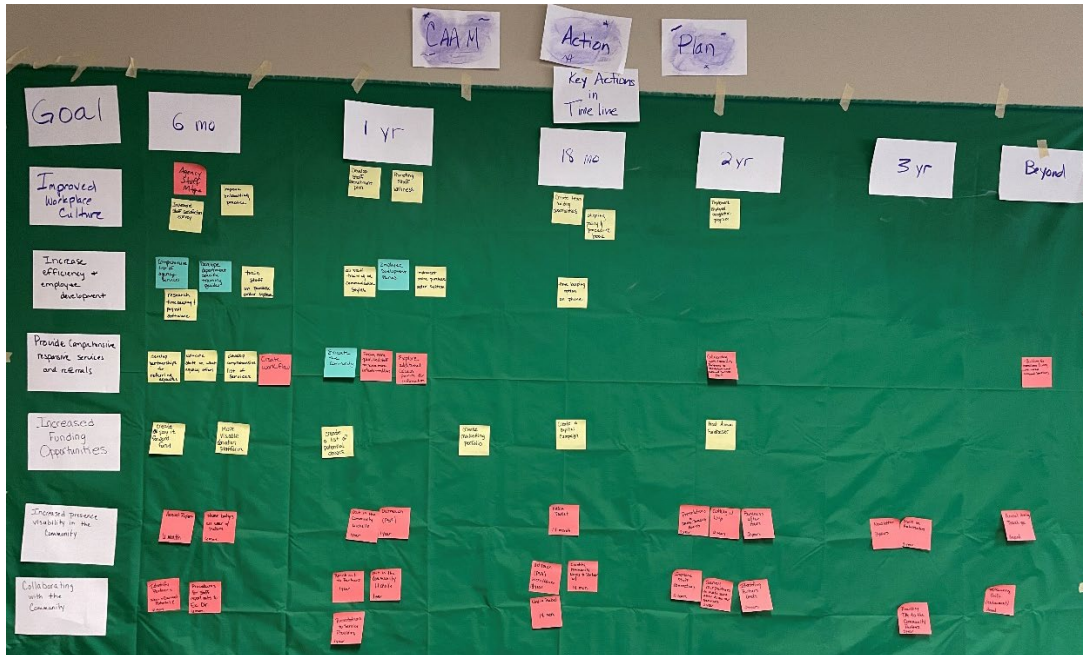
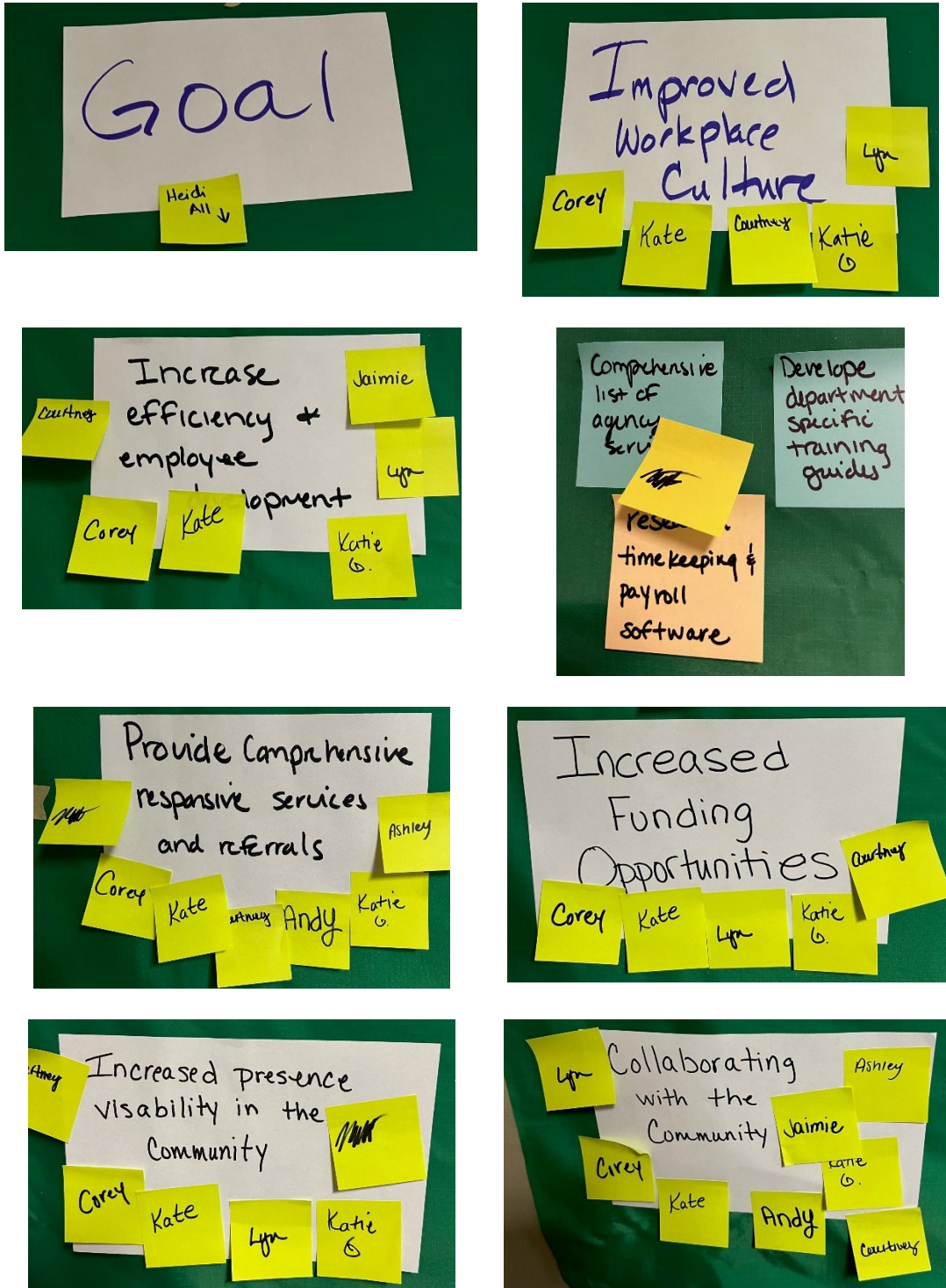


Table 3. CAAM's Action Plan to Achieve Its Vision

	6 month	1 year	1.5 years	2 years	3 years	Beyond
Improved Workplace Culture	<ul style="list-style-type: none"> • agency staff meetings • implement staff satisfaction survey • improve onboarding practice 	<ul style="list-style-type: none"> • develop staff recruitment plan promoting staff wellness 	<ul style="list-style-type: none"> • create team building opportunities • aligning policy and procedure book 	<ul style="list-style-type: none"> • implement employee recognition program 		
Increase Efficiency & Employee Development	<ul style="list-style-type: none"> • comprehensive list of agency services • develop department specific training guides • research time keeping and payroll software • train staff on purchase order system 	<ul style="list-style-type: none"> • all staff training on communication styles • employee development funds • implement online purchase order system 	<ul style="list-style-type: none"> • time keeping option on phone 			
Provide Comprehensive, Responsive Services and Referrals	<ul style="list-style-type: none"> • develop partnerships for referring agencies • educate staff on what agency offers • create an agency wide 	<ul style="list-style-type: none"> • educate the community • finding more qualified staff to serve more infants and toddlers • explore additional 		<ul style="list-style-type: none"> • collaborating with community partners to establish wrap around service plan 		<ul style="list-style-type: none"> • building for homeless living with wrap around services

	6 month	1 year	1.5 years	2 years	3 years	Beyond
	client survey and begin using <ul style="list-style-type: none"> • develop comprehensive list of services • create workflow 	access points for information				
Increased Funding Opportunities	<ul style="list-style-type: none"> • create pay it forward fund • more visible donation platform 	<ul style="list-style-type: none"> • create a list of potential donors 	<ul style="list-style-type: none"> • create marketing portfolio • create a capital campaign 	<ul style="list-style-type: none"> • host annual fundraiser 		
Increased Presence & Visibility In The Community	<ul style="list-style-type: none"> • annual report name badges with our picture 	<ul style="list-style-type: none"> • out in the community Michelle • outreach (PSA) 	<ul style="list-style-type: none"> • media packet 	<ul style="list-style-type: none"> • presentations to county, Township boards • clothing with logo • business after hours 	<ul style="list-style-type: none"> • Newsletter • staff of ambassadors 	<ul style="list-style-type: none"> • annual meeting thank you
Collaborating With The Community	<ul style="list-style-type: none"> • identify partners new current future • procedures for staff report outs to executive director 	<ul style="list-style-type: none"> • reach out to partners • out in the community Michelle • presentations to service providers 	<ul style="list-style-type: none"> • Outreach (PSA) micro/macro • media packet • identify community needs to partners 	<ul style="list-style-type: none"> • increase staff connections • survey our partners to make sure they know our services • identifying partners needs 	<ul style="list-style-type: none"> • providing TA to the community partners 	<ul style="list-style-type: none"> • Reoccurring gift (endorsement)

Figure 9. Photos of CAAM's Action Plan to Achieve Its Vision with Staff Selections



Plus/Delta

Day 1 ended with action planning. The following day, the group began by reflecting on the previous day using a Plus/Delta exercise where staff considered what went right (Plus) and what could have been changed (Delta). Figure 10 displays the outputs of this exercise.

Plus

- Taking turns reading
- Group size (small groups)
- Prioritize in small group work but had opportunity to revisit individual priorities
- Time management
- Use wall space, moveable, interactive
- Respect, safe space
- Co-hosts, refocus attention, orchestrated
- Group taking ownership

Delta

- More people input
- Time of day?
- Hard to action plan at end of day
- Didn't go back to focus group data
- Wanted chance to review tasklist/action plan, where moving forward?

Figure 10. Results from Plus/Delta Exercise

+	△
<ul style="list-style-type: none"> • taking turns reading • group size (small groups) • prioritize in small group but had opp. to revisit • time management • use wall space, moveable, interactive • respect, safe • co-hosts, refocus attn., orchestrated • group taking ownership 	<ul style="list-style-type: none"> • more people input • time of day? • hard to action plan at end of day • didn't go back to F.G. data • wanted chance to review tasklist/action plan, where moving forward

Staff participated in team building exercises including ‘What’s In a Name?’ where they considered the culture and context around their names and ‘2 Truths and a Lie’ where they shared information about themselves.

Aligning Needs and Vision

The staff group reviewed the needs identified in the CNA alongside the vision. These results are presented in the Vision section.

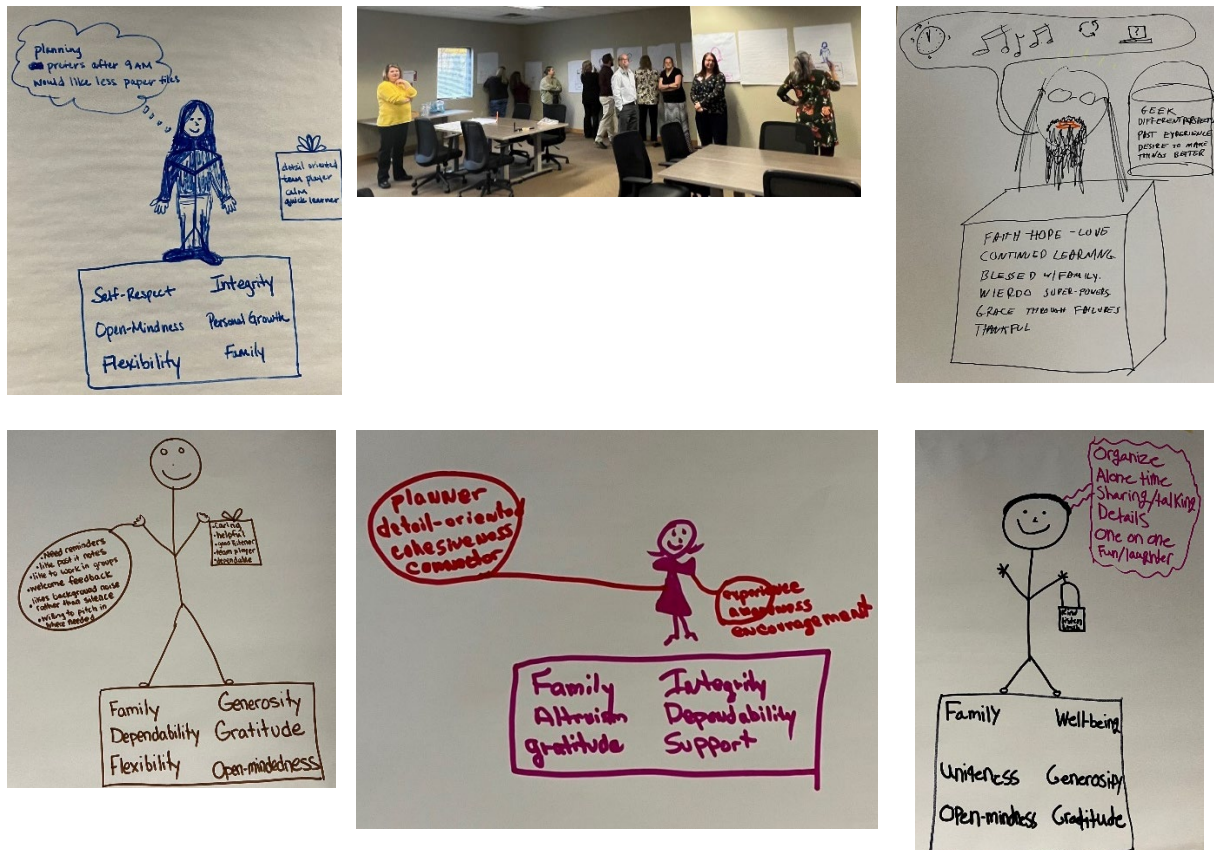
Aligning National Standards and Vision

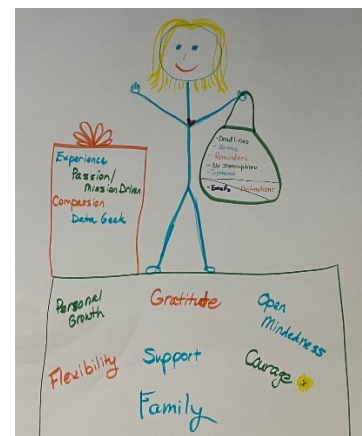
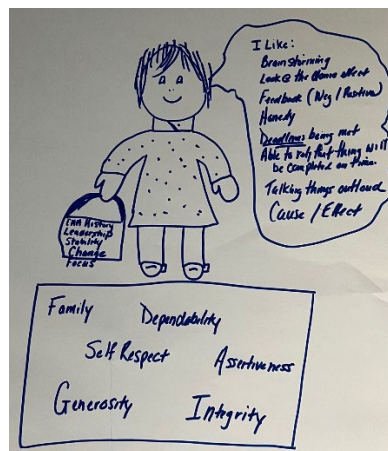
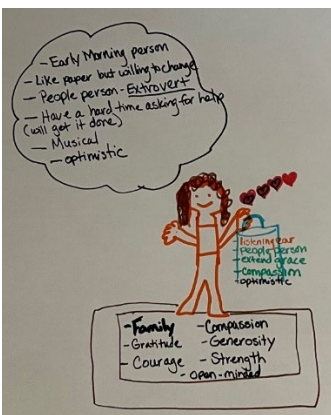
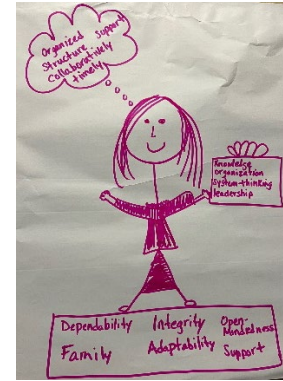
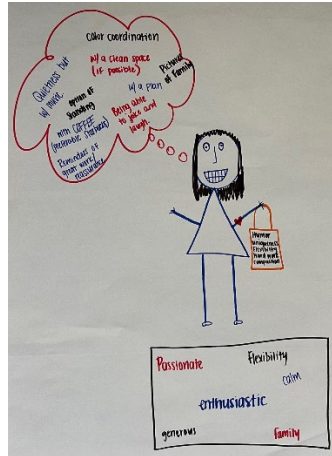
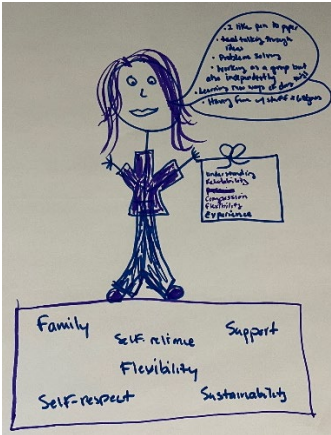
The group reviewed the National Community Action Partnership’s Standards of Excellence alongside the vision. These results are presented in the Vision section.

Self-Empathy Mapping

Staff and a board member then engaged in a self-mapping exercise designed to offer an opportunity to reflect on and communicate out their core values, gifts (knowledge, skills, personality traits), and how they like to work. Outputs of this exercise are displayed in Figure 11.

Figure 11. Photos of Self Maps and Group Participating





They then divided into four groups to develop a headline that incorporated collective core values, gifts, and ways of working; the vision; or standards for a fictional future newscast.

- CAAM promotes work life integration through flexible work scheduling
- CAAM family values, your family values: wins most supportive nonprofit in Michigan!
- Leadership at Community Action celebrates AM CAB new/old name
- CAM staff uses shared values and experience to create a strategic action plan

Next Steps

Lastly, the group identified immediate next action steps and sequenced them.

1. Debrief report together, revisions
2. Share with CNS and get their input
3. Select few to present report to board
4. Share report with staff not here, survey?, make revisions based on feedback
5. Think about people’s strengths and where they fit on “the bus” in the work/action plan
6. Look at roles for where staff need to be engaged in process/action
7. Looking at subcommittee to split up work
8. Set future meeting date to check in on timeline, support needed to move forward