



**Strategic Plan**  
**January 1, 2022 to December 31, 2024**

**Introduction**

It's been a busy time for the Shiawassee Community Foundation (SHIACF) since the development of its last strategic plan. Nearly four years ago, it was impossible to predict a worldwide pandemic, changes in leadership, staff turnover and intensifying community needs. Any of these changes would challenge the savviest of philanthropic organizations. Yet, SHIACF not only successfully navigated these challenges but demonstrated the strength and resilience of its leadership through growing its funds, shifting its grantmaking, providing emergency support, partnering with other organizations, and deploying its resources to respond to urgent needs. The foundation has much to be proud of.

But there is much more to be done. In preparation for development of a new strategic plan, SHIACF Board and staff considered countywide needs and what long-term impact they seek to have on the region. Their dreams are big ones and will require strong partnerships and community involvement along with a clear role for the Community Foundation. Shiawassee County is blessed with many assets including its physical beauty, educational institutions, healthcare resources, recreational and cultural opportunities, community organizations, business sector, and nonprofit sector. These all serve as a strong platform to consider what's next and how to continue to develop a thriving region that provides opportunities for everyone.

During their planning, the SHIACF Board and staff established what they perceive to be the highest priority needs that can be impacted in some way by the Community Foundation: either through its funds, leadership, influence, knowledge or other assets. These priorities are mental health, substance use disorder, youth issues, childcare, workforce development and retention, and housing. As part of this strategic plan, these priority needs will be investigated more fully and SHIACF will determine in a more educated manner, how to respond to them. More detailed needs assessment information can be found in the appendices of this plan.

This plan has also considered diversity, equity and inclusion and how to better ensure that every voice is heard and that under-represented populations are included in future research, strategies and opportunities.

We look forward to working with a wide range of community partners in exploring how we can work together and forge a thriving county for everyone who lives, works and visits here.

**Our Desired Impact** *describes what will be different in Shiawassee County as a result of our work*

Shiawassee County will continue to thrive. Its natural beauty, location in proximity to several, large metropolitan areas, and arts and cultural community, serve as a strong underpinning, establishing a wonderful place to live, work and play that is welcoming to all. Working with community partners, we are strengthening our schools, housing inventory, healthcare services, educational opportunities, and recreational activities, meeting both the needs of newcomers and long-term residents alike. All of these elements working together will attract a diverse mix of skilled workers, families and business owners.

**Our Long-term Vision** *to move forward in increasing our impact*

We are the catalyst for change in the Shiawassee region.

**Our Mission** *defines the purpose of our Community Foundation, it's aligned with our desired impact and long-term vision*

Enriching lives in the Shiawassee County region through strong community relationships and good stewardship of our funds. For good. For ever

**FOCUS AREAS, 2022 TO 2025**

**Focus Area 1:** Identify and cultivate partnerships and projects with the potential for improving the quality of life in Shiawassee County.

**Focus Area 2:** Increase the capacity of the SHIACF to pursue high impact initiatives.

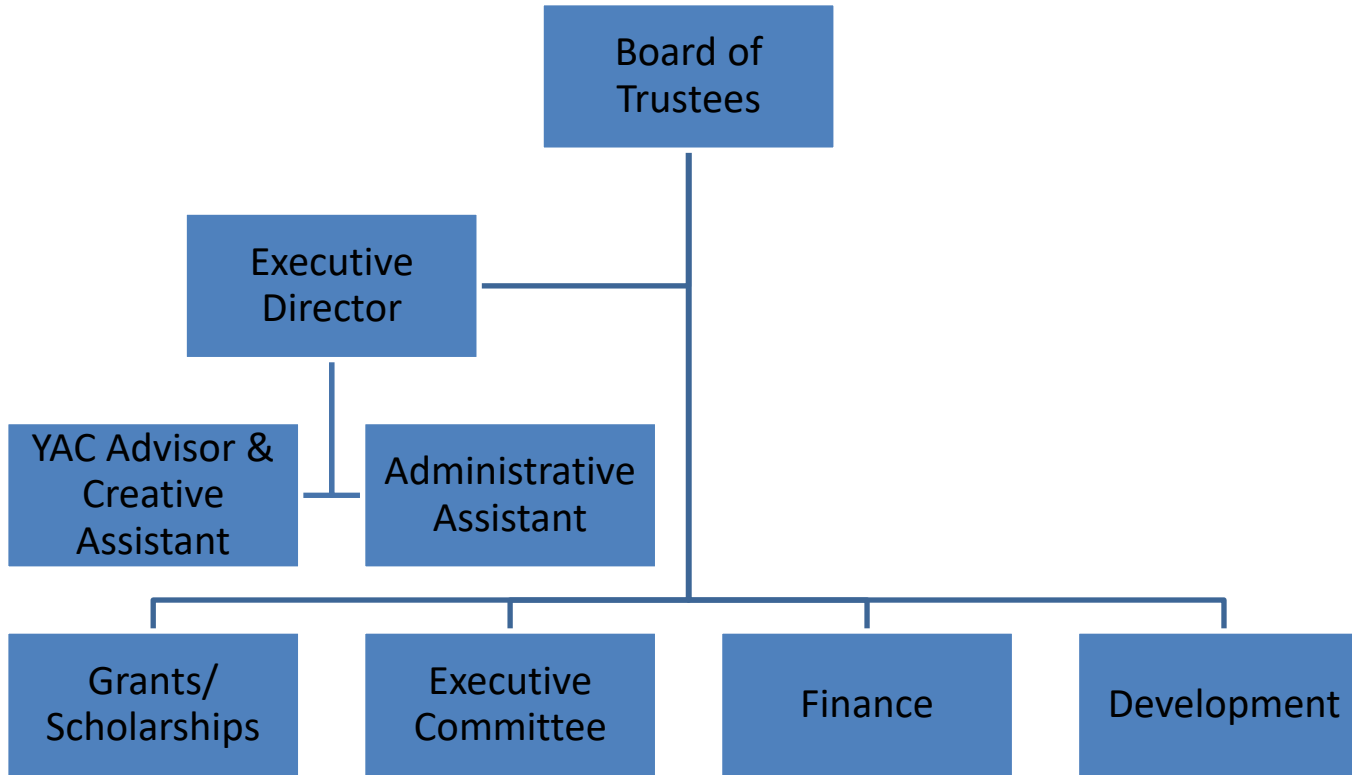
**STRATEGIC PLAN IMPLEMENTATION GRID**

<b>Focus Area 1: Identify and cultivate partnerships and projects with the potential for improving the quality of life in Shiawassee County.</b>				
<b>STRATEGY</b>	<b>TACTIC</b>	<b>TIMING</b>	<b>LEAD</b>	<b>MEASURE</b>
Assess how current needs and under-represented voices are being heard and addressed and determine the role SHIACF should play (lead, convene, partner, fund.)	Identify potential projects that address a challenging community need; involve Board members in discussions.	By Dec 2022	Exec Dir	# of grant applications increase
	Work with YAC to address youth needs.	By Dec 2022	YAC Advisor/ Exec Dir	# of first time grant applicants increase
	Tap into existing projects that have a need for SHIACF resources (beyond funding.)	By Dec 2024	Exec Dir	Increase in funds established to address high priority needs
Encourage community grant applications that address high priority community needs.	As more grant funds are available, develop an outreach plan to educate nonprofit organizations and increase first time grant applicants; provide positive message and hope- "We have resources for your needs."	By Dec 2024	Creative Assistant/ Exec Dir/ Development Committee	
Proactively identify and fund projects that meet urgent community needs.	Track area nonprofits and projects to identify potential funding opportunities.	By Dec 2024	Exec Dir/ Board	
Work with potential donors to establish grant funds addressing high priority community needs.	Identify potential donors that would be candidates for establishing funds to address high priority needs.	By Dec 2024	Exec Dir/ Dev Com	
	Involve Board members in donor meetings.	By Dec 2024	Exec Dir/ Dev Com	

<b>Focus Area 2: Increase the capacity of the SHIACF to pursue high impact initiatives.</b>				
<b>STRATEGY</b>	<b>TACTIC</b>	<b>TIMING</b>	<b>LEAD</b>	<b>MEASURE</b>
Increase access to unrestricted funds.	Identify best practices and strategies that have worked for other community foundations.	By July 2022	Exec Dir/ staff working with CMF	Increase number of donors
	Educate community members about all the opportunities to work with a community foundation and what can be done with their funds.	By Dec 2022	Development Committee/ Exec Dir	Increase unrestricted funds
	Apply knowledge of best practices and develop a plan for SHIACF.	By Dec 2022	Development Committee; Exec Dir	
Further develop the Board of Trustees.	Develop dashboard to track strategic plan (i.e. place mat.)	By Feb 2022	Strat Plan Committee	
	Arrange agenda to reflect strategic plan.	By Feb 2022	Board Pres/ Exec Dir	
	Streamline committee structure; provide assignments and instructions to each team.	By Feb 2022	Board/ Exec Dir	
	Prepare Board members to present at community meetings; provide talking points and materials.	By Dec 2022	Development Committee/ Exec Dir	
	Assess the board composition and identify gaps in representation on the Board and committees; Add legal representative to Board.	By Dec 2022	Executive Committee	
	Hold annual Board retreat/ outing for education and team building.	By Dec 2022	Exec Comm/ Exec Dir	
	Re-engage YAC representation on Board of Trustees.	By Dec 2022	Exec Comm/ Exec Dir	

<b>Focus Area 2: Increase the capacity of the SHIACF to pursue high impact initiatives.</b>				
<b>STRATEGY</b>	<b>TACTIC</b>	<b>TIMING</b>	<b>LEAD</b>	<b>MEASURE</b>
Expand SHIACF marketing and outreach capabilities.	Implement activities to engage all areas of the County and a representative mix of individuals.	By Dec 2022	Exec Dir/ Creative Assistant/ Development Committee	# of website visits increase  # of social media followers and friends increase
	Identify opportunities for board and staff to talk about SHIACF.	By Dec 2022	Exec Dir/ Creative Assist/ Dev Committee	# of grant applications increase
	Prep the Board on serving as ambassadors including funding opportunities.	By Dec 2022	Exec Dir/ Creative Assist/ Dev Committee	

**COMMITTEE STRUCTURE TO SUPPORT THE STRATEGIC PLAN**



# APPENDICES

**ATTACHMENT 1: COMMUNITY NEEDS**

**Shiawassee Youth Needs Assessment, 2021**

**Top Issues Facing Youth**

ISSUE	% RESPONSE
Mental Health/ Depression	82.6%
Substance Abuse	57.8%
Managing School Stress	50.5%
Bullying/ Cyber Bullying	46.8%
Safety/ Comfort at Home	33.9%
Lack of Activities Outside of School	12.8%
Shelter Needs/ Housing	11.9%
Hunger	10.1%
Violence/ Crime	9.2%
Lack of Community Services	8.3%
Lack of Arts Engagement	7.3%
Employment Opportunities	6.4%
School Safety	6.4%

**A few key highlights to consider from the Shiawassee County Community Health Needs Assessment.**

<b>Health Insurance</b>	In 2019, 7% of Shiawassee County adults were without health care coverage. The main reason adults gave for being without health care coverage was cost (40%) or because they lost their job or changed employers (40%).
<b>Health Status</b>	In 2019, 44% of Shiawassee County adults rated their health status as excellent or very good. Conversely, 15% of adults, increasing to 31% of those with incomes less than \$25,000, described their health as fair or poor.
<b>Obesity</b>	More than three-fourths (77%) of Shiawassee County adults were overweight or obese based on body mass index (BMI). One-in-six (17%) adults did not participate in any physical activity in the past week, including 1% who were unable to exercise.
<b>Substance Use</b>	In 2019, 11% of Shiawassee County adults had used recreational marijuana or hashish during the past six months. 6% of adults had used medication not prescribed for them or took more than prescribed to feel good or high and/or more active or alert during the past six months.
<b>Mental Health</b>	In 2019, 2% of Shiawassee County adults reported that they considered attempting suicide in the past year. 28% of adults reported they or family member were diagnosed with or treated for anxiety or emotional problems in the past year. 15% of adults used a program or service for themselves or a loved one to help with depression, anxiety, or emotional problems



Final: 12-21-21

**A profile from the ALICE, Kids Count and Census Reports.**

	<b>Shiawassee County</b>	<b>MI</b>
ALICE Households:	22%	25%
Unemployment Rate- August 2021	5.5%	4.7%
Poverty Rate	11%	13%
Rate of Home Ownership	72%	71%
Median Age	42.4	39.5
Overall Poverty Rate	11%	14.36%
Median Household Income	\$55,249	\$59,522
Education Attained		
Less than 9 <sup>th</sup> grade	1.6%	2.86%
9 <sup>th</sup> to 12 <sup>th</sup> grade	6.1%	6.33%
High school grad	92.2%	90.8%
Some college	26.9%	23.36%
Associates degree	11%	9.44%
Bachelor degree	17.0%	17.73%
Graduate degree	5.6%	11.41%
Born in Michigan	82.2%	76.33%
Native born	99.1%	93.13%
Foreign born	.9%	6.87%

<b>KIDS COUNT 2021</b>				
	<b>2010</b>	<b>2019</b>	<b>Rate Change</b>	<b>MI, 2019</b>
Total population	70,648	68,122	-3%	-4.5 decrease
Children in poverty (0-17)	21.6%	15.3%	-29.2%	17.5%
Young adults in poverty (18-24)	23.7%	15.0%	-36.7%	24.5%
Households in poverty & ALICE	33.0%	33.1%	.4%	38.1%
Children receiving free & reduced priced lunch		48.5%		50.5%
Subsidized childcare, 0-12		1.8%		1.7%
Food assistance		17.4%		21.6%
Average cost of childcare per month		\$531		\$632
3-and 4- year-olds in preschool	44.3%	48.3%	9.0%	47.5
3 <sup>rd</sup> graders proficient in English language arts	51.4%	42.1%	-18.1%	45.1%
8 <sup>th</sup> graders proficient in Math	19.2%	21.2%	10.0%	32.7%
Students graduating on time, 2020	82.6%	90.1%	9.1%	82.1%
Students who are homeless, by ISD, K-12		2.8%		2.1%
Students who drop out		4.2%		7.8%
Teens not in school or working, 2019		8.1%		6.8%
Less than adequate prenatal care		25.4%		32.2%
Children with food insecurity		13.5%		14.7%
Births to teens, ages 15-19	28.2 per 1000	19.6 per 1000		15.7 per 1000
Confirmed victims of child abuse	28.2 per 1000	9.8 per 1000		13 per 1000
Children in homes with Internet, 0-17		92.6%		89.9%

**APPENDIX 2: PLANNING SESSION 1 NOTES, NOVEMBER 2, 2021**

1. Proudest Moment

- How to keep community foundation relevant- every marketing meeting energizes me
- Celebration was wonderful
- Two years ago- lots of donors
- Came to scholarship award- lots of interaction between kids and donors
- YAC is heartwarming
- Seeing/experiencing transition from being on YAC 13 years ago to president of CF today
- Presentation of Durand Community Garden
- Working with “whole” community- rise up Shiawassee
- Mr. Owoosso- crown king-raised money for vet as part of event-Shiawassee Community Foundation very visible
- YAC- very important- next generation, new ideas
- The day we became financially viable- \$7 million
- YAC- have so much insight- professionalism; their ideas; understanding of the needs of youth
- Handling scholarship event and other initiatives during pandemic
- Getting to know donors and reading their stories
- Staff works together really well
- Youth (YAC) really encouraged to lead

2. Hospital's priorities

- Access to mental health
- Decrease substance use disorder
- Decrease obesity

3. Sticky notes from participants

- Mental health accessibility
- Mental health- outpatient applies
- Mental health- substance abuse
- Additional mental health availability
- Suicide prevention
- Take on leadership role- mental health, childcare, substance abuse. This will benefit the county but also increase awareness of our group
- Help provide mental health access- proactive grants
- Educational proficiency
- Educational and job training opportunities
- Adult educational assistance
- Assistance with grade school events- schools canceling holiday parties because some students can't participate
- Develop grants for the community (not just scholarships)
- Increase grant writing for high priority community needs
- Visibility in all corners of the county
- Provide positive message and hope- “We have resources for your needs”

Final: 12-21-21

- Arts and culture
- Ambassadorship- identify opportunities for board and staff to talk about Shiawassee Community Foundation, feeds visibility and assets, creates relevance
- Childcare
- Increase community partnership, advocate for issues
- Work with local government representatives and SEDP
- Tap into existing projects to partner- like chamber and SEDP
- Work with Shiawassee CCR committee
- Strategic partnerships
- Collaboration with other groups
- Leverage strategic partnerships to ascertain how we can help with community needs
- Partner in ways that don't require focus on money but relationships

4. Our vision

- Leverage strong schools; natural beauty; SEDP economical development; location between large cities; arts and culture to attract younger people and families
- We would need: housing inventory; night life; café partnerships; evening transportation\
- Emotional health of population improves skilled workforce in place. We need inventory of health resources
- We would need: teen recreation; skilled trades in school; healthcare boot camps
- Partnership- Shiawassee post-secondary school access network

5. Measures

- Increase number of donors
- Increase awareness of SCF- visits, click through, followers
- Increase unrestricted funds

6. Strategies

- Board development- add legal representation to board
- Increased visibility- board out as ambassador doing presentations/materials to take with them