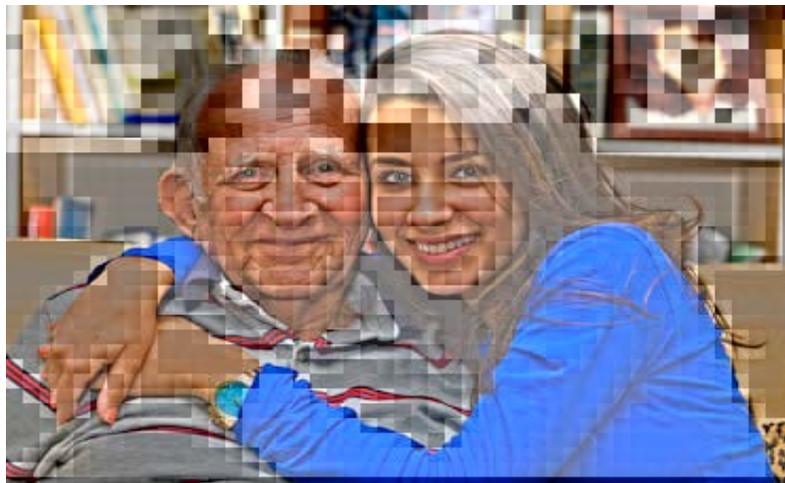


Genesee County Community Action Resource Department (GCCARD)

Your Community Action Partner!
5-Year Strategic Plan (2020-2025)



**GENESEE COUNTY COMMUNITY ACTION RESOURCE DEPARTMENT
5-YEAR STRATEGIC PLAN
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1. Who We Are

Genesee County Community Action Resource Department (GCCARD) is a federally designated, governmental Community Action Agency. As such, the organization has a yearly operating budget of \$30 million. Community action agency organizations offer support to families to help them gain self-sufficiency. Assistance may include energy and water bills, weatherization services, as well as help with rental arrearages. GCCARD services are available to those who reside within Genesee County. We connect people with resources, involve them in problem-solving, assist them in accomplishing their goals, and help them to move toward social and economic self-sufficiency.

GCCARD is a member of the national Community Action Partnership (CAP). Community Action emerged from President Lyndon B. Johnson's War on Poverty and from the advocacy of Dr. Martin Luther King, Jr. The Economic Opportunity Act of 1964 created the Community Action Network of national and local organizations that connect millions of children and families to greater opportunity. Community Action Partnership is a national, 501c (3) non-profit organization.

The Community Action Partnership provides technical assistance, training, and other resources to Community Action Agencies, nonprofit and public groups funded by the Community Services Block Grant (CSBG). CSBG is a federal program that allocates funding to improve and connect Americans with greater opportunities. GCCARD is the federally designated anti-poverty

agency located in Genesee County. The agency is also a member of the Michigan Community Action, the state association of 28 local Community Action Agencies (CAA). These local agencies provide programs and services to assist low-income individuals and families in addressing emergency basic needs and breaking the cycle of chronic, and generational poverty throughout the state.

2. Vision, Mission, Values, and Beliefs

Vision

Individuals and families stabilized and supported, to overcome poverty.

Mission

GCCARD is your community action partner! We are dedicated to enhancing the quality of life within the community by preventing and alleviating the causes of poverty, mobilizing, and directing resources to assist, educate, and promote self-sufficiency.

Values

- We believe all people should be treated with dignity and respect and recognize that structural race, gender, and other inequities remain barriers that must be addressed
- We believe this nation has the capacity and moral obligation to ensure that no one is forced to endure the hardships of poverty
- We believe with hope, adequate resources and opportunities, everyone can reach their fullest potential

- We pledge ourselves to creating an environment that pursues innovation and excellence through multi-sector partnership and collaboration
- We believe that a career lattice is a human resource strategy that is consistent with GCCARD's organizational values. This approach offers employees the opportunity to become experts in their chosen field, and progression along a chosen career path

Beliefs

- *Equity*
- *Respect*
- *Commitment*
- *Excellence*
- *Hope*
- *Community*
- *Caring*
- *Innovation*
- *Opportunity*
- *Social Justice*
- *Fairness*
- *Kindness*

3. Strategic Planning Process

GCCARD is committed to implementing the process of Results Oriented Management and Accountability (ROMA), which is a continuous improvement management approach. The 5-year planning process engages strategic planning with the integration of ROMA practices and tools. This was done with the idea of ensuring a strong and solid program planning, management, and oversight process. The elements of the ROMA management process is highlighted below and definitions follow on Page 6.

Elements of ROMA



Definitions

- Assessment – Community needs and resources, agency data
- Planning – Use agency mission statement and assessment data to identify results and strategies
- Implementation – Services and strategies produce results
- Achievement of Results – Observation and report progress
- Evaluation – Analysis data, compare with benchmarks

Additionally, the strategic planning process implemented by GCCARD included attention to the following essential methods:

- Selecting a diverse group of people to make up your planning team
- Getting commitment from key people in your organization
- Encouraging active participation
- Thinking about execution before you start; It does not matter how good the plan is if it is not executed
- Do not write your plan in stone. A good strategic plan should be fluid, not rigid and unbending. This will allow you to adapt to changes in the landscape, and plan for emerging issues and needs
- Make changes, as necessary
- Reviewing the strategic plan for performance on a quarterly basis
- Integrating of ROMA observation and data analysis in the strategic planning review ensures a focus on accountability and results

4. Strategic Planning Participants

Employees will continue to be encouraged to engage in open discussions, data collection, data analysis and all aspects of the ROMA process. As indicated above, the strategic planning process engaged a broad and diverse array of administrative and leadership staff, as listed below:

- Matt Purcell, Executive Director
- Stephanie Howard, Deputy Executive Director
- Ihsan Abufarha, Finance Director
- Sharda Davis, Neighborhood Service Center Director
- Jason Jones, Director of Facilities and Maintenance
- Tamitha Taylor, Senior Nutrition Director
- Kelli Webb, Head Start Director
- Pamela Coleman, Assistant Director
- Mike Isom, Home Maintenance Assistant Director
- Nichole Lewis, Assistant Finance Director
- Donita Pikes, Administrative Assistant
- Phyllis Lewis, Program Development Specialist

5. Service Area

Genesee County is one of 83 counties in Michigan. The 2010 census estimates the population as 406,892, making it the fifth-most populous county in Michigan. Flint, the birthplace of General Motors is the county seat and population center and is located in Mid-Michigan. The county government operates a jail, maintains rural roads, operates local courts, and files deeds and mortgages. The county government also maintains vital records, administers public health regulations, safeguards public health, and participates with the state in the provision of social services.

The County Board of Commissioners controls the budget and has authority to make policies and procedures. In Michigan, most local government functions (police and fire, building and zoning, tax assessment, street maintenance) are the responsibility of individual cities and townships.

Genesee County, except for the City of Flint, is under the jurisdiction of the 67th District Court of Michigan. District Courts have a limited jurisdiction as charged under state law. The 67th District Court operates in seven divisions, each with a single judge except for the Central Court Division, which is used for jury and felony cases.

Genesee County is a founding member of the Karegnondi Water Authority. The "out county" areas receive library services from the Genesee District Library. The county equivalent for schools is the Genesee Intermediate School District, which consist of school districts considered primarily within Genesee County. Charles Stewart Mott Community College is the local

community college serving the same area as the Genesee Intermediate

Indicator	Genesee County, Michigan	City of Flint, Michigan	United States
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School District (GISD).

Flint Area Narcotics Group (FANG) is a Genesee County area anti-drug unit led by the Michigan State Police consisting of 17 local members, some of whom loan police officers and resources to the group. Genesee Auto-Theft Investigation Network (GAIN) is a Genesee County Sheriff Department led anti-auto theft task force with local government members.

Service Area Profile

Indicator	Genesee County, MI	City of Flint, MI	United States
Population (based on July 2018)	406,892	95,943	327,167,434
Population (based on April 2010)	425,789	102,230	308,758,105
Population Percent Change	-4.4%	-6.1 %	6.0%
Age and Sex			
Persons under age 5	5.9%	7.6%	6.1%
Persons under age 18	22.5%	25.7%	22.4%
Persons 65 years and over,	17.5%	12.3%	16.0%
Female persons, percent	51.8%	52.0%	50.8%
Race			
White alone, percent	74.5%	39.9%	76.5%
Black or African American, alone percent	20.0%	53.9%	13.4%
American Indian and Alaskan Native alone, percent	0.6%	0.6%	1.3%
Two or more race, percent	2.7%	4.3%	2.7%
Hispanic or Latino, percent	3.4%	3.9%	18.3%
White, alone not Hispanic or Latino	72.5%	37.5%	60.4%
Population Characteristics			
Veterans, percent (2013-2017)	24,128	4,087	18,939,219
Foreign Born Persons	2.6%	1.8%	13.4%

Housing Units, July 2018	192,637	X	138,537,078
Owner-Occupied Housing Unit Rate (2013-2017)	70.1%	57.4%	63.8%
Language Other Than English Spoken at Home, Percent of persons 5 years + (2013-2017)	3.7%	3.7%	21.3%
Household with a Computer (2013-2017)	83%	70.6%	87.2%
Households with Broadband Internet Subscription	72.1%	54.5%	78.1%
High School Graduate higher, percent of persons age 25 years + (2013-2017)	90.0%	84.0%	87.3%
Bachelor's Degree or Higher, percent of persons age 25 years + (2013-2017)	20.4%	11.9%	30.9%
Health			
With a Disability Under the Age of 65 years, percent	12.7%	18.1	8.7%
Person Without Health Insurance, percent	6.7%	10.2%	10.0%
Poverty			
Persons in Poverty Percent	18.3%	41.2%	11.8%
Geography			
Population Per Square Mile	668.5	33.42	3,531,905.43

Service Area Profile (cont.)

6. Health and Social Service Needs

The 2019 Community Health Needs Assessment (CHNA) is a partnership involving Greater Flint Health Coalition member organizations, led by the three area hospital systems that serve the Flint and Genesee County population: 1) Ascension Genesys Hospital, 2) Hurley Medical Center, and 3) McLaren Flint. In addition, Genesee County Health Department is a major contributor to the CHNA report. The 2019 CHNA includes data from residents, subject matter experts, and community organizations representing the broad interest of the residents of Genesee County. The following list represents the 2019 CHNA participating organizations and potential community resources to address the significant health needs identified in the CHNA:

Ascension Genesys Hospital	Greater Flint Health Coalition
Blue Cross Blue Shield of Michigan	Health Alliance Plan
City of Flint	Hamilton Community Health Network
Genesee County Department of Health and Human Services	Hurley Medical Center
Genesee County Health Department	Meridian Health Plan of Michigan
Genesee County Medical Society	McLaren Flint
Genesee County Osteopathic Society	Molina Healthcare of Michigan
Genesee Health Plan	Mott Children’s Health Center
Genesee Health System	Regional 10 Prepaid Inpatient Health Plan
Genesee Intermediate School District	United Way of Genesee County

According to the Robert Wood Johnson Foundation, 80% of the factors impacting health outcomes fall outside traditional health care delivery. When Social Determinants of Health (SDOH) needs are not met, more serious health concerns may emerge, while existing conditions are often untreated or undiagnosed.

In Genesee County this relationship could not be more apparent. In the 2019 County Health Rankings and Roadmaps Report, Genesee County ranked 27th out of 83 Michigan counties for clinical care and 83rd (last place) in health outcomes. Despite a relative high ranking in the quality of healthcare services, health outcomes experienced by Genesee County residents are less favorable than any other county in the state. As such, the report highlights the seriousness of SDOH in impacting the health and wellbeing of families.

- Stable housing is critical to an individual's health and well-being and provides the foundation of social mobility and achieving social outcomes.
- A quality education system is paramount to the health of a community. Educational achievement affects not only employment and income, but access to health care, health literacy, and a person's ability to engage in health behaviors making it one of the strongest predictors of health.
- While unemployment has declined significantly since 2010, Genesee County and Flint continue to exhibit an unemployment rate notably greater than state and national averages. Higher unemployment rates create financial instability and barriers to healthcare access, insurance coverage, healthy food, and contribute to poor health status.
- Food insecurity is a substantial issue in Flint and Genesee County. This term refers to the economic/social condition of limited access to food. Flint and

Genesee County's food insecurity rate, which measures the estimated percent of the population that experienced food insecurity at some point during the year, is higher than the state and national averages. This means, a higher number of residents receive Supplemental Nutrition Assistance Program (SNAP) and are eligible for the Women's Infants and Children's (WIC) services.

- A reduction in blight, crime, violence, and safe affordable drinking water are important components of neighborhood safety. Representing less than a quarter of the Genesee County total population, the City of Flint, accounted for 67% of all violent crime in 2017. It is the position of the American Public Health Association that safe and affordable drinking water is a basic right of all people in all communities. Flint, Genesee County's urban core, had its water contaminated with lead and other toxins. On April 25, 2014, the city switched its water supply from Detroit to Flint water. Shortly after the water was switched, residents started voicing concerns about its color, taste, and odor. Flint residents began reporting rashes, bacterial concerns, and raising questions about the water's safety. Officials continued to say the water was safe. This caused and continues to cause mistrust for government officials. Through the crisis GCCARD remained a helpful and trusted agency. In the years since, much has been done to rid the city's water supply of toxins and to mitigate the effects of residents' exposure to lead and other contaminants. Work has been initiated to replace lead service lines and to upgrade other infrastructure.

Serving Families in Poverty

- Addressing poverty is critical to improving the health and well-being of residents. Most of the Social Determinants of Health (SDOH) relate directly to economic status. Individuals in poverty face more barriers to overall health.
- Poverty is generally understood as a brief experience when income falls below family survival needs or the poverty line. Most families experience poverty for a short period that consists of only one to two years, and usually can be correlated with the occurrence of a detrimental life event such as a job loss or health problem. A smaller number of households experience chronic poverty. Chronic poverty can usually be attributed to the presence of constant severe disadvantages, such as an individual with a work disability or a female-headed family with multiple children.
- The two key factors that prevent low-income families from increasing earnings are human capital deficits and the decreased work opportunities available to members of disadvantaged groups. The lack of education keeps individuals from attaining higher paying jobs and increases the likelihood of experiencing poverty at some point during their lifetime. Of both working and non-working low-income families, the head of the household is likely to lack a high school diploma. Gender may also serve as a barrier to higher-paying employment. When looking at prime aged earners (30 – 59 years), 32% of women are considered to be low-earners, compared to only

12% of men of the same cohort. Race is also related to earnings. In 2000, the median income of households comprised of African Americans was nearly \$16,000 less than the median income for households comprised of Whites.

As a result of the high cost of living, many families are forced to choose between necessities such as food, health care, and clothing. According to 2014 Census data, low- and middle-income workers have seen little to no income growth over the past decade, as the gains from economic growth have gone largely to the wealthiest Americans. The good news is when the government invest in jobs and policies to increase workers' wages and families' economic security, children and families see improved outcomes. Such investments may include the ideas highlighted below.

- Create Jobs - The best pathway out of poverty is a well-paying job. To kick-start job growth, the federal government will need to invest in job-creation strategies such as rebuilding our infrastructure; developing renewable energy sources; renovating abandoned housing; and making other common-sense investments that create jobs, revitalize neighborhoods, and boost our national economy.
- Raise Minimum Wage - In the late 1960s, a full-time worker earning the minimum wage could lift a family of three out of poverty. That is not the case today.

- Increase the Earned Income Tax Credit (EITC) - One of our nation's most effective anti-poverty tools, the Earned Income Tax Credit, or EITC, helped more than 6.5 million Americans-including 3.3 million children-avoid poverty in 2012. It's also an investment that pays long-term dividends. Research shows that children who receive the EITC are more likely to graduate high school and to have higher earnings in adulthood.
- Support Pay Equity - With female full-time workers earning just 78 cents for every \$1 earned by men, action must be taken to ensure equal pay for equal work. Closing the gender wage gap would cut poverty in half for working women and their families.
- Establish Work Schedules that Work – Low-wage and hourly jobs increasingly come with unpredictable and constantly shifting work schedule, which means workers struggle even more to balance erratic work hours with caring for their families. Ever-changing work schedules make accessing child care even more difficult than it already is and leave workers uncertain about their monthly income.
- Invest in Affordable, High-Quality Child Care and Early Education – Boosting investments in Head Start and the Child Care and Development Block Grant (CCDBG), as well as passing the Strong Start for America's Children Act- which would invest in preschool, high-quality child care for infants and toddlers, and home-visiting services for pregnant women and mothers with infants-will help more struggling families.

- Expand Medicaid - Since it was signed into law in 2010, the Affordable Care Act has expanded access to quality, affordable health coverage for millions of Americans. However, all states could expand their Medicaid coverage to cover adults up to 138 percent of the federal poverty level, making the lives of many families much easier.
- Reform the Criminal Justice System - The United States incarcerates more of its citizens than any other country in the world. Today, more than 1.5 million Americans are behind bars in state and federal prisons, a figure that has increased fivefold since 1980. The impact on communities of color is particularly staggering: One in four African American children who grew up during this era of mass incarceration has had a parent incarcerated.
- Political Environment – GCCARD serves under a county board of commissioners. The board consist of nine (9) elected members representing constituents from throughout the county. GCCARD has cultivated positive working relationships with staff assigned to various county departments and community organizations.

8. Client Satisfaction Surveys

Client satisfaction feedback is collected for state and federal-funded programs operated by GCCARD. Recent program surveys are highlighted below.

Neighborhood Service Center (NSC) - GCCARD provides basic services and support to families who are experiencing household emergencies. This includes individuals and families who may be in need of utility assistance, homeless prevention, and housing support. Client Satisfaction Surveys (Summer 2019) indicate a very high-level of client satisfaction with services and with staff. Clients who come to NSC when facing a financial emergency at home indicate they are met with staff who are helpful and non-judgmental.

Senior Nutrition Congregate Meal Program - Surveys for Congregate Meals, completed May 2019 indicated favorable results. Of 330 clients surveyed, 240 (72.73%) were completed, returned, tabulated, and analyzed. Results are highlighted below:

- 85% indicated the quality of the food to be good
- 84% found the meals to be enjoyable
- 86% indicated that meals satisfied their dietary needs
- 83% reported the meals offered enough variety
- 87% stated portion sizes are about the right size

Congregate Meal Program client comments included: portion sizes could be larger, enjoy meats, great program, meat/pork chops too tough, more soup, vegetable are overdone, and additional green vegetables would be good.

Home Delivered Meal Program - Of 1,133 surveys issued May 2019, 413 (36.45%) were completed, returned, tabulated, and analyzed for the Home Delivered Meal program. Clients gave the following feedback:

- 86% indicated the quality of the food to be good
- 83% found the meals to be enjoyable
- 85% indicated that meals satisfied their dietary needs
- 86% reported the meals offered enough variety
- 87% stated portion sizes are about the right size

Home Delivered Meal Program client comments indicated: I enjoy most meals, thanks for not adding salt to meals, thankful for the meals, cook veggies longer to make them softer, drivers are excellent, more diabetic choices, more fresh fruits, and some difficulty getting packaging off of meals.

9. Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

In the fall of 2019, a SWOT analysis answered the following questions:

Strengths: What the organization does well, along with key assets, resources, capabilities, and accomplishments.

- In what area does the organization excel?
- What are our greatest accomplishments?
- What are we most proud of?
- What makes us unique?
- What do we provide that is world class?
- What strengths are most valuable in our marketplace?
- What do we do or have that is better than anyone else?

Weaknesses: What the organization does not do well, along with its key assets, resources, capabilities, and accomplishments.

- What challenges does the organization face?
- What areas need improvement?
- What challenges exist that threaten our value in the marketplace?
- What do we need to do to make us better than anyone else?

Opportunities: Circumstances that your team could leverage for success, *e.g.* to improve profitability, market share, or competitive edge.

- What partnerships would lead to greater success?
- What changes and trends in the market align with our strengths?
- What threats do we see that we could reframe as opportunities?
- What needs and wants are we currently not fulfilling for our internal and external stakeholders?
- Are there gaps in the market that we could fill?

Threats: Anything that could cause damage, or inefficiencies to your organization, venture, or product.

- How could the Agency better manage volunteers?
- What changes can be made to improve our current processes?
- How can we increase competitiveness in terms of quality and cost in the delivery of services?
- What partnerships can be created to increase our services in Head Start and Early Head Start?

SWOT Analysis – Supports for Long-Term Organizational Viability (rev. 12/19)

Strengths	Weakness	Opportunities	Threats
<p>Staff has strong knowledge and experience</p> <p>Compassionate Employees</p> <p>Budget Controls</p> <p>Size (big)</p> <p>Loyalty and Dedication</p> <p>Family Environment</p> <p>Grant Funded</p> <p>Partnerships</p> <p>Compliance with Funding Requirements</p>	<p>News/Newsletters/Social Media</p> <p>Size (too big)</p>	<p>News/Newsletters/Social Media</p> <p>Increase visibility</p> <p>Testimonial/Client Success Stories</p> <p>Feature clients with story and photo</p> <p>Maximizing partnerships</p> <p>Commercial Video/PSAs</p> <p>Obtain increased funding streams</p> <p>Comprehensive Volunteer Program</p> <p>Increase Visibility</p> <p>Testimonials</p> <p>Revamp surveys</p>	<p>Unstable Funding</p> <p>Grant Funded</p> <p>Political Elements</p>

10. Leadership Department Services Review

GCCARD operates an array of programs and services to assist families in poverty to gain ever-increasing social and economic self-sufficiency.

Financial resources are recovered from a variety of local, state, and federal funding sources. The chart below highlights program areas and services.

Leadership	Department	Services
Jason Jones	Facilities/ Maintenance, Weatherization and Commodities	<ul style="list-style-type: none"> • Community Supplemental Food Program (CSFP) • The Emergency Food Assistance Program (TEFAP) • Weatherization Program (Depart. of Energy) • LiHEAP Water Heater Program • Low Income Energy Assistance Program (LiHEAP)
Ihsan Abufarha	Finance Department	<ul style="list-style-type: none"> • Document Control and Fiscal Management Organization-Wide
Kelli Webb	Early Head Start/ Head Start Program	<ul style="list-style-type: none"> • Head Start • Early Head Start (Home-Based) • Oral Health
Shardae Davis	Neighborhood Service Center	<ul style="list-style-type: none"> • Utility Assistance • Housing Assistance • Homeless Prevention • Walk for Warmth • Emergency Services Grant (ESG)-County • Michigan Emergency Assistance Program (MEAP) • Teen Court

GCCARD DEPARTMENT PROFILE
Facilities & Maintenance, Weatherization, & Commodities

Director's Name:

Jason E. Jones, Director

jjones2@co.genesee.mi.us

601 N. Saginaw Street

Flint, MI 48502

Phone: 810-762-4977

Fax: 810-762-4986

Mike Isom, Home Maintenance Assistant Director

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2727 Lippincott Blvd.

Flint, MI 48507

Phone: 810-787-0199

OPERATIONAL DESCRIPTION

Weatherization

Our mission is to reduce energy costs for low-income families, particularly for the elderly, people with disabilities, and children, by improving the energy efficiency of their homes while ensuring their health and safety. For qualifying recipients, the program pays for an energy audit and weatherization solutions such as caulking, weather-stripping, water heater replacement, furnace replacement, carbon monoxide and smoke detector installation, indoor air quality improvement measures and wall and attic insulation. As forestated, eligible applicants are low-income individuals and priority is given to the elderly, handicapped and families with children.

The U.S. Department of Energy's (DOE) Weatherization Assistance Program (WAP) was created in 1976 to assist low-income families who lacked resources to invest in energy efficiency. WAP is operated in all 50 states, the District of Columbia, Native American tribes, and U.S. Territories. Funds are used to improve the energy efficiency of low-income homes using the most advanced technologies

and testing protocols available in the housing industry. The energy conservation resulting from the efforts of state and local agencies helps our country reduce its dependence on foreign oil and decrease the cost of energy for families in need while improving the health and safety of their homes. GCCARD Home Maintenance continues to be one of the best weatherization providers in the State. GCCARD Weatherization is a member of Michigan Community Action, as well as many other organizations. We collaborate with the Department of Health and Human Services, formerly known as the Family Independence Agency, the Genesee County Health Department, Salvation Army, and the United Way to name a few. We have been successful in establishing long working relationships with many of the agencies in our area to further the effectiveness of our programs.

Energy cost savings stay in the local economy. Examples of specific program savings to clients are highlighted in the chart below. Data included for this example is for the program operating period (07/01/2018 to 06/30/2019).

Energy Cost Savings to Clients <i>(Example)</i>			
Number of Households	Energy Savings Intervention	Annual Savings per Client Household	Annual Savings
14	Refrigerator Replacement	\$100	\$1,400
18	Compact Florescent Bulbs	\$54	\$972
53	Attic Insulation	\$619	\$32,807
18	Furnace Replacement	\$429	\$ 7,722
103	TOTALS	\$1,202	\$42,901

Commodities – CSFP

The Commodity Supplemental Food Program (CSFP) works to improve the health of low-income persons at least 60 years of age by supplementing their diets with nutritious USDA Foods. USDA distributes both food and administrative funds to participating states and Indian Tribal Organizations to operate CSFP. Clients have the opportunity to be served by coming to our storefront location and have a shopping experience and select their desired food based upon a menu list. Additionally, CSFP clients have the option of being served on one of our delivery routes. Routes include delivery to homes, senior centers and senior residential facilities.

Commodities – TEFAP

The Emergency Food Assistance Program (TEFAP) is a federal program that helps supplement the diets of low-income individuals by providing them with emergency food assistance at no cost. Eligibility is not based on income or age. TEFAP is distributed quarterly to individuals and families that declare they have a food emergency. Each box contains items such as canned fruits and vegetables, rice, pasta, cereal, dry beans, shelf stable milk, fruit juice, etc. Additionally, bonus items such as fresh fruits and vegetables, frozen meats, and dairy are available for distribution.

LIHEAP Water Heater

The Low-Income Home Energy Assistance Program (LIHEAP) helps keep families safe and healthy through initiatives that assist individuals and families with energy costs. We have received funding to help address one of the effects of the Flint Water Crisis by replacing hot water heaters for City of Flint residents that are at, or below the federal poverty level of 200%. The clients can either be homeowners or renters. Landlords must complete a consent form for tenants. Priority is given to senior citizens and residents with children.

Funding Sources:

Weatherization

Funding Sources: Department of Energy (DOE) (\$664,503 & LIHEAP \$238,232) – Increasing; LIHEAP Water Heater Program (\$300,000); General Fund (\$306,000)
GCCARD Staff = Full-Time: 5 Part-Time: 4 Volunteers: 0

Commodities

Funding Sources: Michigan Department of Education (MDE) (\$2.2+ Million)

GCCARD Full Time: 1 GCCARD Part Time: 11 Volunteers: 4 (AARP)

LIHEAP Water Heater

Funding Sources: LIHEAP (\$650,000 – Increasing)

Performed by GCCARD Weatherization Staff and Contractors

AREAS OF CONCERN

Commodities

- Findings related to training, certification process, written policies/procedures, and documentation
- Our quarterly TEFAP numbers continue to increase significantly causing potential staffing strain from an excessive caseload
- Training for staff
- Inventory and reporting – additional training and evaluation of process

Weatherization

- Lack of medical insurance; limited growth opportunities for full-time positions with benefits
- Complete required training/certification
- Complete and maintain detailed inventory of materials

LIHEAP Water Heater

- Staffing issues including the need for clerical support and inspections
- Contractors completing and invoicing without delaying

GCCARD DEPARTMENT PROFILE
Finance

Director's Name:

Ihsan Abufarha, Director
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Flint, MI 48502
Phone: 810-762-4896
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OPERATIONAL DESCRIPTION

Fiscal administration, accounts payable, accounts receivable, payroll, fiscal management, and financial oversight

Funding Source: Indirect cost

Annual Budget Amount: \$1.7 Million

Audit Findings: Not applicable.

GCCARD Number of full-time employees: 4

GCCARD Number of part-time employees: 0

Number of volunteers: 0

AREAS OF CONCERN

Weatherization/Commodities

- Invoices need to be received from vendors in a timely manner
- Payroll allocations need to be provided to Finance Department in a timely manner

Neighborhood Service Center (NSC)

- Concerns with matching the General Ledger to Facs Pro

Nutrition Services

Concerns with timeliness of invoices submitted to the Finance Department

GCCARD DEPARTMENT PROFILE
Head Start/Early Head Start

Director's Name:

Kelli Webb, Director

Kwebb@co.genesee.mi.us

601 N. Saginaw Street

Flint, MI 48502

Phone: 810-235-5613

Fax: 810-341-5852

OPERATIONAL DESCRIPTION

Early Head Start is designed to nurture healthy attachments between parent/caregiver, and child. Services encompass the full range of a family's needs from pregnancy through a child's third birthday.

Head Start is a Federal program that promotes the school readiness of children up to age five from low-income families by enhancing their cognitive, social, and emotional development. Head Start programs provide a learning environment that supports children's growth in many areas such as language, literacy, and social and emotional development. Head Start emphasizes the role of parents as their child's first and most important teacher. These programs help build relationships with families that support family well-being and many other important areas.

A total of 903 children and pregnant mother's services include: education for children, parent health screening and education, mental health, nutrition, social services (including referrals for assistance).

GCCARD provides Head Start and Early Head Start throughout Genesee County. Classes are full day (7.5 hour sessions). Head Start has center and homebased services in 21 of 24 public school districts. Early Head Start homebased services are provided utilizing both federal and Michigan Infant Early Childhood Home Visiting (MIECHV) funds.

AREAS OF CONCERN

STAFF

- Staff have expressed concerns regarding “low salaries” and mounting responsibilities. However, salaries are comparable to educators state-wide
- Employees also have concerns about re-competition and the threat of possible funding loss represent an ever-present stressor

BUDGET FINANCE

- Although funding is considered by staff to be stable, available funding opportunities are sometimes not awarded

FACILITY ARRANGEMENT

- Storage and office space must be organized to maximize usefulness
- Internal processes will need to be followed by all staff in terms of reservation of shared space for program events and activities

GCCARD DEPARTMENT PROFILE Neighborhood Service Center (NSC)

Director's Name:

Shardae Davis, Director

sldavis@co.genesee.mi.us

601 N. Saginaw Flint, MI 48502

Phone: 810-234-7235

Fax: 810-768-0009

OPERATIONAL DESCRIPTION

Neighborhood Service Center (NSC) provides several emergency services to low income and/or working poor families in Genesee County. Our goal is to be "an open door, and a helping hand". The Neighborhood Service Center staff provides assistance to residents in preventing utility shut-offs, eviction, and ultimately homelessness. In 2018, we provided housing and utility assistance to over 540 families. Our department works to collaborate with community organizations, such as the Greater Flint Health Coalition's Community Referral Network, the Eviction Diversion Group, the Flint Resiliency in Communities After Stress and Trauma (ReCAST) and Flint Community Schools, we are also a part of Genesee County Continuum of Care.

The NSC receives funding from the Michigan Energy Assistance Program (MEAP), the Emergency Food and Shelter Program (EFSP), Emergency Services Grant-County (ESG-County), Water Residential Assistance Program (WRAP) and the Summer Youth Initiative (SYI) Program.

The purpose of the Michigan Energy Assistance Program (MEAP) is to establish and administer programs statewide that provide energy assistance and self-sufficiency services to eligible low-income households. Self-sufficiency services include assisting participants with paying their energy bills on time, budgeting for and contributing to energy expenses, which may include enrollment into an Affordable Payment Plan (APP) and utilizing energy service to optimize energy efficiency.

The Emergency Food and Shelter Program (EFSP) is a federally funded program administered by the Federal Emergency Management Agency (FEMA). Unlike FEMA's disaster assistance programs authorized under the Stafford Act, EFSP is authorized by the McKinney-Vento Homeless Assistance Act of 1987 (PL 100-77). Implementation of the EFSP is not contingent on a Presidential Disaster Declaration, and funds are not to be used to provide emergency assistance for circumstances that are the immediate result of a disaster situation. The purpose of the EFSP is to supplement and expand the ongoing work of local social service organizations, both non-profit and governmental, to provide shelter, food and supportive services to individuals and families who have economic emergencies. Accordingly, EFSP funding is open to all organizations helping hungry and homeless people, as well as organizations that support those at risk of becoming hungry or homeless due to economic hardships.

The Summer Youth Initiative is a program that helps Flint and Genesee County teens find paid summer jobs. It is open to students who have completed the TeenQuest afterschool program. The program provides pre-employment and leadership training to students age 14 to 19 to help them succeed in college and the 21st-century workplace. The Genesee Area Focus Fund, Flint & Genesee Chamber of Commerce, and the Charles Stewart Mott Foundation collaboratively support this program.

Annual Budget Amount: \$1,682,791

Audit Visit Finding: None

GCCARD Number of Full-Time Staff: 1

GCCARD Number of Part-Time Staff: 4

Number of Volunteers: 0

Low-income families facing household emergencies, such as food, utility, and shelter assistance

AREAS OF CONCERN

- Budget cuts in relationship to emergency energy funds
- Potential reduction in staff due to lack of funding

GCCARD DEPARTMENT PROFILE

Nutrition Services

Director's Name:

Tamitha Taylor, Director

ttaylor@co.genesee.mi.us

601 N. Saginaw Flint, MI 48502

Phone: 810-235-3567 Fax: 237-4752 Kitchen (810) 232-6892

Chevon Wilborn, Assistant Director

cwilborn@co.genesee.mi.us

2727 Lippincott Avenue Flint, MI 48507

Phone: 810-237-4752 Fax: 810-232-5278

OPERATIONAL DESCRIPTION

The Nutrition Services department purchases, prepares, packages, and delivers nearly 1 million meals annually to senior citizens and youth living throughout Genesee County. Since 1973, the Genesee County Community Action Resource Department (GCCARD) has provided hot, nutrition meals to eligible persons throughout Genesee County. Nutrition Services supports seniors, ages 60 and over in maintaining independent lifestyles. Nutritional health is an important component in the quality of life a person experiences in their later years.

The Older American Act through the local Valley Area Agency on Aging (VAAA) continues to fund nutritious meals for senior citizens throughout Genesee County. These services are also funded in whole or in part by Genesee County Senior Millage funds. "Your tax dollars at work." The Home Delivered and Congregate Meal Programs prevent premature and unnecessary institutionalization of seniors, keeping at-risk seniors living independently and leading self-sufficient lives.

CONGREGATE MEAL PROGRAM

This program provides a variety of nutrition services at more than 19 locations in Genesee County. Included is a hot nutritious meal, nutrition education and

outreach to seniors in a group setting. The Congregate Program reduces the isolation of seniors and provides a link to other social and rehabilitative services. One day advance registration is required at all sites.

HOME DELIVERED MEAL PROGRAM

Known to many as “Meals on Wheels” these meals are delivered daily to homebound seniors. The demand for this program continues to grow as life expectancy increases and hospitals discharge patients earlier with an emphasis on in-home recovery and care. Our home delivery meal program provides so much more than food; in addition to nutrition meals, it is sometimes the only opportunity for human interaction for the senior that day. Meals are available up to seven (7) days per week.

KOSHER MEAL PROGRAM

GCCARD subcontracts with the Jewish Community Services to provide Kosher congregate and home delivered meals prepared at Temple Beth EL. Kosher congregate meals are served three days per week at Temple Beth EL.

LIQUID NUTRITION SUPPLEMENT PROGRAM

Nutritionally at-risk seniors may qualify for liquid supplements to improve their health status through a special screening process. Assessment staff require a written doctor’s prescription to receive the dietary supplement to help seniors maintain a healthy weight.

SUMMER FOOD SERVICE PROGRAM

The Nutrition Services Program partners with the Michigan Department of Education to serve 54,967 hot nutritious meals, during the summer months to children who are out of school and no longer have access to school meals. This is a crucial time in a child’s life, because when school ends hunger does not.

FUNDING SOURCES - GRANTS

Valley Area Agency on Aging (VAAA)

Genesee County Office of Senior Services

REIMBURSEMENT PROGRAMS: University of Michigan Early Childhood Development Center, PACE (Ascension Genesys Senior Center), Child and Adult Care Food Program (CACFP), Meet-Up-Eat-Up (Department of Education)

DONATIONS: Allows home delivered meals and congregate participants to make donations to the program.

Annual Budget Amount: \$4 million

Audit Visit Finding: Staff Training

GCCARD Number of Full-Time Staff: 6

GCCARD Number of Part-Time Staff: 48

Number of Volunteers: 84

TARGET POPULATION:

Genesee County residents age 60 and over, homebound seniors, at-risk youth, preschool age children, and youth ages 18 and under

AREAS OF CONCERN

- Back-up plan that addresses the staff turnover problem experienced with mobile meal drivers
- More funding needed to serve all eligible homebound seniors
- The merger of nutrition operations from two locations to one
- A plan to facilitate staffing recruitment and hiring for summer program operations
- The recruitment of after school and summer sites
- The ability to improve and/or maintain quality service while maintaining a tight budget

Results Oriented Management and Accountability (ROMA) Goals and National Performance Indicators (NPI)

Results Oriented Management and Accountability (ROMA) is a management approach to the business of providing social services. Its goal is to increase agencies capacity to serve as a catalyst for self-sufficiency in our community. ROMA is based on best practices developed for nonprofits.

GCCARD is committed to alignment of the National ROMA Goals and Performance.

ROMA Goal #1: Individuals who earn low incomes gain improved self-sufficiency.

ROMA Goal #2: Conditions in which individuals with low incomes live are improved.

ROMA Goals #3: People who earn low incomes own a stake in their community.

ROMA Goal #4: Partnerships among supporters and providers of services to individuals with low incomes are accomplished.

ROMA Goal #5: Community agencies improve their ability to achieve results.

ROMA Goal #6: Individuals who earn low incomes achieve their potential through strengthening family support systems.

11. Strategic Priorities

GENESEE COUNTY COMMUNITY ACTION RESOURCE DEPARTMENT

Your Community Action Partner!

FIVE-YEAR STRATEGIC PLAN FRAMEWORK 2020-2025

THE VISION

Individuals and families stabilized and supported, to overcome poverty.

OUR MISSION

Your Genesee County Community Action Resource Department is dedicated to enhancing the quality of life within the county by preventing and alleviating the causes of poverty, mobilizing, and directing resources to assist, educate, and promote self-sufficiency.

OUR VALUES

Equity · Respect · Commitment · Excellence · Hope
Community · Caring · Innovation · Opportunity
Social Justice · Fairness · Kindness

OUR GOALS

Volunteer Corps - GCCARD Messaging - Fundraising - Strategic Partnerships

OUR STRATEGIES

Invest in community led initiatives - Use data driven decision-making -
Address social determinates of health - Encourage collaboration - Engage
multiple perspectives - Community voice

ORGANIZATIONAL GOALS

Goal #1: Comprehensive Volunteer Corps

Develop and deploy volunteers to support and extend GCCARD programs and services

Problem Statement: GCCARD currently lacks a comprehensive Volunteer Service Corps that includes effective recruitment, training, deployment, and retention of volunteers.

Goal #2: GCCARD Programs and Services Identity - Promote GCCARD identity highlighting programs, and services offered throughout the county

Problem Statement: GCCARD lacks a universal identity that encompasses its various programs and service areas

Goal #3: Fundraising Activities and Strategies - Develop and implement a successful fundraising strategy to support organizational capacity.

Problem Statement: An effective fundraising strategy is needed to support enhancement of current programs and services

Goal #4: Strategic Collaborative Partnerships - Implement meaningful collaborative relationships that advance GCCARD's organizational mission and goals

Problem Statements:

- There is a broad scope of human service challenges and needs among the residents of Flint and Genesee County.
- Limited funding and other resources do not allow us to address the far-reaching needs of residents.

13. Action Plan and Timeline

Goal 1: Comprehensive Volunteer Service Corps – Develop and Deploy volunteers to support and extend GCCARD programs and services

Resources	Activities	Outputs	Short & Long-Term Outcomes	Impact
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem, we will accomplish the following:</i>	<i>We expect that once accomplished these activities will produce the following activities:</i>	<i>We expect that if accomplished, these activities will lead to the changes in 1-3 years and then 4-6 years:</i>	<i>We expect that if accomplished, activities will lead to the following changes in 7-10 years:</i>
<p>Diverse, dedicated array of volunteers (Faith-Based Groups, High School Students, Post-Secondary student Institutions, families, National Honor Society, Volunteer/ Service Groups, Community Action Partners, Court System, and Boy Scouts/Girl Scouts, etc.)</p> <p>Comprehensive Social Media Plan</p> <p>Facility/Office Space</p> <p>Telephone</p>	<p>Identify and contact volunteer community groups for partnerships</p> <p>Design competitive activities to challenge and promote volunteer participation</p> <p>Keep a score board that post the status of participating individual and group volunteers</p> <p>Develop and implement orientation trainings</p> <p>Document baseline volunteer data for each department</p>	<p>Develop a memorandum of agreement with each partner group</p> <p># of individuals referred for volunteer positions</p> <p># of individuals placed and meeting volunteer position requirements</p> <p># of volunteer hours each month by department</p> <p># of volunteers GCCARD retains annually</p>	<p>Increased number of individuals and groups trained and deployed as volunteers</p> <p>Increased number of volunteers trained and deployed as community action partners</p> <p>Increased number of volunteer hours</p>	<p>Increased number of volunteers participating in each department</p> <p>Develop and utilize objective measurement tools such as posted scoreboards for community action events, volunteer and service activities</p> <p>Increased community action activities and events</p>

Goal 2: GCCARD Program and Service Identity – Promote GCCARD as the umbrella organization for its various departments and services

Resources	Activities	Outputs	Short & Long-Term Outcomes	Impact
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem, we will accomplish the following:</i>	<i>We expect that once accomplished these activities will produce the following activities:</i>	<i>We expect that if accomplished, these activities will lead to the following changes in 1-3 years and then 4-6 years:</i>	<i>We expect that if accomplished, activities will lead to the following changes in 7-10 years:</i>
Staff understand the importance and consistent use of universal messaging throughout GCCARD programs and services	<p>Revise and distribute brochures with organization-wide program/service message</p> <p>Develop and promote GCCARD singular identity and common messaging</p> <p>Develop universal message” GCCARD Your Community Action Partner”</p> <p>Promote common language using social media</p>	<p>Improvement in number of social media post with at least 2 on a weekly basis</p> <p>Increased inter-departmental communication</p> <p>Staff engage in facilitated referral when there is a soft hand off</p>	<p>Increased inter-departmental service coordination</p> <p>Improved inter-departmental communication</p> <p>Increased understanding of GCCARD’s important role as a community action partner</p>	<p>Improved GCCARD services and support in advancing community partnerships</p> <p>Increased economic and social self-sufficiency</p> <p>Community members will have an improved understanding of GCCARD, its programs and services</p>

Goal 3: Fundraisings and Strategies – Develop and implement a successful fundraising strategy to enhance organizational capacity

Resources	Activities	Outputs	Short & Long-Term Outcomes	Impact
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem, we will accomplish the following:</i>	<i>We expect that once accomplished these activities will produce the following activities:</i>	<i>We expect that if accomplished, these activities will lead to the following changes in 1-3 years and then 4-6 years:</i>	<i>We expect that if accomplished, activities will lead to the following changes in 7-10 years:</i>
Walk for Warmth Tournaments (cards, bowling, etc.) GCCARD and VAAA Partnership BBQ Cook Off Other Human Services Organizations Sponsors Engage social media Market using multimedia	Contact community fundraising partners to collaborate on activities and events Hold planning sessions to develop fundraising activity memorandum of understanding Invite and support staff, client, and board participation Recruit and assign volunteers Develop comprehensive evaluation plan Record baseline data	Track fundraiser outcomes Record number of participants Document expected and unexpected outcomes Identify and document processes for events and activities held	Successful execution of partner memorandum of agreement for each event Improved knowledge of most successful event fundraising events (based upon pre-identified success criteria) Qualitative and quantitative data recorded and tracked	Successful activities and events adopted as annual fundraisers Staff, client, and board participation documented Increased annual amount of funds raised Annual organization-wide fundraising strategy and timeline developed, based upon lessons learned

Goal 4: Strategic Collaborative Relationships – Implement meaningful collaborative relationships that advance GCCARD’s organizational mission and goals

Resources	Activities	Outputs	Short & Long-Term Outcomes	Impact
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem, we will accomplish the following:</i>	<i>We expect that once accomplished these activities will produce the following activities:</i>	<i>We expect that if accomplished, these activities will lead to the following changes in 1-3 years and then 4-6 years:</i>	<i>We expect that if accomplished, activities will lead to the following changes in 7-10 years:</i>
Health Services Organizations Human Services Agencies Education Faith-Based Organizations Neighborhood Groups Business Institutions Funders Other Organizations	Identify and select community partners Prioritize partners based upon client needs Promote improved interdepartmental communication and collaboration Convene and engage community partners Develop working relationships characterized by mutual trust and integrity	Increase in services to clients Improved linkages among community partners	Improved working relationships within and between internal departments Enhanced relationships with community partners (organizations and agencies)	Improved coordination of services to clients through collaborative relationships Decreased duplication of services Improved communication and quality of services

GENESEE COUNTY COMMUNITY ACTION
RESOURCE DEPARTMENT: GCCARD

APPENDICES

Five-Year
Strategic Plan

2020-2025

Appendix A: Resources

Appendix B: GCCARD Head Start/Early Head Start Survey Results 2018-2019

GENESEE COUNTY COMMUNITY ACTION
RESOURCE DEPARTMENT: GCCARD

APPENDIX: A

Resources

Genesee County Community Action Resource Department (GCCARD) 5-Year Strategic Plan

RESOURCES

Community Action Partnership.com (Oct 2017). ROMA Cycle in the Next Generation Performance Management Framework. How do ROMA next generation elements fit in the ROMA cycle? <https://youtube.com/watch?v=wyxUSa8r4uc>

Community Action Partnership (n.d.).ROMA for Boards Training Series ... - Community Action <https://www.communityactionpartnership.com-publication-toolkit-romaforboards>

Flint & Genesee County, Michigan Community Health Needs Assessment Report. (2019). <https://hurleymc.com/files/community-health-needs-assessment-2019>.

Head Start Performance Standards (2019). Part 1301 program governance. Part 1302 program operations, attendance, child nutrition and terms, part 1303 financial and administrative requirement, part 1304 federal administrative procedures. <https://eclkc.ohs.acf.hhs.gov>

Kaiser family foundation state health facts. (2018). <https://ruralhealthinfo.org/states/michigan>

National Standards for Child Adult Care Food Program Meals and Snacks. (n.d.). <https://www.fns.usda.gov-cacfp-meals>

National Association for the Education of Young Children Annual Conference, Forums and Training Sessions. (Oct 2017). <https://naeyc.org-ourwork-families>

Ten National Association for the Education of Young Children Program Standards.(Oct 2017). <https://naeyc.org-ourwork-families>

USDA Food and Nutrition Dietary Guidelines –guidance based on scientific evidence. (n.d.). <https://www.health.gov/our-work/food-nutrition/dietary-guidelines/executive-summary>

GENESEE COUNTY COMMUNITY ACTION
RESOURCE DEPARTMENT: GCCARD

APPENDIX: B

GCCARD Head Start/Early Head Start Survey Results
2018-2019

		Total Responses	# Surveyed	% of Response
If not, would you be interested in becoming a member next year?	yes	68	149	46%
	no	81	149	54%
What day would be best for a meeting	mon	28	109	26%
	tue	11	109	10%
	wed	24	109	22%
	thur	14	109	13%
	fri	32	109	29%
What time of day would be best	Morning	43	115	37%
	Afternoon	42	115	37%
	Evening	30	115	26%
Would you recommend Head Start to others?	Yes	195	196	99%
	No	1	196	1%
In the fall, will your child(ren) be attending?	EHS	84	220	38%
	HS	88	220	40%
	Young 5s	8	220	4%
	Kindergar.	30	220	14%
	Other prog.	10	220	5%
Do you feel Head Start children were provided challenging activities related to:				
Social or Self-Help skills	Yes	200	202	99%
	No	2	202	1%
Motor Skills	Yes	201	204	99%
	No	3	204	1%
Language and Reading	Yes	200	205	98%
	No	5	205	2%
Art/Expressive	Yes	199	204	98%
	No	5	204	2%
Math and Science	Yes	194	202	96%
	No	8	202	4%
Health Education	Yes	199	205	97%
	No	6	205	3%
What was your Overall impression of our	Excellent	188	206	91%

program	Good	17	206	8%
	Fair	1	206	0%
	Poor	0	206	0%
How did you hear about Head Start?				
Door to Door Recruiting		6	239	3%
Friend, Relative, or Neighbor		74	239	31%
Advertisement		21	239	9%
Newspaper, radio, T.V.		2	239	1%
Mailing		5	239	2%
Noticed while driving by		8	239	3%
Internet/Website		7	239	3%
Referral from Agency		8	239	3%
DHS		4	239	2%
School District		31	239	13%
SKIP		5	239	2%
Early On		35	239	15%
591-KIDS		18	239	8%
Other		15	239	6%
My family made progress/achieved goals set this year	yes	203	206	99%
	no	3	206	1%
		Total Responses	# Surveyed	% of Response
Did you read a book provided by Head Start to your child?	Yes	204	212	96%
	No	8	212	4%
Do you feel that you are prepared to advocate for your child when they enter kindergarten	yes	201	205	98%
	no	4	205	2%
Were you invited to participate in your child's education by volunteering in your child's classroom, attending field trips, etc.	yes	203	204	100%
	no	1	204	0%
If your child is going to K or young fives in the fall, did Head Start help you with this transition by providing information/ assistance to sign-up	yes	151	188	80%
	no	37	188	20%
Did you find the HS workshops such as Royal Ball, discipline training, first aid, etc. useful	yes	172	187	92%
	no	15	187	8%
Did head start provide your family with information about local resources to increase your financial security	yes	201	205	98%
	no	4	205	2%

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