



NORTHWEST MICHIGAN

2024

COMMUNITY ACTION

AGENCY

Helping people. Changing lives.



nmcaa

BOARD OF DIRECTORS

HANDBOOK

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BOARD OF DIRECTORS PURPOSE

The Board of Directors of Northwest Michigan Community Action Agency, like members of any corporate board, are charged with the overall governance of the organization.

This includes:

Trustees of the Organizational Purpose

The Board of Directors represents the spirit of purpose as expressed through the mission statement and has a responsibility for its fulfillment.

Legal Directors of Their Corporations

The Board has legal responsibilities under State statutes which must be discharged in a prescribed manner.

Final decision makers on all matters involving the organization.

They oversee fiscal, programmatic, and personnel activities and their integration.

Purpose

The purpose of this Board Book is to provide each member with the materials necessary to be an active participant in the oversight of the Agency.



HISTORY OF COMMUNITY ACTION

Northwest Michigan Community Action Agency, Inc. is a private, non-profit corporation recognized by the counties of Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Missaukee, Roscommon, and Wexford as their Community Action Agency.

The origin of Community Action was the enactment of the Economic Opportunity Act of 1964, with the primary purpose of the Community Action Agency (CAA) to provide a local mechanism through which communities work to determine the best approaches to solving the problems of poverty, and to act to bring together a wide range of Federal, State and local resources to implement the approaches.

The corporation, Northwest Michigan Human Services Agency (NMHSA), was formed in April 1974 and is eligible to receive funding from Community Services Block grant in accordance with the Michigan Economic and Social Opportunity Act of 1981. The agency was formed through a merger of One CAP (Missaukee, Roscommon, & Wexford) and Four CAP (Antrim, Benzie, Grand Traverse, Kalkaska, & Leelanau). Charlevoix and Emmet counties were added.

The Michigan Department of Health & Human Services is the state administering agency.

In October 2008, the organization changed its name to Northwest Michigan Community Action Agency (NMCAA) and updates its mission and vision statements along with the Articles of Incorporation Purpose Statement.

The present number of board seats is 24-30, to include representation of:

- The ten county governments - 1/3
- The private sector - 1/3
- And consumer participation - 1/3



NMCAA'S MISSION

NMCAA's mission is to foster positive change by providing opportunities that promote self-sufficiency, improving the quality of life and building stronger, more connected communities.

NMCAA'S VISION

NMCAA drives the change that strengthens communities where ALL PEOPLE have opportunities to achieve their full potential.

1964 — 1974 — 2008



BOARD OF DIRECTORS OVERVIEW

- 24 to 30 directors representing the public, private and consumer groups
- Allows representation from each of the ten counties
- Committee structure includes:
 - Executive Committee
 - Personnel
 - Planning/Evaluation
 - Governance
 - Development
 - Housing (Ad-Hoc)
- Employs an Executive Director to carry out the operational responsibilities

Agency Support



- Administrative/Personnel
- Fiscal Management
- Data Information Management

BOARD OF DIRECTORS

CODE OF ETHICS

04

BACKGROUND

Northwest Michigan Community Action Agency

As Board members we recognize that the chief function of the community action movement always is to serve the best interests of the poor, thereby serving the best interests of all people.

As Board members, we consider ourselves trustees of this organization and will do our best to protect, and advance its purpose, programs, services, and mission.

As Board members, we will attempt to inform ourselves of the proper duties and functions of Board members, and effectively carry out those responsibilities, and conduct ourselves with competence, fairness, efficiency, and effectiveness.

As Board members, we will keep the community informed about issues affecting the poor, facilitate communication between the poor, locally elected officials, and the private sector, and exercise whatever discretionary authority we have under the law to promote the interests of the poor.

As Board members, we will conduct our policy making functions and duties with positive leadership exemplified by open communication, creativity, dedication, and compassion, and we will serve in such a way that we do not realize undue personal gain from the performance of our professional duties.

As Board members, we will serve the community action movement with respect, concern, courtesy, and responsiveness, recognizing that service to the poor is beyond service to oneself.

As Board members, we demonstrate the highest standards of personal integrity, truthfulness, honesty, and fortitude in all our community action activities to inspire confidence and trust in the community action movement.

As Board members, we avoid any interest or activity which conflicts with the conduct of official duties, and we respect and protect privileged information to which we have access in the course of our official duties.

Adopted by the NMHSA/NMCAA Board of Directors on October 16, 2003

BOARD MEMBER

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BACKGROUND

JOB DESCRIPTION

Board members provide governance of Northwest Michigan Community Action Agency Inc. (NMCAA), a private non-profit 501c3 corporation serving Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Missaukee, Roscommon and Wexford counties in northwest lower Michigan. NMCAA's Board of Directors is comprised of between 24 and 30 members representing three different population sectors, Public, Private and Consumer.

Duties:

1. Demonstrate a strong belief and commitment to NMCAA's mission.
2. Devote the necessary time to prepare for and participate in Board and or Board Committee Meetings.
3. Exhibit high ethical standard and integrity in all Board actions.
4. Be an enthusiastic advocate for NMCAA's administration of its mission and programs.
5. Be willing to attend trainings to enhance Board expertise.
6. Ability to work as a team member with a 24-to-30-member Board for the betterment of NMCAA.
7. Commit to attend regularly scheduled Board of Director meetings.
8. Willing to assist as needed in NMCAA fundraising efforts.
9. Willing to recruit new Board Members as needed.
10. Knowledge of fiduciary responsibility of a non-profit corporation.

Qualifications:

- Education level to understand basic written/verbal requests.
- Possess good communication skills.
- Consumer Sector members must either qualify according to CSBG income guidelines or represent a low-income organization, neighborhood or community group.
- Public Sector members must be elected officials or their designee.
- Private Sector members may be from private or public business, industry, or the community at large.

NMCAA'S MISSION

NMCAA's mission is to foster positive change by providing opportunities that promote self-sufficiency, improving the quality of life and building stronger, more connected communities.

NMCAA'S VISION

NMCAA drives the change that strengthens communities where ALL PEOPLE have opportunities to achieve their full potential.





BOARD COMMITTEE GRID

Executive Committee

SECTOR	PUBLIC	PRIVATE	CONSUMER	TOTAL
NORTH	David Anolick Treasurer		Jerry Cook Northern Rep	2
CENTRAL	Art Jeannot Chairperson	Peachy Rentenbach Vice Chairperson	Debbie Bishop Secretary	4
		Grace Ronkaitis Central Rep		
SOUTH	Pam Niebrzydowski Southern Rep			1
TOTAL:	3	2	2	7

Personnel Committee

SECTOR	PUBLIC	PRIVATE	CONSUMER	TOTAL
NORTH	(TBD Leelanau)	Marna Robertson		1
CENTRAL		Anthony Ansorge	Brandy Keeney	2
SOUTH			Chuck Corwin	1
TOTAL:		2	2	4

Planning/Evaluation Committee

SECTOR	PUBLIC	PRIVATE	CONSUMER	TOTAL
NORTH	Josh Chamberlain			1
CENTRAL	Truman Bicum			1
SOUTH		Kyra Summers	Bethany Parent	2
TOTAL:	2	1	1	4



BOARD

COMMITTEE

GRID

Governance Committee

SECTOR	PUBLIC	PRIVATE	CONSUMER	TOTAL
NORTH	Bill Hefferan			1
CENTRAL		Kat Byers		1
SOUTH	Marc Milburn	Evelyn Maciha		2
TOTAL:	2	2		4

Development Committee**

SECTOR	PUBLIC	PRIVATE	CONSUMER	TOTAL
NORTH				
CENTRAL	Ashlea Walter	Peachy Rentenbach	Sam Getsinger Kat Byers	4
SOUTH				
TOTAL:	1	1	2	4

Community Housing Development AD-HOC Committee

SECTOR	PUBLIC	PRIVATE	CONSUMER	TOTAL
NORTH			Lindsey Walker	1
CENTRAL	Art Jeannot	Anthony Ansorge		2
SOUTH				0
TOTAL:	1	1	1	3

****Additional staff & community members: Kim Aultman (NMCAA Director of Operations)**



BOARD MEETING CALENDAR

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BOARD
MEMBER INFO

Meeting Date	Activity	Committee
January 18 @ 12:30 pm	Housing/Rehab/NW	Executive Development
February 15 @ 12:30 pm	Governance/Policies	Governance
March 21 @ 12:30 pm	IRS Form 990/ Risk Assessment	Planning/Evaluation
April 18 @ 12:30 pm	Annual Training Seminar	Executive Development
May 16 @ 12:30 pm	Personnel Policies/Pay Benefits	Personnel
June 20 @ 12:30 pm	Fiscal Policies/Strategic Plan	Governance
July 18 @ 12:30 pm	No Meeting	Development
August 15 @ 12:30 pm	CSBG Renewal	Executive
September 19 @ 12:30 pm	Head Start Renewal	Planning/Evaluation
October 17 @ 12 noon	Annual Meeting	Development
November 21 @ 12:30 pm	Programmatic Review	Executive
December 19 @ 12:30 pm	Meeting Optional	

Unless otherwise stated, meetings of the full Board of Directors are held at the 3963 Three Mile Road, Traverse City office on the third Thursday of the month at 12:30 pm.

Committees are generally scheduled to meet at 10:30 or 11:00 AM prior to the meeting of the full Board.

CALL 800-632-7334 OR 231-947-3780 for updated information regarding weather cancellations or questions related to meeting times. Please check www.nmcaa.net website => About Us => Board of Directors for the latest updates.



CONFLICT OF INTEREST



AGREEMENT & DISCLOSURE

While conducting business for Northwest Michigan Community Action Agency, Inc. (NMCAA), both real and apparent conflicts of interest may arise. For the most part, these conflicts occur because NMCAA Board of Director members have multiple interests, affiliations, and positions within their communities.

Within this context, Conflict of Interest shall refer to any NMCAA Board of Directors decision-making situation where an independent observer may reasonably question the influence of personal interests, concerns, relationships, affiliations, or positions held by any individual member(s) of the Board.

Such Conflicts are undesirable because they potentially, apparently, or actually place the personal advantage of such decision-maker(s) ahead of what is best for NMCAA and its obligations to its charitable purposes, mission, and public interest. However, real, or apparent conflicts that are harmless to all individuals and entities involved **WILL NOT** require termination of board membership.

Therefore, because members of NMCAA’s Board of Directors may be involved with other organizations that may have business dealings, affiliations or seek grants from NMCAA, the following general principle has been established:

- ***In the event a Board Member or a member of his or her family has a personal or business interest in, or is involved in any way with, an organization with whom the Board is considering a business contract or other dealing, such interest or involvement shall be disclosed to the Board. In such an event, said Board Member may not participate in discussion of the matter and shall abstain from voting on the matter. Minutes of the meeting shall indicate the disclosed Conflict of Interest in the matter being considered by the Board, whether said member participated in the discussion, and that said member abstained from voting on the matter.***

POLICY AGREEMENT

In accordance with the Conflict-of-Interest policy, the following provides details of relationships, affiliations or positions that have the potential to give rise to a conflict between my interests and the interests of NMCAA:

I HAVE READ AND UNDERSTAND THE CONFLICT-OF-INTEREST POLICY. I AGREE TO ITS TERMS AND MY ACTIONS HAVE BEEN AND WILL CONTINUE TO BE GUIDED THEREBY.

Printed name of Member

Signature of Member

Date



PERSONNEL POLICIES

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BOARD
MEMBER INFO

IV-Z. POLICY ON SUSPECTED MISCONDUCT AND DISHONESTY AND WHISTLEBLOWER PROTECTION

Like all organizations, NMCAA is faced with the risks that come from wrongdoing, misconduct, dishonesty and fraud. As with all business exposures, we must be prepared to manage these risks and their potential impact in a professional manner.

The impact of misconduct and dishonesty may include:

- The actual financial loss incurred
- Damage to the reputation of our organization and our employees
- Negative publicity
- The cost of investigation
- Loss of employees
- Loss of customers/clients
- Damaged relationships with our contractors/partners
- Litigation
- Damaged employee morale

Our goal is to establish and maintain a business environment of fairness, ethics, and honesty for our employees, our customers, our funders, our contractors, our partners, and anyone else with whom we have a relationship. To maintain such an environment requires the active assistance of every employee and manager every day.

NMCAA is committed to the deterrence, detection and correction of misconduct and dishonesty. The discovery, reporting and documentation of such acts provides a sound foundation for the protection of innocent parties, as do the taking of disciplinary action against offenders up to and including dismissal where appropriate, the referral to law enforcement agencies when warranted by the facts, and the recovery of assets.

Definition of Misconduct and Dishonesty

For purposes of this policy, misconduct and dishonesty include, but are not limited to:

- Acts which violate NMCAA's Personnel Policies
- Theft or other misappropriation of assets including assets of NMCAA, our clients/customers, funders, suppliers, or others with whom we have a relationship
- Misstatements and other irregularities in NMCAA records, including intentional
- misstatement of the result of operations
- Wrongdoing
- Forgery or other unauthorized alteration of documents
- Fraud and other unlawful acts
- Any similar acts

NMCAA specifically prohibits these and any other illegal activities in the actions of its employees, managers, executives, and others responsible for carrying out Agency activities.

PERSONNEL POLICIES

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BOARD
MEMBER INFO

Reporting

It is the responsibility of every employee, supervisor, manager, director, and executive to immediately report suspected misconduct or dishonesty to their supervisor or Department Director, and/or HR Director. Supervisors, when made aware of such potential acts by subordinates, must immediately report such acts to their supervisor or Department Director, and/or HR Director. Any employee or other reporting individual (Whistleblower) will be protected.

Whistleblower protections are provided in two important areas – confidentiality and against retaliation. Insofar as practicable, the confidentiality of the Whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. NMCAA will not retaliate against a Whistleblower who makes a good faith report under this policy. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, poor work assignments and/or threats of physical harm.

Any Whistleblower who believes he/she is being retaliated against must contact the Human Resources Director immediately. The right of the Whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

Due to the important yet sensitive nature of the suspected violations, effective professional follow up is critical. Managers, while appropriately concerned about “getting to the bottom” of such issues, should not in any circumstances perform any investigative or other follow up steps on their own. Concerned but uninformed managers represent one of the greatest threats to proper incident handling. All relevant matters, including suspected but unproved matters, should be referred immediately to those with follow up responsibility (HR Director, and/or Executive Director).

Suspected violations, including those situations where the reporting individual wishes to remain anonymous, can be made by telephone directly to NMCAA’s HR Director or Executive Director.

Employees are able to come forward with information regarding suspected misconduct and/or participate in investigations. If the complaint and/or investigation information is

reported falsely, then the employee(s) will not be protected from retaliation and may receive disciplinary action up to and including termination.

Child & Family Development staff must follow the Licensing Rules for Child Centers. This includes reporting to LARA within 3 business days after any arraignment or conviction of 1 or more of the crimes listed in section 5r of the act, MCL 722.115r, and any subsequent conviction.

PERSONNEL POLICIES

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BOARD
MEMBER INFO

Additional Responsibilities of Supervisors

Employees with supervisory and review responsibilities at any level have additional deterrence and detection duties. If you have supervisory or review responsibilities then in addition to reporting suspected violations as is required above, you have three additional responsibilities:

1. You must become aware of what can go wrong in your area of responsibility.
2. You must put into place and maintain monitoring, review, and control procedures which will prevent acts of wrongdoing.
3. You must put into place and maintain monitoring, review and control procedures that will detect acts of wrongdoing promptly should prevention efforts fail.

Authority to carry out these three additional responsibilities may be delegated to subordinates. However, accountability for their effectiveness cannot be delegated and will remain with supervisors and managers.

Assistance in effectively carrying out these responsibilities is available through NMCAA's HR Director, Controller, and Executive Director.

Responsibility and Authority for Follow Up and Investigation

Complaints made under this policy will be promptly and thoroughly investigated. Unless the HR Director is the subject of the complaint, the HR Director or his/her designee generally has the primary responsibility for all investigations involving NMCM. Assistance may be requested of the Controller, including access to Controller's periodic examinations and evaluations of internal controls, as well as other employees of NMCM when appropriate.

Properly designated members of the investigative team will have:

- Free and unrestricted access to all NMCAA records and premises, whether owned or rented
- The authority to examine, copy and/or remove all or any portion of the contents of files, desks, cabinets, and other storage facilities (whether in electronic or
- other form) without the prior knowledge or consent of any individual who might use or have custody of any such items or facilities when it is within the scope of the investigative or related follow up procedures.

All investigations of alleged wrongdoing will be conducted in accordance with applicable laws and NMCAA procedures. Confidentiality will be maintained throughout the investigatory process to the extent practicable and consistent with adequate investigation and appropriate corrective action.

Questions or Clarifications Related to This Policy

All questions or other clarifications of this policy and its related responsibilities should be addressed to NMCAA Executive Director, or HR Director, who shall be primarily responsible for the administration, revision, interpretation, and application of this policy.

BOARD OF DIRECTORS

DIRECTOR BIO

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BOARD
MEMBER INFO

First Name:	Middle Name:	Last Name:	
Address:	City:	State:	Zip Code:

Business/Professional Profile/Summary:

Memberships, Clubs, or Associations:

Certifications &/or Designations:

Personal Passions:

Other:



BOARD OF DIRECTORS

COMMUNICATION

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BOARD
MEMBER INFO

*How would you like to receive communication?
(Please check one)*

Mail

E-mail

Contact Information

First Name:	Middle Name:	Last Name:	
Address:	City:	County:	Zip Code:
Phone number:		E-mail:	

Printed name of Member

Signature of Member

Date

Please return to Kerry Baughman - Thank You



COMMITTEE DESCRIPTIONS

EXPANDED

Standing Committees

Executive Committee, Planning/Evaluation, Personnel, Governance, and Fund Development Committees shall be considered standing committees.

Other Committees

The Board of Directors may establish other committees, as needed, by appointment of the Chairperson, who shall then appoint members, subject to the approval of the Board. The duties of such committees shall be as established by the Board of Directors and their members need not be Directors of the Corporation.

Composition

Committee composition should fairly reflect the composition of the entire Board.

Committee Responsibilities

Executive Committee: (Elected)

Shall be composed of the Chairperson, Vice Chairperson, Secretary, Treasurer, and three members at large. The Committee shall act in lieu of the full Board between regular Board meetings to transact routine business for the Corporation and/or such other authority as designated by the Board of Directors. It shall review and report to the Board of Directors on those financial issues as are delegated by the Board. It shall also review the selection of an auditor, oversee the audit process, approve any non-audit services provided by the auditor, oversee internal controls, conflict of interest and whistleblower policies, and ensure the auditor's management letter concerns are addressed and resolved. The Executive Committee shall keep a record of its actions and proceedings and make a report at the next meeting of the Board of Directors.

Planning/Evaluation Committee: (Board Members Only – Appointed by Chair)

Shall develop long- and short-range agency plans for presentation to the Board of Directors in addition to participating in the evaluation of agency programs and recommending programmatic directions.

Personnel Committee: (Board Members Only – Appointed by Chair)

Shall review and update Personnel Policies, as needed, and advise and/or provide direction on personnel issues which affect the operation of the Corporation.

COMMITTEE DESCRIPTION

EXPANDED

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BOARD
MEMBER INFO

Governance Committee:

(Board Members Only – Appointed by Chair)

Shall coordinate the Board's periodic review of the By-Laws and recommend updates; Coordinate the Board's periodic review of the articles of incorporation; make recommendations to fill Board vacancies when they arise; participate as required in Director member removal (Article V, Section J); recommend committee membership to the Board Chairperson reflecting the tripartite and geographic structure of the Board; recommend the slate of officers for selection of the Executive Committee; develop written job descriptions / expectations for Board members; coordinate orientation for new members and training for all members; coordinate the Board's periodic review of itself.

Development Committee:

(Board, Staff, Community Partners, Volunteers – Appointed by Chair)

Assist in the development and execution of NMCAA's fundraising program and initiatives for the organization, work in partnership with the Engagement Manager, the Executive Director, Board, and staff to develop, modify and implement fundraising plans to achieve a culture of philanthropy at NMCAA. Help ensure that the Board's participation in fundraising is appropriately reviewed and coordinated, including assisting NMCAA in reaching its fundraising goals by making personal gifts, leveraging Board members' corporate and foundation contacts, accessing, and stewarding donors, and engaging their network of friends.

Housing Committee (Ad Hoc):

(Board, Staff, Community Partners, Volunteers – Appointed by Chair)

Vet emerging community and housing development opportunities and prepare recommendations for consideration by the full board of directors considering community need, organizational fit, organizational capacity, etc.

Committees generally meet on the mornings of the Board meetings but may also be held at other times either in person, by phone or virtually. Typically, each committee meets between one and four times per year.



KEY

STAFF POSITIONS

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PROGRAM
INFO

LEADERSHIP



EXECUTIVE DIRECTOR

KERRY BAUGHMAN

(231) 246-2161 | [KBAUGHMAN@NMCAA.NET](mailto:kbaughman@nmcaa.net)



CONTROLLER

MEREDITH GAFILL

(231) 346-2176 | [MGAFILL@NMCAA.NET](mailto:mgafill@nmcaa.net)

DIRECTOR SUB-CATEGORIES

FOOD/NUTRITION & OPERATIONS

KIM AULTMAN

HOMELESS PREVENTION (HP)

SARAH HUGHES

CHILD/FAMILY DEVELOPMENT (CFD)

SHANNON PHELPS

HUMAN RESOURCES

BETSY REES

HOME ENERGY AND EFFICIENCY SERVICE (HEES)

TISH STAVE

COORDINATOR - IT

SEBASTIAN LAPOINTE

RECEPTION STAFF

TRAVERSE CITY

AIMEE MULOIN

MEGAN RITZ

3963 THREE MILE ROAD

(231) 947-3780

1 (800) 632-7334

CADILLAC

CINDY ENGLAND

JUDY COOK

1640 MARTY PAUL

(231) 775-9780

1 (800) 443-2297

PETOSKEY

MEGAN DEY

2202 MITCHELL PARK DRIVE,
UNIT A

(231) 347-9070

1 (800) 443-5518

NMCAA

SERVICE REGION

3 Office Locations

2240 Mitchell Park Dr., Unit A
Petoskey, MI 49770
(231) 347-9070
(800) 443-5518
fax: (231) 347-3664

3963 Three Mile Rd.
Traverse City, MI 49686
(231) 947-3780
(800) 632-7334
fax: (231) 947-4935

1640 Marty Paul
Cadillac, MI 49601
(231) 775-9781
(800) 443-2297
fax: (231) 775-1448

Child Development Center Locations

Kalkaska County	Antrim County
Leelanau County	Benzie County
Missaukee County	Charlevoix County
Roscommon County	Emmet County
Wexford County	Grand Traverse County

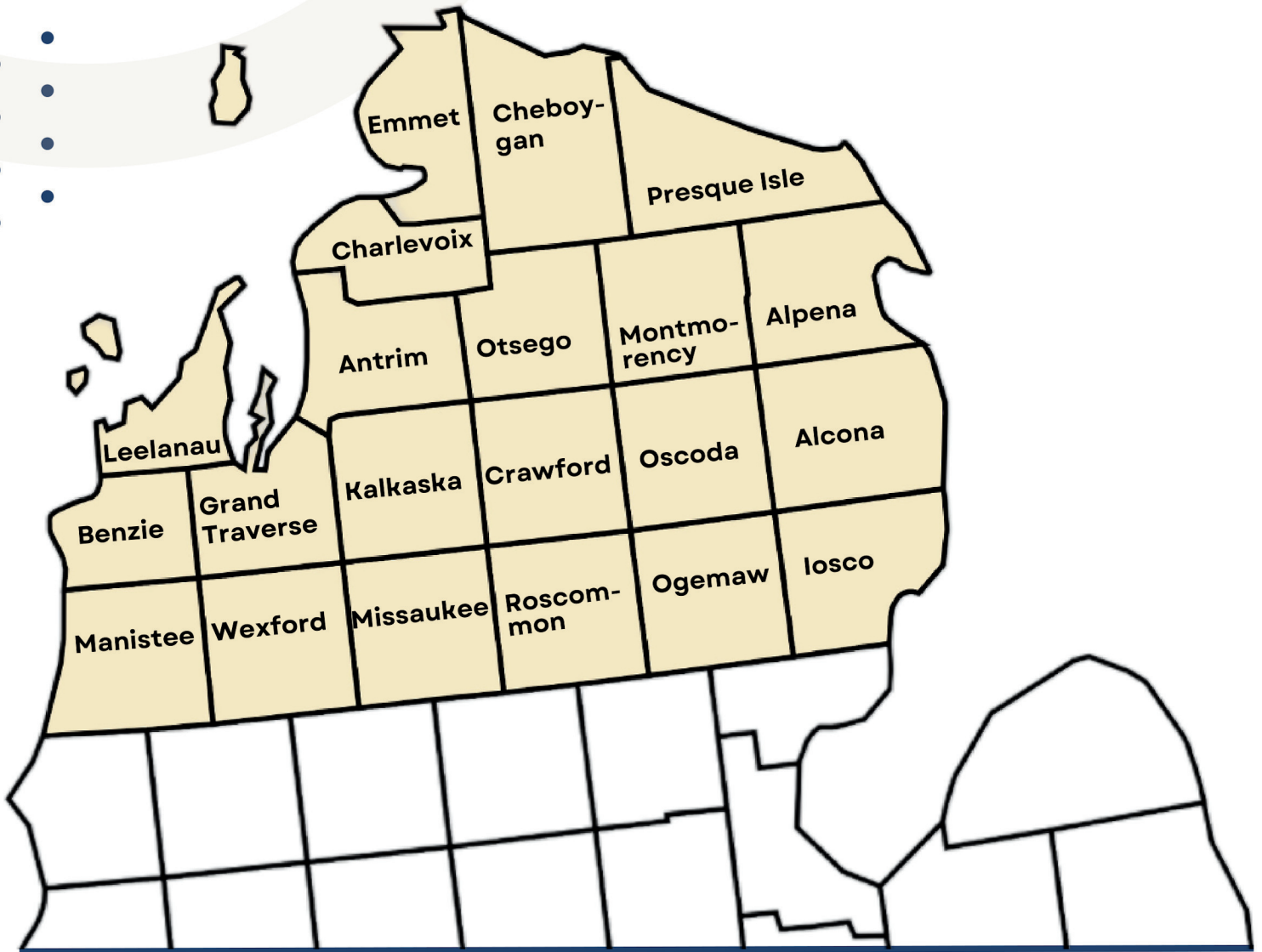
Senior Nutrition Congregate Site Locations

Grand Traverse County
Leelanau County
Missaukee County
Wexford County



NMCAA

SUPPORTIVE SERVICES FOR VETERAN FAMILIES (SSVF) SERVICE COVERAGE AREA



**21 Counties of Northern
Lower Michigan**



HEAD START CHILD & FAMILY DEVELOPMENT PROGRAMS

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PROGRAM
INFO

NMCAA offers several child development program options designed to meet the needs of families, beginning prenatally and from birth through age 5. NMCAA staff seek to come beside each individual family, recognizing their strengths and supporting them in their journey as their child's first and most important teacher.

All our program options support children's growth towards school readiness through a variety of services that focus on the child, including:

Early Learning and Development

Through relationships with adults, play, and planned and spontaneous instruction, children grow in many aspects of development, including social skills, emotional well-being, language and literacy skills, mathematics, and science concepts

Health

Health and physical development are crucial for early learning opportunities that require children to fully explore and experience their environment. Our programs provide safe and healthy learning experiences indoors and outdoors. All children receive health screenings and nutritious meals, and programs connect families with medical, dental, and mental health services to ensure children are receiving the care and attention they need. Children receive support for building resiliency to cope with possible adverse effects of trauma. Families also receive mental health consultation focused on each child's needs.

Family Engagement

Parents and families are offered program services to support family well-being and to achieve self-identified goals. Parents or other key family members are engaged in positive relationships and can participate in leadership roles, helping to guide program direction.

EARLY HEAD START

(Serving families prenatally and children 0-3)

Early Head Start Home Based Program

Through weekly home visits and parent-child socialization groups, family's partner with our team to support the development of their child from birth to age three. Early Head Start also connects with expectant parents to explore questions about development and health during pregnancy. Whether expecting a new addition or providing fun learning experiences for an infant or toddler, Early Head Start is a great place to begin the journey!

Early Head Start Center Based Program

This option includes 30 hours of early childhood center-based programming for children each week, fun and engaging activities for the whole family, and parent workshops too! Families work with Family Services Specialist and classroom teachers to support each child's development and the well-being of the whole family.

HEAD START CHILD & FAMILY DEVELOPMENT PROGRAMS

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PROGRAM
INFO

HEAD START

(Serving 3, 4 years old children and their families)

Extended Day Classrooms

- Centers are open 7 hours per day, 4 days per week
- Families receive 2 parent-teacher conferences and 2 school readiness home visits
- Programs start in September and end in either May or June

Single Session Classrooms

- Centers are open 4 hours per day, 4 days per week
- Families receive 2 parent-teacher conferences and 2 school readiness home visits
- Programs are open September – May

Head Start Collaborative Centers

- Full day, year-round program
- Enrolled children receive Head Start services at their childcare site
- Families receive parent/teacher conferences and are offered home visits to support parents in strengthening their child's school readiness skills
- Childcare providers are trained to deliver Head Start services at their childcare center or licensed home and teachers are supported in their efforts to provide individualized lesson planning based on each child's level of ability using the GOLD assessment tool and parent input

Great Start Readiness Program (GSRP) 4 Years Old

- Children must be 4 years old by September 1
- Centers are open 7 hours per day, 4 days per week
- Families receive 2 parent-teacher conferences and 2 school readiness home visits
- Programs start in September and end in May

**FOR MORE INFORMATION VISIT
OUR WEBSITE AT NMCAA.NET
AND CLICK ON THE EARLY
CHILDHOOD TAB**



COMMUNITY SERVICES DEPARTMENT

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PROGRAM
INFO

Community Services provides direct services to low-income residents to promote self-sufficiency. Community Services also works with communities to ensure healthy environments where all residents can thrive. Community Services consistently works with local, state, and federal partners (both private and public) to coordinate the mix of services available to a given individual, family or community.

The main functions of the Community Services Department are:

Crisis Intervention

Community Services staff receives thousands of customer calls and walk-ins each year for which they do initial assessments and provide direct crisis services to help those in need which include:

- Information and Referral
- Emmet County Utility Pool Seasonal Emergency Utility Assistance including:
 - MEAP Utility Assistance, Blarney Castle Fuel Fund, Community Services Gap Fund
- Community Crisis Response:
 - Various COVID Relief emergency assistance

Financial Management Services

Financial Management Services is a HUD and NeighborWorks Certified program that provides counseling and education as well as financial assistance to help consumers gain and maintain financial independence through the following programs:

- Basic household budget counseling
- Financial Coaching & Case Management (debt management, credit repair, education,
- Savings/future planning, etc.)
- Workshops on:
 - Financial management, homebuyer education, asset management, consumer protection and fair housing, improving credit, insurance, student loans, and home maintenance in all three sectors
- MSHDA Housing Choice Voucher Family Self-Sufficiency Program
- Individual Development Accounts (IDA)-matched savings accounts for specific asset purchase
- Regional Coordinator for all Northern Michigan IDA Programs
- Free Income Tax preparation
- Coordination of the Regional VITA program
- Bankruptcy Counseling and Education
- eHome America Homebuyer's Ed and eMoney Financial Capability online workshops

Housing Services

Housing programs address the housing needs of low-income across an entire continuum, they include:

- HUD Housing Counseling
- MSHDA Links to Homeownership home pre-purchase education program
- Foreclosure Prevention Education and Counseling
- Tenant Counseling and assistance

COMMUNITY SERVICES

DEPARTMENT

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PROGRAM
INFO

Housing Rehab/Development and Community Development

NMCAA is involved in numerous housing improvement and development activities including:

- Community Development Block Grant Program Income Home Rehabilitation in Antrim, Benzie, Charlevoix, Grand Traverse, Kalkaska, Missaukee, and Wexford Counties
- Rural Development Housing Preservation Grant program for home repairs
- Affordable Housing for Rural Veterans Rehab Program
- MSHDA HOME Grant for Homeowner Rehab in Grand Traverse and Wexford Counties
- Cherryland Cares Grant for Homeowner Rehab
- Coronavirus Relief Grant for Water and Plumbing repairs
- NeighborWorks Safe and Sound Grant for home repairs
 - NeighborWorks affiliation is creating opportunities for expanded and new development and improvement projects through partnerships with local development non-profits.

Weatherization

The Weatherization Program provides free energy conservation services to eligible low-income households in NMCAA's ten-county service area.

Eligibility is set according to 200% of poverty income guidelines.

Homes are evaluated for attic, sidewall, and foundation insulation. Blower Door tests are done on each home to determine air infiltration points and how they will be sealed. All Combustion appliances (furnace, water heater, stove, and dryer) are tested for safe operation.

On staff is our certified Energy Auditor who utilizes blower door technology and pressure diagnostics to determine the scope of work. The audit components are set by the US Department of Energy, and results in a listing of the most cost-effective weatherization measures which will bring about the greatest energy savings for that home. Only those measures can be completed on the home. Work is completed by contractors certified to work in Weatherization. All work is meticulously inspected and approved by private, certified Quality Control Inspectors.

Periodically the program receives additional funds that can supplement the weatherization activities. These funds can be used to install new roofs and/or furnaces, or other measures.

Homeless Prevention Services

Community Services Homeless Prevention programs address the immediate shelter and housing needs of those who are homeless and are at imminent risk of homelessness, including:

- NMCAA serves as the Housing Assessment and Resource Agency (HARA) for Antrim, Benzie, Charlevoix, Emmet, Grand Traverse, Kalkaska, Leelanau, Missaukee, and Wexford Counties.
- Salvation Army/DHHS Motels for Shelter Overflow program
- Emergency Solutions Grant (ESG) for Rapid Rehousing, homeless prevention, and Case Management
- HUD and DHHS Rapid Rehousing Programs for the general population (Charlevoix, Emmet, Missaukee, Manistee, and Wexford Counties)
- US Veterans Administration Supportive Services for Veteran's Families Program for 23 counties
- HUD Rapid Rehousing for Homeless Youth
- HUD Rapid Rehousing for Homeless Pregnant and Parenting Youth
- HUD Coordinated Entry Program
- HUD Youth Diversion Program
- COVID Relief programs:
 - ESG Rapid Rehousing, CRF Eviction Diversion Program, CRF Emergency Rental Assistance



NMCAA

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PROGRAM
INFO

FOOD & NUTRITION

PROGRAMS

SENIOR NUTRITION

Luncheon Centers

Northwest Michigan Community Action Agency administers the only four county senior nutrition program in the State of Michigan. We serve Grand Traverse, Leelanau, Missaukee, and Wexford counties. More than 2,300 seniors join their friends to “Dine Senior Style” at senior luncheon centers throughout our service area. The luncheon centers provide an opportunity for seniors to enjoy food and fun with friends.

For most participants, our well-balanced meals serve as the main meal of their day. The luncheon centers are operated almost entirely by an exceptional group of volunteers who do everything from managing reservations to serving and clean up.

Meals On Wheels

The Meals on Wheels program is designed to deliver nutritious food to homebound seniors. Many receive meals for short periods of time following hospitalizations. A few who do not meet our eligibility requirements choose to purchase meals at cost. The addition of Medicaid funding allows us to serve those who are medically eligible for nursing home care --- regardless of age.



The program serves over 197,496 meals per year to homebound seniors. In addition to the delivery of meals, the Meals on Wheels program’s knowledgeable staff complete comprehensive in-home assessments every 6 months. In addition to ensuring that we meet our clients’ needs, we assess the entire person, making referrals to other services and serving as a valuable link to important community resources.

Eligibility requirements; seniors 60 years of age and older, and homebound for home delivery.

Commodity Supplemental Food Program (CSFP)

CSFP is a USDA program that provides a 40–45-pound package of food each month to nutritionally at-risk senior citizens. Eligibility requirements; seniors 60 years of age and older, income below 130% of poverty.

The Emergency Food Assistance Program (TEFAP)

TEFAP provides USDA food to low-income households through a quarterly distribution. Eligibility requirements; households under 60 years of age – income under 130% of poverty, households over 60 years of age – income under 160% of poverty.

ACRONYMS

AAA	Area Agency on Aging
ACF	Administration of Children and Families (Housed in HHS)
ADA	Americans with Disabilities Act
ADA	Head Start Average Daily Attendance
ADR	Acquisition Development Resale
AFIA	Assets For Independence (individual development) Accounts
AHRV	Affordable Housing for Rural Veterans
AMI	Area Median Income
ARRA	American Recovery and Reinvestment Act
BCAEO	Bureau of Community Action & Economic Opportunity (Housed in MI DHHS)
BPU	Building Performance Unit (NMCAA division that houses WX - Weatherization)
CAA/CAP	Community Action Agency / Community Action Partnership
CACC	Community Action Credit Counseling (NMCAA's non-profit subsidiary)
CACFP	Child and Adult Care Food Program (USDA)
CDBG	Community Development Block Grant
CDFI	Community Development Financial Institution
CEDAM	Community Economic Development Association of Michigan
CHDO	Community Housing Development Organization
COA	Commission (or Council) On Aging
COC	Continuum of Care
CMH	Community Mental Health
CQI	Continuous Quality Improvement
CSBG	Community Services Block Grant
CSFP	Commodity Supplemental Food Program
DBA	Doing Business As (alternate Name)
DEQ	Department of Environmental Quality
DHHS	Michigan Department of Health and Human Services (Merged departments 2015)

ACRONYMS

DOE	US Department of Energy (sometimes used to refer to MDE)
DPA	Down Payment Assistance
EAP	Emergency Assistance Program
EAP	Employee Assistance Program
EHS	Early Head Start
EITC	Earned Income Tax Credit
ERSEA	Head Start Eligibility, Recruitment, Selection, Enrollment, and Attendance
ESG	Emergency Solutions Grant
FEMA	Federal Emergency Management Agency
FHA	Federal Housing Administration
FHLB	Federal Home Loan Bank
FIP	Family Independence Program (Cash Assistance)
FSS	Family Self Sufficiency
FTE	Full Time Equivalent (position)
FY	Fiscal Year
GAO	US Government Accountability Office
GSRP	Great Start Readiness Program
HARA	Housing Assessment Resource Agency
HCV	Housing Choice Voucher
HDM	Home Delivered Meals (Meals on Wheels)
HECM	Home Equity Conversion Mortgage
HHS	US Department of Health and Human Services
HID	Housing Initiative Division of MSHDA
HMIS	Homeless Management Information System
HOME	HOME Investment Partnership Program
HPG	Housing Preservation Grant
HPR	Homebuyer Purchase Rehab
HQS	Housing Quality Standards

ACRONYMS

HRP	Housing Resource Program
HS	Head Start
HUD	US Dept. of Housing and Urban Development
IDA	Individual Development Account
IEM	Innovative Energy Management (NMCAA's For-profit subsidiary)
ISD	Intermediate School District
IST	Interagency Service Team
ITB	Invitation To Bid
KTWR	Keep The Wheels Rolling (Meals on Wheels Fundraiser)
LARA	Licensing and Regulatory Affairs
LBP	Lead-based paint
LCA	LIHEAP Crisis Assistance
LIHEAP	Low Income Home Energy Assistance Program
LHCA	Local Housing Case Management
LTV	Loan to Value
LWO	Local Weatherization Operator
MATT	Michigan Activity Tracking Tool
MBE	Minority Business Enterprise
MCA	Michigan Community Action (DBA name for MCAAA)
MCAAA	Michigan Community Action Agency Association
MCAH	Michigan Coalition Against Homelessness
MCDA	Michigan Community Development Association
MDE	Michigan Department of Education
MEAP	Michigan Energy Assistance Program
MEDC	Michigan Economic Development Corporation (State CDBG administration)
MHAAB	Michigan Homeless Assistance Advisory Board
MHEA	Mobile Home Energy Audit
MHSA	Michigan Head Start Association
MIDAP	Michigan Individual Development Account Partnership
MOW	Meals on Wheels

ACRONYMS

MPRI	Michigan Prisoner Reentry Initiative
MPSC	Michigan Public Service Commission
MSHDA	Michigan State Housing Development Authority
NCAF	National Community Action Foundation
NEAT	National Energy Audit Tool (WX)
NEAT	Nutrition Education Aimed at Toddlers (EHS)
NFMC	National Foreclosure Mitigation Counseling
NHSA	National Head Start Association
NMCAA	Northwest Michigan Community Action Agency
NMHSA	Northwest Michigan Human Services Agency (NMCAA's name 1974-2008)
NOFA	Notice of Funding Availability (as in RFP or funding notice)
NW	NeighborWorks
OCD	Office of Community Development
OCS	Office of Community Services (Housed in HHS)
OGS	Office of Great Start (Michigan Dept of Ed)
OHS	Office of Head Start (Housed in HHS)
OMB	Office of Management and Budget
OSA	Michigan Office of Services to the Aging (Housed in DHHS)
PIP	Property Improvement Program
PIR	Program Information Report (Head Start)
PJ	Participating Jurisdiction
PSA	Public Service Announcement
PSH	Permanent Supportive Housing
QIP	Quality Improvement Plan
RCO	Regional Coordinating Organization
RD	Rural Development
RFP	Request For Proposal
RFQ	Request For Quote

ACRONYMS

ROMA	Results Oriented Management and Accountability
RROF	Request for Release of Funds
RSVP	Retired Senior Volunteer Program
SDA	State Disability Assistance
SER	State Emergency Relief
SHP	Sustainable Homeownership Program (NW, pronounced “shop”)
SHPO	State Historic Preservation Office
SSI	Supplemental Security Income
SSVF	Supportive Services for Veteran Families
TANF	Temporary Assistance to Needy Families (formerly AFDC or ADC)
TAP	Technical Assistance Plan
TBA	Traverse Bay Area
TEFAP	The Emergency Food Assistance Program
TREAT	Targeted Retrofit Energy Analysis Tool (multi-family dwellings)
T/TA	Training and Technical Assistance
UPCS	Uniform Physical Conditions Standards
USDA	United States Department of Agriculture
WAP	Weatherization Assistance Program
WX	Weatherization

THE CHALLENGE

The great challenges faced by NMCAA, and its departments are:

I. *OUR LONG-TERM VISION IS TO IMPROVE THE QUALITY OF THE LIVES OF OUR CLIENTS.*

This requires an increasing amount of resources.

II. *FIERCE COMPETITION FOR RESOURCES.*

The growing number of nonprofits has triggered more competition for resources, and the resources that are available are being outstripped by demand.

THE SOLUTION

NMCAA has embraced the goal of creating a Culture of Philanthropy.

In this Culture of Philanthropy, everyone – Board, Staff and Executive Director – has a part to play in raising resources for NMCAA.

It's about relationships, not just money.

We believe this culture will serve us well with our donors, clients, and staff.

CULTURE OF PHILANTHROPY

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STRATEGIC
DEVELOPMENT

FOUR CORE COMPONENTS

Shared Responsibility for Development

In organizations with a Culture of Philanthropy, fundraising isn't just one person's job or the job of one department or board committee. Everyone – staff, executive director, constituents, board, and volunteers – shares responsibility for fund development.

Integration and Alignment with Mission

In organizations with a Culture of Philanthropy, fund development is a valued and mission-aligned component of the organization's overall work, rather than a standalone function.

A Focus on Fundraising as Engagement

In organizations with a Culture of Philanthropy, fund development is no longer separated from engagement. This reflects the fact that people today are connecting with nonprofits via multiple channels, (e.g., social media, volunteering, blogs, meet ups, petitions), and engaging with them in multiple ways, (e.g., as donors, volunteers, board members, constituents).

Strong Donor Relations

In organizations with a Culture of Philanthropy, donors are seen as authentic partners in the work, not simply as targets or dollar signs. These organizations establish systems to build strong relationships and support donors' connection to the work.

FUNDRAISING RESPONSIBILITIES

NMCAA Board Members' Responsibilities for Fundraising

1. Know and support the Culture of Philanthropy at NMCAA
2. Know and support the fundraising plans for NMCAA and the departments doing fundraising.
3. Review progress of the plans on a quarterly basis and be ready to support changes necessary for success of the plans.
4. ***When and wherever possible, educate your community on the programs and services of NMCAA.***
5. ***Engage and build relationships with key prospects in your community who might be interested in financially supporting NMCAA***
6. Make your gift ... set an example.

Action Steps

Here Are Possible Actions That You Can Do to Support Development at NMCAA:

- Read, know, and support the programs and fund development plans of NMCAA
- Embrace the concept of a Culture of Philanthropy
- Listen, listen, listen for needs in your community
- Set your personal goals for engaging leaders in your community
- Arrange meetings with leaders in your community and feel free to ask Kerry to join you
- Send names/contact information of leaders in your community who should be contacted for further follow-up
- Host a meeting of community leaders in your community who show interest in learning more about NMCAA
- Make your gift to NMCAA

