Wayne Metro Strategic Plan

2018-2020

Board approved November 16, 2017

Corporate Headquarters: 7310 Woodward Avenue, Detroit MI 48202
www.waynemetro.org
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Executive Summary

In collaboration with consultant Rebecca Krauss, Wayne Metropolitan Community Action Agency (Wayne Metro) developed a three-year strategic plan with adaptive strategies to reduce poverty in Wayne County, Michigan. The plan is the result of a comprehensive process inclusive of stakeholder engagement and participation including clients, governing board, advisory councils, collaborative partners, and staff. The planning process utilized information from the 2016 Community Needs and other data-driven sources to determine focus areas and expertise from best practices and experience to formulate strategies.

In tandem with the drive to deliver sustainable solutions is the need to demonstrate impact. The plan utilizes an adaptive strategy model and Result Oriented Management and Accountability (ROMA) balance scorecard approach to track goal attainment on related agency-wide core strategies focused on quality services, capacity building, and operational excellence. Universal and program strategies unify the Agency with a focus on achieving impact in targeted areas – Family Stability, Quality Housing, and Economic Opportunities for people and communities with low incomes in Wayne County.

The 2018-2020 Strategic Plan represents the next cycle of growth for the Agency moving to a more adaptive organization. The implementation phase will support a culture where all levels of the Agency think in terms of impact, real-time action, and results through cross-matrix agency collaboration, streamlined operations, and data-driven decision making.

As a community action agency, the mission of Wayne Metro is rooted in the principles of the Community Action Network, and a commitment to the Promise of Community Action. As the plan serves as a guide to ensure infrastructures are in place to reduce poverty, staff and Board of Directors will assure the plan is implemented using ROMA monitoring and assessment process to achieve organizational and program goals. This strategic plan is a roadmap to help drive actions toward alleviating the causes and conditions of poverty in Wayne County Michigan.

We extend our gratitude to Rebecca Kraus, and stakeholders including members of the Board of Directors, Regional Advisory Council members, staff, and clients for their time, expertise, and effort to ensure a quality strategic plan.

We invite all stakeholders to live the Promise and walk this road with Wayne Metro.

Louis D. Piszker
CEO

Jodi Adamvoich
Chair, Board of Directors

THE PROMISE OF COMMUNITY ACTION:
Community Action changes people’s lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.
History

The concept of Community Action was initially pioneered in 1961 by President John F. Kennedy through a new initiative bringing together local officials, service providers, and neighbors to address juvenile delinquency in the United States. Building on the success of JFK’s program, activists began recruiting people from all community sectors to plan and implement programs that would help people grow out of a life of poverty.

After becoming President in 1963, President Lyndon B. Johnson further expanded on those ideas declaring an unconditional war on poverty in America. President Johnson championed the Economic Opportunity Act of 1964 designed to eliminate poverty by providing opportunities for education, training, and employment for all United States citizens. Many initiatives developed through the Economic Opportunity Act are still in place today, including community action agencies like Wayne Metro.

In 1971, Wayne Metro Community Action Agency (Wayne Metro) was founded to provide essential services, diversified programming, and community resources to improve conditions for the disenfranchised in Wayne County. As part of the Community Action Network, the Agency shares a set of principles distinguished by the national network of Community Action Agencies in the fight against poverty. Over the last four decades, the Agency’s budget has grown from $100,000 to over $35 million while continuing to maintain a low administrative rate (8% or less) allowing at least $.92 of every funded or donated dollar to be utilized for direct client services.

Wayne Metro Board of Directors serves as the governing body in accordance with the requirements established under Section 676B of the Community Services Block Grant Reauthorization Act of 1998. Members of the tripartite governing board meet bi-monthly, serve on committees, and consists of representatives from the consumer, private, and public sectors:

- Seven low-income individuals of different ethnic and cultural backgrounds representative of the communities served, representing six regional advisory councils, and the Wayne Metro Head Start Policy Council;
- Seven representatives of business, industry, labor, religion, law enforcement, education or other community groups of interest; and
- Seven public officials.

Wayne Metro segments the service area of Wayne County into six regions with a Regional Advisory Council (RAC) comprised of volunteers serving each region who meet bi-monthly.
Representatives from each of the six RACs serve on the governing board as a liaison between the community and the Agency representing the consumer sector. Members act as Wayne Metro ambassadors by sharing information and advising on the needs of their communities.

Due to outstanding programmatic and fiscal track record achieved serving Out-Wayne County, the State of Michigan named Wayne Metro the Interim Community Action Agency for the City of Detroit in Spring 2013. The designation became permanent in 2015 to serve all 43 communities in Wayne County Michigan. (See page 6 to view the Wayne Metro Regional Map.)
Wayne Metro Profile

Guided by the belief that no one should live in poverty, Wayne Metro empowers people and communities to be strong, healthy, and thriving. We envision communities where all people have hope and opportunities to realize their full potential. Wayne Metro delivers a collective impact to create social and economic mobility through advocacy, resources, and collaborations for people and communities with low incomes. An investment of over $38M in federal, state, local and private funds are committed to alleviating the causes and conditions of poverty for people and communities with low incomes and provide over 35,000 client services in the primary service area of Wayne County Michigan.

Wayne Metro is an adaptive and mobile service provider with satellite offices across Wayne County. Multi-lingual, interactive communication tools and staff assist individuals with limited English-speaking skills to bridge the communication and accessibility gaps. Collaborative partnerships with various stakeholders representing coalitions, education, government, community groups, and sister agencies expand outreach and streamline service delivery guiding those in need on a pathway to connect, engage, build, and thrive for sustainable solutions.

Wayne Metro connects people with resources and supports to make new paths, inspire hope, and generate positive outcomes in communities. Over 300 people operate over 30 programs for client-centered services providing a pathway to greater self-sufficiency and long-term stability. Wayne Metro has an understanding of the unique needs of Wayne County including the uniqueness of each region to unify partnerships, volunteers, funds, and infrastructure for the coordination and implementation of an array of programs, services, and adaptive strategies.

Service areas include:

- **BASIC NEEDS**: Client-centered intervention and prevention services provide a pathway from crisis to greater self-sufficiency. Income eligible clients receive assistance in meeting their basic needs such as housing, water, and warmth. Programs include housing and homeless services, employment readiness, case management, energy conservation, and utility payment assistance. A collaborative approach to coordinate and provide clients with resources delivers a collective impact where individuals are not just surviving but thriving.

- **COMMUNITY & ECONOMIC DEVELOPMENT**: Community Development includes place-based activities to build strong and more resilient communities through an ongoing process of identifying and addressing needs, assets, and priority investments. Programs
include home repair, facility improvements, blight elimination, and homeowner assistance programs. Economic Opportunities Services seek to improve the economic well-being of community members through education, counseling and financial assistance programs designed to grow income, asset, and ultimately the tax base for residents.

- **YOUTH & FAMILY SERVICES:** Comprehensive approaches across a continuum from birth to adulthood address the needs of children and their parents/caregivers to help break the cycle of poverty. Youth and Family Services promote and support:
  - Linkages between high-quality educational services for children and youth, and education and workforce development resources for adults.
  - Coordinated services to support families in accessing skills, knowledge, and resources promoting children’s optimal development and school success.
  - Wrap-around efforts ensuring families have access to services that promote financial and social stability and children’s well-being.
  - Empowerment of families to build their social capital fostering resiliency and getting ahead.

- **WAYNE METRO CONNECT:** The in-house information and referral call center link callers to Wayne Metro’s programs and services for individuals with low incomes. Information and referral specialists (IRS) help individuals identify, understand, and access integrated human services referring clients to internal or external programs/services in the community. A web-based information and referral management system is used to log caller information, and track requests and linkages to services. CONNECT call center is the entry-point for all seeking services and assistance; however, walk-in clients may be referred to available staff at any one of the 20 satellite offices.

- **WAYNE METRO COMMUNITY CORPS:** A volunteer program designed to improve and impact areas of need throughout Wayne County. Community Corps pairs eligible and passionate volunteers with ongoing opportunities in their communities such as creating a community garden, neighborhood cleanups, mentoring and tutoring students, and reading to Head Start children.

- **OPERATIONAL SUPPORTS:** Administrative and support services work with Wayne Metro departments to develop, implement, and evaluate strategies. Operational supports work diligently to provide an efficient and effective infrastructure assisting with the work of programs, services, and other functional areas.
Wayne Metro Profile

As a designated Community Action Agency for all 43 communities in Wayne County, the service area of Wayne Metro is segmented into six regions as shown in the map below.

WAYNE METRO REGIONAL MAP
### Wayne County Michigan

Wayne County Michigan is home to nearly 1.8 million people with varying experiences and backgrounds. Children and youth comprise a quarter of the population, and more than 140,000 Wayne County residents (7.9%) were born outside of the United States.

According to the 2016 Wayne County Community Needs Assessment, one-quarter of Wayne County residents live below the poverty line (24.8%, or 438,295 people). This rate is much higher than the state average of 16.9% and the national rate of 15.6%. Individuals living below the Federal Poverty Level (FPL) do not represent the full extent of those in need of socioeconomic support. In Wayne County, 11% of the population live just above the FPL (100-150% FPL), while an additional 9% live between 150 and 200% of the FPL. Individuals in poverty face negative health, economic, and educational outcomes.

In addition to the prevalence of poverty among children and minorities, poverty is also concentrated spatially in particular neighborhoods of Wayne County. This is symptomatic of the broader trend of concentrated poverty when populations with low incomes become increasingly more isolated and “concentrated” into specific clusters of neighborhoods.

#### Wayne County Communities with Highest Poverty Rates

<table>
<thead>
<tr>
<th>Place</th>
<th>Population (poverty status known)</th>
<th>Poverty Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hamtramck</td>
<td>21,462</td>
<td>48.50%</td>
</tr>
<tr>
<td>Highland Park</td>
<td>10,676</td>
<td>47.60%</td>
</tr>
<tr>
<td>Detroit</td>
<td>685,058</td>
<td>39.80%</td>
</tr>
<tr>
<td>River Rouge</td>
<td>7,753</td>
<td>39.40%</td>
</tr>
<tr>
<td>Inkster</td>
<td>24,875</td>
<td>37.00%</td>
</tr>
<tr>
<td>Melvindale</td>
<td>10,581</td>
<td>28.60%</td>
</tr>
<tr>
<td>Dearborn</td>
<td>96,362</td>
<td>28.60%</td>
</tr>
<tr>
<td>Ecorse</td>
<td>9,283</td>
<td>28.50%</td>
</tr>
<tr>
<td>Wayne County</td>
<td>1,770,604</td>
<td>24.80%</td>
</tr>
<tr>
<td>Wayne</td>
<td>17,114</td>
<td>20.80%</td>
</tr>
<tr>
<td>Taylor</td>
<td>61,510</td>
<td>20.70%</td>
</tr>
<tr>
<td>Romulus</td>
<td>23,563</td>
<td>19.70%</td>
</tr>
<tr>
<td>Lincoln Park</td>
<td>37,524</td>
<td>19.50%</td>
</tr>
<tr>
<td>Dearborn Heights</td>
<td>56,483</td>
<td>19.40%</td>
</tr>
<tr>
<td>Sumpter Township</td>
<td>9,327</td>
<td>19.40%</td>
</tr>
<tr>
<td>Belleville</td>
<td>3,809</td>
<td>15.90%</td>
</tr>
</tbody>
</table>

Source: American Community Survey (2010 - 2014 5 year estimates)  
Poverty Status in the Past 12 Months. Table S1701.

Neighborhoods of concentrated poverty often lack basic social supports and opportunities that lead to intertwined deficiencies of income, education, and health insurance. Because of neighborhood challenges, residents in areas of concentrated poverty—regardless of income—face higher crime rates, have poorer health outcomes, and send their children to poorer-performing schools. Additionally, these neighborhoods lack outside investment, access to quality consumer goods, developed employment networks, housing value stability, and adequate government services.
Wayne County and the Detroit Metropolitan Statistical Area (MSA) are among one of the highest rates of concentrated poverty in the nation.

- **Detroit MSA**
  - Detroit has the fifth highest rate of concentrated poverty (neighborhoods with 40% or higher poverty rates) among U.S. cities.
  - The number of neighborhoods in Detroit with concentrated poverty has tripled, between 2000 and 2009-2013 from 51 to 184.\(vi\)

- **Wayne County**
  - 43.6% of children in Wayne County live in high poverty neighborhoods (those with 30% or higher poverty rates).\(v\)
  - Though they comprise only 38.7% of Wayne County’s population, Wayne Metro Regions 2 and 3 in the city of Detroit contain a large proportion of the county’s high poverty households (62.2%).\(vi\)

The significance of poverty as a social and economic issue in Wayne County cannot be ignored. The county’s poverty rates—regardless of age, race, or ethnicity—are much higher than state and national averages, with a total of 438,295 people living below the poverty line at the most recent estimate.\(vii\) Though the experiences of these individuals may vary, evidence suggests individuals in poverty face adverse health, economic, and educational outcomes. Many individuals also face barriers to increasing their incomes, especially those experiencing generational or concentrated poverty.

However, many social programs and federal supports have been effective for increasing incomes and improving health or educational outcomes—making a difference in the lives of Wayne County’s most vulnerable individuals. Wayne Metro’s programs and services in focus areas of Basic Needs, Community and Economic Development, and Youth and Family Services are part of the solution to alleviate poverty.
The 2016 comprehensive Community Needs Assessment for Wayne Metro highlighted many areas of need in Wayne County. Drawing upon qualitative and quantitative information collected in the assessment, Wayne Metro is positioned to impact five critical areas described below:

**Financial Empowerment**
- **Community Input:** Wayne County residents distrust traditional banking systems, but need support in learning how to budget, save money, and plan for the future.
- **Local Data:** In 2009, Detroit was nationally ranked second among large cities in the percentage of households that were “unbanked,” meaning they did not have accounts at insured banking institutions.
- **Wayne Metro Services:** Financial Capabilities Services such as tax preparation, foreclosure intervention, financial education and coaching, and a savings program.

**Housing**
- **Community Input:** There is a mismatch of livable housing compared to the demand of residents in Wayne County. There also are unexpected costs after buying a home.
- **Local Data:** Nearly three-quarters of the housing stock in Wayne County is comprised of homes built prior to 1970 that are likely to require expensive repairs.
- **Wayne Metro Services:** Community Development Services such as weatherization, homeowner rehab loans, homebuyer counseling, and the development of affordable housing units.

**Early Childhood Education**
- **Community Input:** Students not adequately prepared to enter the classroom from an early age, and face significant challenges as they prepare for higher education or the workforce.
- **Local Data:** Less than half of Wayne County’s 3 and 4-year-olds are enrolled in school, and only 30% of Michigan’s early childcare providers have reached level 3 or higher in the state’s quality rating and improvement system.
- **Wayne Metro Services:** Early Childhood Services such as Early Head Start and Head Start programs, and Out-of-School programs.

**Career Readiness Training**
- **Community Input:** Good jobs and the training necessary to get those jobs are difficult to come by in Wayne County.
• **Local Data:** 6 in 10 of Wayne County’s top jobs provide a median income less than the statewide median hourly income, and Wayne County projections show an overall job loss over the next decade.

• **Wayne Metro Services:** Adult Education and Employment Readiness programs.

**Increase Connectivity Among Social Service Agencies**

• **Community Input:** Need more coordination and collaboration among organizations serving similar populations.

• **Local Data:** Wayne Metro service area is Wayne County Michigan with 43 communities consisting of cities and townships.

• **Wayne Metro Services:** Opportunities may exist to serve as a convener for social service agencies in the cities, townships, and neighborhoods located in Wayne County. Wayne Metro is well-positioned to be a leader at the community-level for changes in asset allocation or the implementation of new local projects.

To learn more about the Wayne County Community Needs Assessment, visit the Wayne Metro website: [https://www.waynemetro.org/community-assessment/](https://www.waynemetro.org/community-assessment/)
Planning Process and Results

The strategic planning process produced a proactive framework for adapting to change while defining the mission with better clarity of Wayne Metro’s purpose and work in fighting poverty. After completing the Wayne County Community and Head Start assessments, the Agency realized the need to achieve change with demonstrated impact on people and communities with low incomes. The planning process moved Wayne Metro from a reactive strategy model to an adaptive strategy model with cross-matrix agency collaboration, streamlined operations, and data-driven decision-making capability using the Results Oriented Management and Accountability (ROMA) process.

As part of the planning process, a core strategic planning team comprised of senior leadership validated assumptions and emerging strategies through a Director and Manager focus group. On-site and virtual sessions with a corporate business and two community action agencies provided the opportunity to benchmark best practices and broaden strategic thinking. Data-driven decision making was achieved by analyzing findings from the Agency’s 2016 Community Needs Assessment, 2017 Head Start Assessment, 2017 Risk Assessment, 2016-17 Head Start Program Information Report, SWOT Analysis, Internal and External Stakeholder surveys, and follow-up internal surveys that validated understanding and furthered buy-in of the strategic direction. Information sharing and feedback were vital to incorporate input from stakeholders including staff, Board of Directors, Regional Advisory Councils, and Head Start Policy Council. Broad stakeholder engagement, a thorough analysis of data, and exploration of best practices help define a strategic result and areas of focus to impact the mission. *(See Appendix I: Overview of Strategic Planning Process)*

Recommendations from the 2016 Community Needs Assessments (CNA) were incorporated into strategic planning. The recommendations to improve service delivery, and create opportunities to leverage current assets for additional community collaborations included:

- Strategically leverage findings of the CNA to deepen stakeholder engagement, and educate the public on the needs of the community and Wayne Metro’s programs and services.
- Develop consistent communication of a shared vision and message of Wayne Metro’s role in the social service landscape of Wayne County.
- Define Agency’s role in placemaking with the Cortland Vitality Center project.
- Engage philanthropic market for funding to increase capacity and address service gaps.
Planning Process and Results

- Market reputation of being accountable, transparent, and fiscally responsible.
- Strategically engage community partners to diminish duplication of efforts, and streamline services for community residents.
- Offer more opportunities for peer-to-peer resource sharing through venues such as community forums to build a community of support.
- Develop an internal monitoring and evaluation system across programs.

Phase I

Wayne Metro revisited the mission, values, and vision for the organization to set the foundation for establishing the future direction of the Agency. Although the values continue to reflect the principles of the Agency, the vision and mission did not articulate the aspirations of serving communities. The reflective process helped realize the need for a strategic shift to create a strategic management framework incorporating a Theory of Change and a balanced scorecard for high-level organizational goals. As a mission-driven agency, a strategic management framework will align internal and external stakeholders, capture resources, and affect positive change on clients for social and economic mobility.

- MISSION: Guided by our belief that no one should live in poverty, Wayne Metro empowers people and communities to be strong, healthy, and thriving.

- VALUES: The Statement of Principles expresses the beliefs and philosophy held by internal stakeholders to support operational infrastructure and the mission. Wayne Metro will build beneficial, enduring, and mutually engaged relationships with all stakeholders to collectively empower all people and communities to be strong, healthy, and thriving. (See Appendix II: Values with Statement of Principles)

- VISION: Through our work to diminish poverty, we envision communities where all people have hope and opportunities to realize their full potential.

Phase II

After refining the mission and vision, a deeper dive into creating a theory of change identified priority areas in addressing the causes and conditions of poverty. A stakeholder survey, SWOT analysis survey with staff and the Board of Directors, and interviews with organizations utilizing best practices in functional areas complemented the data reviewed in the process to determine program/services and operational areas of focus for the next three years.
The stakeholder survey was completed by people representing public, private and consumer sectors that had an affiliation with Wayne Metro as a member of the Board, Regional Advisory Council and/or Head Start Policy Council. Below are the top responses to survey questions:

1. Wayne Metro should focus on the most urgent community needs right now.
   - Job training
   - Education
   - Basic needs including food, housing, and utility and water support
   - Homelessness
   - Connecting people with coordinated resources

2. One challenge Wayne Metro will confront in the next 12-18 months.
   - Threat of funding cuts

3. Suggestions on what Wayne Metro should explore/accomplish within the next three years to impact people and communities.
   - Affordable housing
   - Job training

4. Areas Wayne Metro must address to increase its impact in addressing poverty.
   - Advocacy
   - Adult Education
   - School Readiness
   - Housing
   - Systems Change
   - Job Training
   - Life Skills

5. Wayne Metro can partner with stakeholders to increase visibility and awareness in the community.
   - Attend quarterly Council meetings
   - Community forums in various communities
   - Support grassroots community events
   - Increase publicity – social media, electronic messages

A SWOT Analysis provided insight into core competencies, areas for improvement, and opportunities and barriers for growth while the interviews with a corporate business and two community action agencies located in California and Michigan captured ideas on how to:
   - Improve staff engagement;
   - Implement customer service techniques across the organization; and
   - Create a system to better capture and use client feedback data.
# Planning Process and Results

## SWOT Analysis Findings

<table>
<thead>
<tr>
<th>INTERNAL STRENGTHS</th>
<th>INTERNAL WEAKNESSES</th>
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<tbody>
<tr>
<td>Adaptive to growth and client needs</td>
<td></td>
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<tr>
<td>Ability to scale programming to meet high demand</td>
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<tr>
<td>Array of diverse services</td>
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<td>Centralized intake and screening</td>
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<td>Community collaborations</td>
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<td>Dedicated staff</td>
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<td>Fiscal responsibility and capacity</td>
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<td>Innovation</td>
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<tr>
<td>Service and program delivery</td>
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<tr>
<td>Stagnate staff capacity with the “right people in the right seats”</td>
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<td>Appearance over substance</td>
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<tr>
<td>Acquiring alternative funding</td>
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<td>Balancing shift toward Detroit culture</td>
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<tr>
<td>Retire non-priority programs and events</td>
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<tr>
<td>Access to technology by Board, RACs, HS parents, and community members</td>
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<tr>
<td>Good data to show outcomes</td>
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<table>
<thead>
<tr>
<th>EXTERNAL OPPORTUNITIES</th>
<th>EXTERNAL THREATS</th>
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<tbody>
<tr>
<td>Advocacy to inform legislation</td>
<td></td>
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<tr>
<td>Expand legislative relationships</td>
<td></td>
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<tr>
<td>Wayne Metro Connect serve organizations</td>
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<tr>
<td>Build data collection system for all programs</td>
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<tr>
<td>Marketing and communication outreach</td>
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<td>Revenue generating ventures</td>
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<td>Enhance safety and security efforts (physical &amp; cyber)</td>
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<td>Improve recruitment and selection process</td>
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<tr>
<td>Direct funding from City of Detroit</td>
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<td>Expand technology capacity – client interfacing</td>
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<td>Fundraising campaign</td>
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<tr>
<td>Data security/cyber threats</td>
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<tr>
<td>Uncertain federal budget/funding cuts/program eliminations</td>
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<tr>
<td>Political (and Detroit) climate</td>
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<tr>
<td>Safety and security</td>
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<tr>
<td>Fair Labor Standards Act</td>
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<tr>
<td>Ignoring Out-Wayne services</td>
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<tr>
<td>Lack of an effective communication strategy to stakeholders</td>
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</table>
Phase III

Wayne Metro is taking a strategic shift in utilizing a best practice concept by creating a strategic management framework. The framework connects big picture elements such as mission, vision, values, and strategic focus areas with a Results Oriented Management and Accountability (ROMA) balance scorecard. After reviewing data and feedback from internal and external stakeholders, and determining core focus areas, Agency-wide adaptive strategies were created for the next three years. The ROMA Balanced Scorecard includes goals, targets, and actions that will be tracked and evaluated on a quarterly and annual basis for performance management to:

- Align day-to-day work to the strategic result and goals;
- Provide a framework for prioritizing programs, services, projects, and resources; and
- Use performance indicators to measure progress and adapt strategies.

A theory of change was finalized incorporating all the work completed in the strategic planning process. The theory of change articulates beliefs and strategies that will guide service delivery to achieve a strategic result. To visually communicate the theory of change, a strategy map was created showing a single strategy with core focus areas and strategies to alleviate the causes and conditions of poverty by accomplishing a strategic result:

- **STRATEGIC RESULT:** Deliver a collective impact to create social and economic mobility for people and communities with low incomes.

- **CORE FOCUS AREAS FOR PEOPLE AND COMMUNITIES:** By developing strategies to strengthen quality services, capacity building, and operational excellence, Wayne Metro will achieve its mission by focusing on:
  - Family Stability
  - Quality Housing
  - Economic Opportunity

- **STRATEGIES:** To accomplish the strategic result, Agency-wide strategies will drive:
  - Quality Services
  - Capacity Building
  - Operational Excellence
Strategy Map

Join us on the Pathway to Empowerment.

MISSION
Guided by our belief that no one should live in poverty, Wayne Metro empowers people and communities to be strong, healthy, and thriving.

VISION
Through our work to diminish poverty, we envision communities where all people have hope and opportunities to realize their full potential.

STRATEGIC RESULT
Deliver a collective impact to create social and economic mobility for people and communities through advocacy, resources, and collaborations.

STRATEGIC FOCUS
- FAMILY STABILITY
- QUALITY HOUSING
- ECONOMIC OPPORTUNITIES

STRATEGIES
- Basic Needs
- Supportive Housing
- Healthy Communities
- Early Childhood Services
- Out-Of-School Programs
- Adult Education
- Community Development
- Financial Capabilities
- Career Readiness

Quality Services
- Ensure Client Access to Services & Resources
- Drive Integrated Service Delivery
- Promote Client Engagement & Satisfaction

Capacity Building
- Ensure Financial Health & Viability
- Equip Staff with Skills & Tools
- Leverage Partnerships & Volunteers
- Improve Technology Usage

Operational Excellence
- Ensure Data-driven Decision Making
- Create Efficiencies in Internal Processes
- Improve Communication Systems
Alignment with National Standards

As a Community Action Agency, Wayne Metro’s theory of change embraces the principles and strategies of the National Community Action Network Theory of Change focusing on the following community action goals:

1. Individuals and families with low incomes are stable and achieve economic security;
2. Communities where people with low incomes live are healthy and offer economic opportunity; and
3. People with low incomes are engaged and active in building opportunities in communities.

As a CSBG recipient, the 2018-2020 Wayne Metro Strategic Plan exceeds expectations of Community Services Block Grant (CSBG) Organizational Standards of Performance for Strategic Planning for members of the Community Action Network by incorporating the following:

- An approved strategic plan addressing family, agency and/or the community;
- Assessing performance toward meeting goals;
- A structure and process to analyze client satisfaction and recommend changes to strategic plan goals, programs, and services based on results; and
- A mechanism (balanced scorecard) to help implement and evaluate the progress on strategic goals.

As a living document, the strategic plan focuses on performance management by adopting a ROMA balanced scorecard to act on goals, monitor the implementation of projects, programs, and services, and evaluate the impact to make continuous improvements.
The strategic plan will guide agency-wide planning. It is a living document integrated into routine operations and management as part of the Results Oriented Management and Accountability (ROMA) framework. Wayne Metro utilizes the ROMA framework starting with conducting the community needs assessment to determine the needs and service gaps in Wayne County. The three-year strategic plan adopted an adaptive strategies model to be relevant, flexible, and responsive to the changing needs of internal and external environments.

Annually, the Agency-wide integrated strategies will be reviewed to ensure relevancy and progress toward achieving the strategic result. Annual planning will be connected to the Community Action Plan (CAP), submitted annually to the State CSBG Lead Agency, detailing specific program activities and performance indicators. A new balance scorecard will be created to reflect new goals, targets, and actions focusing on agency-wide strategies for quality services, capacity building, and operational excellence supporting programs and services.

Staff and the Board of Directors will assure the plan is implemented using a monitoring and assessment process to achieve organizational and program goals. The ROMA cycle provides an understanding of how programs are producing results and strategic planning goals are being met. The ROMA Balance Scorecard for Agency-wide strategies will track performance and demonstrate impact on strategies.
Implementation Plan

Wayne Metro will communicate and cascade strategies, goals, targets, and actions. The implementation plan incorporates other actions such as coordinating partnerships, managing initiatives, using a balanced scorecard, and identifying specific improvements to achieve the strategic result - deliver a collective impact to create social and economic mobility for people and communities with low incomes. Using the ROMA cycle for operational and program goals ensures structures and processes are in place to implement actions and evaluate performance.

Qualitative and Quantitative Data Assessment - Quarterly

- Data Quality (DQ) Committee reviews internal data collection and shares information with departments for continuous improvement of capturing data including client satisfaction and program data.

- Strategic Plan Management (SPM) Team will continuously collect and review community level and program/services data for awareness of changing needs and opportunities in the community. The Balance Scorecard will be updated to review progress on meeting targets where actions and targets may need to be adjusted.

- Triennial Community Needs Assessment (CNA) for Wayne County Michigan will be conducted. The next CNA will be in 2019.

Planning - Annually

- Each core service department develops National Performance Indicators (NPIs) and logic models for programs and services.

- Senior leadership and the SPM Team reviews Balance Scorecard (BSC) and work with departments to develop annual goals, targets, and actions to achieve agency-wide strategies.

- Each core department will develop a BSC to track their performance in helping to achieve agency-wide strategies.

- The triennial strategic plan is developed where the next plan will be prepared in 2020.

Implementation

- Committees and task-force teams consisting of a cross-section of the staff are created to implement actions and review progress.
ROMA and Implementation

- ROMA certified trainers will be assisting with the implementation of the strategic plan.
- Staff engagement in the actions to achieve goals.

Achievement of Results

- The Agency shares reports with all staff on a quarterly basis at all-staff meetings, and the Board on a bi-monthly basis at program committee meetings and regular board meetings.
- Bi-monthly status reports will be shared with senior leadership, and SPM Team to review results and share with leaders of committee/taskforce.
- Departments will track the status of their contribution to the agency-wide strategies along with program/service results of achievement on a monthly and/or quarterly basis.
- Internal and external communication (i.e. Newsletters, website, annual meeting) will be used to share the progress of the strategic plan.

Evaluation - Continuous

- Data will be captured, analyzed, and compared with benchmarks regularly for continuous improvement and responsiveness to gaps in meeting targets.
- Goals, targets, and actions may be updated to meet current needs of the internal and external environments.

ROMA is a continuous cycle utilized as a management practice that incorporates the use of outcomes into the administration, management, and operations of the Agency. The strategic planning process utilized the ROMA cycle including ROMA certified trainers on staff who will be instrumental in the implementation of actions.

Annually, a balanced scorecard will be created identifying strategies, goals, targets, and actions for the year. Year 1 Agency-wide Balance Scorecard has been completed and included on the following page.
## WAYNE METRO BALANCE SCORECARD

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>GOALS</th>
<th>TARGET</th>
<th>ACTIONS</th>
</tr>
</thead>
</table>
| Client Engagement & Satisfaction | Develop a systematic means to capture and analyze client satisfaction with agency experience. | • 100% of clients receive a survey  
• 15% response rate to surveys  
• 90% of responses are positive | • Develop a client satisfaction survey protocol.  
• Analyze results of client satisfaction surveys and use for continuous improvement for programs/services and staff. |
| Drive Integrated Service Delivery | Develop an agency-wide bundled-service process. | • 100% of clients are screened for multiple services  
• 15% of clients receive more than one service  
• 5% of YFS families enrolled in pilot initiative | • Create bundled service task force.  
• Design internal integrated services protocol.  
• Create universal intake assessment strategy that screens for multiple services.  
• Pilot a two-generational integrated service model for Youth and Family Services. |
| Equip Staff with Skills & Tools | Increase knowledge of programs/services and client engagement. | • 85% of participants reported increased knowledge of agency programs/services  
• 85% of participants reported an increased capacity to engage clients  
• Host 6 learning sessions | • Create learning and development task force to establish protocols.  
• Design and implement educational sessions around programs/services.  
• Conduct training sessions (online and in-class) on best practices for client engagement.  
• Leverage staff knowledge through learning sessions focused on practical solutions to assist clients. |

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<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>GOALS</th>
<th>TARGET</th>
<th>ACTIONS</th>
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</table>
| Leverage Partnerships &     | Increase skills-based volunteerism         | • % of volunteer hours captured digitally  
• Number of staff volunteers  
• Number of external volunteers  
• % of satisfaction with volunteer experience | • Implement efficient system to capture volunteer data and match volunteers to volunteer opportunities.  
• Embed Community Corps into organizational culture.  
• Establish collaborative model of volunteerism throughout programs.  
• Leverage corporations and intermediaries for access to skill based volunteers |
| Volunteers                  |                                            |                                                                        |                                                                                               |
| Improve Technology Usage    | Use technology to improve service delivery. | • 50% of staff participants report an increase in technology skills  
• 25% of staff participants report technology skills gained helped served clients better  
• 100 chats evaluated for positive client experience  
• Complete Technology Infrastructure Plan  
• Select a mobile app | • Develop technology infrastructure plan.  
• Assessing and identifying staff technology gaps.  
• Offer in-class and online staff training to improve technology skills.  
• Launch client communication tools (web chat and texting) to enhance client experience.  
• Research a mobile app options to enhance client experience. |
|                            |                                            |                                                                        |                                                                                               |
| Communicatio n Systems      | Improve staff connections with agency mission and strategies. | • 10% positive improved rate of change from respondents  
• 85% has a connection with mission and values | • Create employee engagement committee to solicit feedback and recommendations.  
• Implement a communication pre- and post-survey.  
• Implement agency-wide branding and messaging through enhanced communication tools and approaches. |
|                            |                                            |                                                                        |                                                                                               |
Appendix I: Overview of Strategic Planning Process

<table>
<thead>
<tr>
<th>PHASES</th>
<th>METHODS</th>
<th>NOTES</th>
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</thead>
<tbody>
<tr>
<td><strong>PHASE I</strong></td>
<td></td>
<td></td>
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<tr>
<td>APRIL-MAY 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Theory of Change</td>
<td>• Board Kickoff <em>May 18th</em></td>
<td>• Assess Community Needs Assessment findings, call center trends</td>
</tr>
<tr>
<td>b. Mission &amp; Vision: Addressing social challenges to make a difference</td>
<td>• Board/RAC/Policy Council Survey</td>
<td>• Identify social challenge to address</td>
</tr>
<tr>
<td></td>
<td>• Partners/Funders Survey</td>
<td>• Identify how an impact/difference can be made</td>
</tr>
<tr>
<td></td>
<td>• Sr. Leadership Retreat <em>May 25th &amp; 26th</em></td>
<td>Develop a Theory of Change</td>
</tr>
<tr>
<td></td>
<td>• Site visits w/ organizations demonstrating best practices</td>
<td>• Describe a process of social change from the assumptions that guide its design to the long-term goals it hopes to achieve, and helps explain the relationship between the problems being addressed and the strategies being used to get the work done.</td>
</tr>
<tr>
<td></td>
<td>• Community Needs Assessment review</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Review Research</td>
<td></td>
</tr>
<tr>
<td><strong>PHASE II</strong></td>
<td></td>
<td></td>
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<tr>
<td>JUNE 2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Role Definition</td>
<td>• SWOT Analysis Survey for Sr. Leadership, Staff &amp; Board</td>
<td>• Define community role</td>
</tr>
<tr>
<td>b. Focus Areas</td>
<td>• Sr. Leadership Retreat <em>June 9th &amp; 16th</em></td>
<td>• Identify interest and influence of stakeholders</td>
</tr>
<tr>
<td>c. SWOT Key Findings</td>
<td>• Focus Group w/Dir. &amp; Mgrs. <em>June 23rd</em></td>
<td>• Identify risks, capabilities, and competencies</td>
</tr>
<tr>
<td></td>
<td>• Site visits w/ organizations demonstrating best practices</td>
<td>• Identify focus areas</td>
</tr>
<tr>
<td></td>
<td>• Review Research</td>
<td>• Identify strategic goals &amp; priorities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Completed Site Visits: OptimEyes in Michigan, Community Action Partnership of San Louis Obispo County (CAPSLO) in California, &amp; Oakland Livingston Human Service Agency (OLSHA) in Michigan</td>
</tr>
</tbody>
</table>
## Appendix I: Overview of Strategic Planning Process – continued

<table>
<thead>
<tr>
<th>PHASES</th>
<th>METHODS</th>
<th>NOTES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PHASE III</strong>&lt;br&gt;JULY-SEPT. 2017</td>
<td>o Sr. Leadership Retreat <em>July 21st</em>&lt;br&gt;o Board Feedback <em>July 20th</em>&lt;br&gt;o Staff Focus Group w/Sr. Leaders <em>August 3rd</em>&lt;br&gt;o RAC Feedback <em>August 8th</em>&lt;br&gt;o Staff Focus Group Feedback <em>August 18th</em></td>
<td>• Identify model(s) and adaptations&lt;br&gt;• Identify capabilities/competencies for impact creation&lt;br&gt;• Strategy Map in alignment with the national goals&lt;br&gt;• Develop Balance Scorecard&lt;br&gt;• [INTERNAL] Create logic models and performance indicators for programs and services</td>
</tr>
<tr>
<td><strong>PHASE IV [INTERNAL]</strong>&lt;br&gt;SEPT-NOV 2017</td>
<td>o All-Staff Meeting <em>Sept 8th</em>&lt;br&gt;o Focus Group Meeting <em>Sept 20th</em>&lt;br&gt;o Annual Meeting <em>Oct 10th</em>&lt;br&gt;o RAC Meetings in October&lt;br&gt;o Policy Council Meeting <em>Nov 13th</em>&lt;br&gt;o Board Meeting <em>Nov 26th</em></td>
<td>• Complete FY18 Annual Program Plan&lt;br&gt;• Planning with staff to develop implementation plan&lt;br&gt;• Board develop consensus on draft Strategic Map (September 21st)&lt;br&gt;• Board approval for final Strategic Plan (November 16th)</td>
</tr>
</tbody>
</table>
Appendix II: Values & Statement of Principles

Our Statement of Principles expresses the beliefs and philosophy held by internal stakeholders and supports our operational infrastructure and mission. Wayne Metro will build beneficial, enduring, and mutually engaged relationships with all stakeholders to collectively empower all people and communities to be strong, healthy, and thriving.

<table>
<thead>
<tr>
<th>Under our Statement of Principles, we strive to...</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Empathy &amp; Respect</strong></td>
</tr>
<tr>
<td>— Work with our colleagues in a consistent manner that shows respect and empathy for one another’s work, time, safety and dignity.</td>
</tr>
<tr>
<td>— Foster a workplace that promotes communication and collaboration among departments, while acknowledging individual areas of expertise.</td>
</tr>
<tr>
<td>— Provide services to clients from a strengths-based approach that values the diversity of the community, reflects an understanding of the norms and values of persons in poverty and maintains the personal dignity of each client.</td>
</tr>
<tr>
<td><strong>Innovation &amp; Creativity</strong></td>
</tr>
<tr>
<td>— Adapt to changing environments and to use those changes as opportunities for new growth.</td>
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<tr>
<td>— Overcome limited monetary and human resources through out of the box thinking and strategizing.</td>
</tr>
<tr>
<td>— Think and act proactively, seeking and seizing opportunities for the development of personnel, programs, community and clients.</td>
</tr>
<tr>
<td><strong>Stewardship &amp; Accountability</strong></td>
</tr>
<tr>
<td>— Maintain our high level of fiscal and program responsibility and integrity.</td>
</tr>
<tr>
<td>— Maximize the leadership potential of all our employees through training and mentoring.</td>
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<tr>
<td>— Promote cross-department collaboration.</td>
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<tr>
<td><strong>Self-Determination &amp; Empowerment</strong></td>
</tr>
<tr>
<td>— Provide opportunities for employees to contribute ideas and suggestions and promotes positive feedback.</td>
</tr>
<tr>
<td>— Foster a workplace that encourages the exploration of possibilities and problem-solving.</td>
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<tr>
<td>— Promote self-advocacy, choice making, planning and the development of goal setting with clients.</td>
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<tr>
<td>— Provide employees with the necessary resources, tools, and information to perform their jobs and increase the quality of services offered to customers.</td>
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<tr>
<td>— Build an atmosphere of mutual trust and caring to promote positive change.</td>
</tr>
<tr>
<td>— Utilize management personnel as coaches to enhance the skills of employees allowing them to more effectively empower clients.</td>
</tr>
<tr>
<td>Relevance &amp; Adaptability</td>
</tr>
<tr>
<td>--------------------------</td>
</tr>
<tr>
<td>— Be relevant to the needs of our clients today, not a year ago.</td>
</tr>
<tr>
<td>— Be proactive in seeking the necessary information and feedback to ensure that our delivery systems are relevant, visible and accessible to our diverse clients and communities.</td>
</tr>
<tr>
<td>— Grow our internal operations and systems to meet new and changing demands of current programming and local/state/national trends.</td>
</tr>
<tr>
<td>— Provide staff with the training and technical assistance to not only adapt to system changes but grow as professionals.</td>
</tr>
<tr>
<td>— Continue to ensure that benefits provided by Wayne Metro to its employees are relevant and surpass the industry average.</td>
</tr>
</tbody>
</table>
References


