



COMMUNITY
Alliance
Support Services and Housing Options

COMMUNITY ALLIANCE dba

COMMUNITY RESIDENCE CORPORATION (CRC)

COMMUNITY LIVING NETWORK (CLN)

COMMUNITY HOUSING ALTERNATIVES (CHA)

STRATEGIC PLAN

2014-2015

STRATEGIC PLANNING OVERVIEW

Nonprofits such as Community Alliance (CA) serve needs within the community that are critical. Demands upon organizations are increasing, while resources are decreasing. Creating a thriving and sustainable organization becomes paramount to the future of Community Alliance.

Strategic planning is a critical element of the success of any nonprofit, providing clear and articulate definitions of whom the organization serves, the measures of success, and the means to achieve success. Organizational alignment is the heart of successful strategic planning and the power source behind timely and effective implementation. The strategic plan and process serve as a framework for all key operational and business plans (including budgets) to improve performance short-term and long-term.

A strategic planning process was begun in January, 2014. This process emphasized a stakeholder centered approach ensuring boards, leaders, staff, and community actively engaged in the ownership of the process, results, and the integration within CA.

The strategic planning team, the Strategic Planning Steering Committee members, included:

- Katherine Grant, Executive Director
- Judy Wernette, Board of Directors
- Penny Yohn, Board of Directors
- Gayann Harris, Board of Directors
- Anne Williams, Excellence Quest, LLC (Consultant)

STRATEGIC PLANNING PROCESS

The process had expansive participation to ensure all points of view were represented with widespread commitment to the present and future vision and included:

- Identification, data gathering, discussion, and recommendations on short and long term issues and challenges including organization's culture, mission, vision, competitive strategies, programmatic issues, relationships with the community, competitor's strategies, and internal needs to effectively move forward.
- Identification of the range of services, both existing and potential that CA should offer, discontinue, or reduce in scope.
- Review of current program offerings to identify community service gaps and opportunities for growth or change.
- Discussion of organizational models that support the achievement of the organization's mission, vision, and strategic plan.

STEPS OF STRATEGIC PLANNING PROCESS

- Communication of strategic planning process to internal and external stakeholders
- **Environmental Scan - Internal and External Assessment**
 - Needs Assessment and Gap Analysis**
 - Focus Groups with internal and external stakeholders
 - Direct Care Staff
 - Site Supervisors and Parents of consumers
 - Board of Directors (Governance board and CHA)
 - Community Members
 - Consumers

STEPS OF STRATEGIC PLANNING PROCESS - continued

- 1-on-1 Interviews
 - Eric Kurtz, Executive Director, WCHO
 - Laura Manza - Compliance Officer, MCCMH
- Data Gathering/Review/Analysis
 - Gather survey input from a year ago, CARF survey/data, other data
 - Financial statements from current and past three years
 - Review of competitive environment
 - Review of information from analysis of performance
 - Review of regulatory and legislative environments
- **Strategic Priorities**
- **Goals and Objectives**
 - Board members, CEO and executive staff Retreat
 - Review and discuss external and internal scan assessments, needs assessment, and gap analysis
 - Identify core values
 - Identification of Strategic Issues and Priorities
 - Review of mission and vision
 - Internal meetings with department areas/management
 - Evaluate the last year in reaching goals, assess strengths to build on, and identify areas for change
 - Inventory existing programs offerings and partnerships to establish baseline and identify service gaps and opportunities for different delivery options, partnerships, and collaborations

Realistic, measurable, and prioritized objectives and goals and action plans with responsibilities and timelines will be developed by the Executive Director, CA leadership team, the boards and staff. Development of these strategic goals and objectives with specific activities and assignments will guide CA decision and actions for the next two years 2014-2015.

MISSION STATEMENTS

Community Residence Corporation’s mission is to provide persons with disabilities living options, life choices and control of their futures

Approved by the CRC Board of Directors - July 2005

Community Housing Alliance (CHA) offers affordable housing and home ownership opportunities for low and moderate income and individuals and families in Southeastern Michigan.

Not Approved by the Board but used Externally and Internally

VISION STATEMENTS

Community Residence Corporation’s vision is that individuals with disabilities live successfully in their communities

Approved by the CRC Board of Directors - July 2005

Community Housing Alliance (CHA) is a well-managed housing organization, with diversified resources, that provides a continuum of housing services for low and moderate income individuals and families. These services will include the provision of housing options from rental to home ownership; and the provision of homebuyer services from homebuyer education through post-purchase services.

Not Approved by the Board but used Externally and Internally

VALUES

**Individuals: customers and staff
Rights
Dignity and Respect
Training
Choice
Responsibilities
Advocacy**

Approved by the CRC Board of Directors
- July 2005

**Integrity
Dignity and Respect
Transparency
Compassion
Fiscally responsible and sustainable
Independence and empowerment
Inclusiveness
Community Engagement
Heart**

Developed at retreat - March 2014

ORGANIZATIONAL OVERVIEW**ORGANIZATIONAL HISTORY AND PURPOSE**

Community Residence Corporation (CRC) was founded in July 1986 as a result of a divestiture of residential services by the Washtenaw Association of Community Advocacy (then WARC). CRC began operations and assumed responsibility for ten residential programs in Washtenaw County on January 1, 1987. In 2009 Community Residence Corporation, (CRC) Community Housing Alternatives (CHA), and Community Living Network (CLN) undertook a rebranding process that resulted in all of the agencies acquiring Certificates of Assumed Name (also known as a "doing business as" or DBA) for the name Community Alliance (CA).

Since the beginning CA has been at the forefront of positive changes and helped to develop new services for people with disabilities. Many people have moved from licensed facilities to enjoy lives with more control, autonomy, and freedom through Supported Living and Fiscal Intermediary Services.

Community Alliance currently operates one licensed residential group home in Washtenaw County. In addition, CA provides supported living services to over 45 individuals living in various neighborhoods throughout the Ann Arbor and Ypsilanti areas. Through our subsidiary corporation Community Living Network, we provide fiscal intermediary services to over 230 people living in Washtenaw, Jackson, Livingston, and Macomb, St. Clair, Clinton-Eaton-Ingham, and Wayne Counties. Finally, through our subsidiary corporation Community Housing Alternatives, we provide rental housing and homeowner rehabilitation.

ENVIRONMENTAL FACTORS

As Community Alliance continues to strengthen approaches to serving its customer base, a changing environment exists. Demands for services have increased and could expand, however availability of funding has tightened. Changing requirements of existing funding sources require CA to continually assess new approaches and new funding sources to fulfill its basic mission. Funding constraints forces organizations, including CA, to re-examine core beliefs (mission and vision), operating structure, and funding.

ORGANIZATIONAL OVERVIEW - continued**PROGRAMS/SERVICES**

Program goals, designs and implementations have evolved and expanded since CA's inception in 1986. As customer needs were identified organizational goals expanded and programming was designed and implemented. The need to maintain and expand services to meet environmental change and stakeholder needs and expectation requires a foundation of clear direction and a focused strategy.

Community Housing Adult foster Care in a residential placement means the program is licensed by the Michigan Department of Community Health and offers 24-hour staff supervision. These programs provide communal home-like living environments for adults over 18 years, who have similar needs. Service is provided to assist people in developing a person centered plan that enables individual choice.

Supported Living Program emphasizes personal choice in every aspect of daily life with supports focused on developing self-sufficiency and promoting integration into the community. The scope and type of services are based on individual choice and need. Services can be adjusted to accommodate changing needs and desires of each individual served.

Community Housing and Supported Living provide following supports:

Housing. The ability to make a personal choice in housing. CA provides services to individuals in a variety of living environments in SE Michigan.

Safety. The ability to provide 24-hour emergency support and the ability to assist with fire safety and basic household safety.

Social. A strong peer group for both social and emotional support is provided. Recreational opportunities are based on preferences.

Other assistance. Employment assistance, benefit coordination, medical, financial, and personal support, accessing available resources and other supports are available.

Staff. All staff are screened and must adhere to all CA employment practices

ORGANIZATIONAL OVERVIEW - continued**COMMUNITY LIVING NETWORK (CLN)**

These services are for persons who choose to control their own budgets. This program offers support by acting as a fiscal agent for people who desire a more self-determined life. The service allows individuals to hire and employ their own staff, while having CLN act as a payroll agent. This includes payroll checks and assuring that all taxes are assessed and filed with the appropriate governmental entities. The service can also process other bill payments to vendors who provide Medicaid approved contracted services. Each individual customer will receive monthly and/or quarterly statements regarding financial activity on their behalf. This service is currently available in Washtenaw, Jackson, Hillsdale, Clinton-Eaton-Ingam, St. Clair, Livingston, Wayne, and Macomb Counties.

COMMUNITY HOUSING ALTERNATIVES (CHA)

CHA is a subsidiary of CA. CHA offers housing and home ownership opportunities for low income families in SE Michigan. Through development and supportive management of affordable and accessible rental housing and through training and assistance with the home purchase process, CHA assists individuals and families in identifying and securing the housing option of their choice.

GOALS and OBJECTIVES

Goals are the clearer statements of vision and **STRATEGIC PRIORITIES**, specifying the accomplishment to be achieved if the vision is to become real. These are outcome statements to guide Community Alliance as an organization. **Objectives** are what will be accomplished.

GOAL 1 - Strengthen organizational capacity and infrastructure of organization

Determine what roles best fit in the community (and beyond) and which roles not to play

Objective 1: Continue to build and strengthen a culture of teamwork based on trust, communication, compliance, and data.

Objective 2: Strengthen the role of Board of Directors to foster policy leadership and direction for mission and vision alignment.

Strategy: Develop a board development and leadership transition plan for the governance Board and CHA Board that includes recruitment strategies and process which optimizes governance; policies, procedures and the structure which supports mission and streamlines effective communication.

Objective 3: Develop a staffing plan that reflects what is needed in the short and long-term and that utilizes current staff skills, streamlines staff function and focuses staff roles and responsibilities and effective communication.

Determine strategies for recruitment and retention of quality staff, competitive with regard to salary and benefits, providing continuing education (staff and professional development), support and recognition.

Strategy: Redefine staff development effectiveness through design and delivery of a more effective training program for all staff

Strategy: Determine regular meeting schedule at all levels to ensure engagement and communication

GOAL 1 - Strengthen organizational capacity and infrastructure of organization**-Continued**

Objective 4: Priority focuses on quality of services, customer service, and accountability with consumers.

Strategy: Review and update (if needed) performance indicators and outcomes for each service and program and use as measure for accountability at all levels within organization.

Strategy: Obtain and maintain a 3 year CARF accreditation

Objective 5: Improve operational efficiencies including those related to record keeping, paperwork completion, and integration of technology into processes

Objective 6: Maintain a dynamic strategic planning process

Strategy: Minimum of an annual review and refinement and updating of goals, objectives, and strategies.

GOAL 2 - Establish fiscal stability and sustainability

Objective 1: Establish optimal CA structure and determine CHA fit and financial viability ensuring alignment with mission and vision.

Objective 2: Optimize service delivery capacity through evaluation and improvement of operational efficiencies

Strategy: Increase number of sites and consumers served

Objective 3: Diversify funding streams to include a sustainable donor base and other stable broad-based financial and non-financial resources to support growth envisioned.

Strategy: Secure additional / new funding through grants in alignment with mission and vision to meet needs

Objective 4: Develop collaborations and partnerships with other organizations, especially those that tap new sources of income.

GOAL 3 – Strengthen Public and Community Relations

Objective 1: Strengthen community/public image and understanding of the mission and philosophy of the organization

Strategy: Developing an awareness and clarity of organizational purpose (mission, vision and services - population served, demographics, areas served...).

Objective 2: Increase community (and beyond) visibility of organization, especially within Southeastern Michigan.

Strategy: Increase appropriate interagency communication of programs and services, including those in development and newly implemented.

Objective 3: Establish advocacy role for CA