2021-2025 STRATEGIC PLAN



CORE COMMUNITY RESOURCES BAYFIELD, WISCONSIN

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2021-2025 STRATEGIC PLAN

COMMUNITY PROGRAMS & SERVICES

ENCORE RESALE STORE RELATIONSHIP BUILDING, NETWORKS, & COMMUNICATION

VOLUNTEER RECRUITMENT & SUPPORT

OPERATIONAL EXCELLENCE In 2006, our founder, Mary Rice, noticed that elderly Bayfield residents were moving away to places with better transportation, safer housing, healthier nutrition options, and more social interaction. She hired Nicole Wilde to survey the needs of area residents to imagine what a small, northern town could do to make independent senior living more feasible. Patty Carver was recruited in 2006 as a volunteer to spearhead the project and to recruit board members who began the process of moving from idea to action. CORE was introduced to the community via informational meetings, church networks, newspapers, and a grand celebration at the Bayfield Pavilion in May 2007.

CORE started by assembling and training a team of volunteers, patterned after the national Faith in Action program called "Friends in Deed." The volunteers organized a monthly social and educational lunch, that helped to meet the nutritional needs of seniors while also tackling the isolation that many experienced. These events quickly became a local favorite and established CORE as a vital organization in our community. CORE also organized volunteers to deliver care packages and to assist with errands for seniors. Although the initial focus was Bayfield, CORE now offers programs and services throughout northern Bayfield County.

CORE opened a thrift shop to raise funds to support the growing range of services and activities offered to the community. The shop was initially called the "CORE Closet" and later renamed Encore. Encore provides a steady stream of revenue for CORE operations – supplemented by private donations and grants.

Today, in the midst of a global pandemic, CORE's mission and work are more vital than ever to our region – and CORE is responding to the current crisis by expanding the organization's mission to address food insecurity in northern Bayfield County.



Improve quality of life for seniors and reduce hunger for all in northern Bayfield County.

ARF

To have interconnected, vibrant, and caring communities in northern Bayfield County where everyone is valued and has the support they need. This means support for seniors to stay in their homes, social and educational opportunities, and food security for all. Support and care is best provided by those who live in community with one another—which is why volunteers are at the heart of every service CORE provides.





RESPECT

We treat all people with dignity and compassion



COLLABORATION

We deliver programs shaped by the communities that we serve and foster relationships with other organizations to share the work of creating resilient networks of support.



EMPOWERMENT

We seek to provide services that allow seniors to remain in their homes and provide resources for people to address food insecurity.



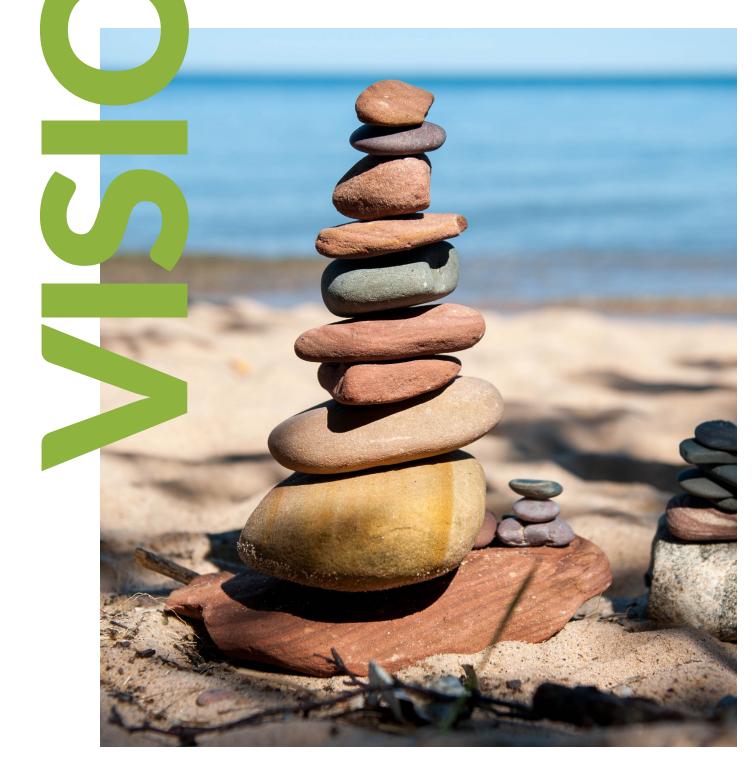
We will involve our foo programs and services.

UNITY



INCLUSIVENESS We believe diversi

We believe diversity, inclusion, and equity increase the quality of our lives and our communities.



We will involve our food pantry and care recipients in the shaping of our

WHAT MAKES CORE UNIQUE

WHAT MAKES CORE COMMUNITY

RESOURCES UNIQUE?

VOLUNTEERS

CORE's work is primarily delivered by a group of dedicated volunteers. Whether it is working at the Encore Resale Store, delivering senior care packages, running errands, raking leaves for a neighbor, or organizing a Friday Friends luncheon – the residents of northern Bayfield County are what makes CORE tick.

PARTNERSHIPS

CORE has a tradition of working with public, private, and civic institutions in the region. Key partners include: Bayfield County Aging and Disability Resource Center, Bethesda Lutheran Church, Bayfield Recreational Fitness Resources, The Hub on Broad, Washburn Meditation Center, and the Bell Town Hall.



Sand Bay

CORNUCOPIA, HERBSTER, & PORT WING:

Population of these three towns is about 700 – and access to regional resources can be an issue because this part of the south shore of Lake Superior is quite remote. The Bell Town Hall in Cornucopia is a year-round asset used for community gatherings, congregant meals, and visits from The BRICK food truck. Herbster has a community center on Lenawee Road that is used for meals, gatherings, and exercise classes.

Port-Wing

(13)

Bark Point Cornucopia

WASHBURN:

Herbster

Population 2,000. Washburn has a more diverse economy driven by tourism, a cityowned marina, a USDA Forest Service station, the Bayfield County Courthouse, and a number of independently-owned small businesses. Washburn has northern Bayfield County's only nursing home (Northern Lights) and assisted living facility (The Oaks). The Club (formerly DuPont Club) will reopen with limited programing on the first floor in 2021. There are five lowincome apartment complexes in Washburn: Autumn Manor, Flowing Well, Bay Ridge Villa I, Bay Ridge Villa II, and Lake View Terrace, and a number of lowincome family homes.

major pleasure boat marina, several commercial fishing operations, a bustling historic downtown, and numerous fruit orchards and farms. The Bayfield Recreation and Fitness Resources facility is a regional asset. There are three low-income apartment complexes: Seagull Bay, Rittenhouse Commons, and Bayfield Apartments. The Bates Building, Encore store, CORE Food Pantry, and the CORE offices are located in Bayfield.

BAYFIELD:

Population 450.

Bayfield is the gateway

to the Apostle Islands, has a

Sand

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Waino

Ashland

(13)

Washburn

Barksdale

(13)

Sioux

RED CLIFF (MISKWAABIKAANG):

Home to the Red Cliff Band of Lake Superior Chippewa, with a population of 2,656. There is a new health care facility that serves Red Cliff members, as well as surrounding communities. The tribal government operates a number of senior apartment complexes on the reservation, an Elder bus that makes weekly trips into Bayfield, Washburn, and Ashland, delivers meals to elders, and runs a robust elder on-site luncheon. Red Cliff Band also owns and operates a fish processing plant (wholesale and retail), a casino, hotel, and a farm.

Red Cliff

(13)

Bayfield Maritime Museum

Madeline Island

Pureair

La Pointe

2

MADELINE ISLAND:

Population 300 (winter) / 2,000 (summer). There is some small-scale agriculture on the island with a large community garden and a few individual farms. St. John's Church and the Madeline Island Library serve as community hubs for many residents. St. John's church hosts a free-will food pantry that is stocked yearround.

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STRATEGIC GOALS



This four-year plan sets forth the strategies that CORE will implement to advance CORE's mission to improve quality of life for seniors and to reduce hunger for all in northern Bayfield County. During calendar years 2021-2015 CORE will develop and implement budgets and workplans designed to:

- Deliver programs and services to advance CORE's mission CORE's programs and services
- Operate the Encore Resale Store to maximize support for
- - CORE's services

STRATEGIC PLAN FOR

CORE COMMUNITY RESOURCES

- Build relationships with potential partners and create a
 - communications network to reach those who use or need
- Recruit and support volunteers to implement CORE's
 - programs and services
- Develop and implement procedures designed to achieve operational excellence

1: COMMUNITY PROGRAMS & SERVICES

> **Improve quality** of life for seniors and reduce hunger for all in northern **Bayfield County by** delivering the right programs and services to each community in our region.

Data & Background

Bayfield County has an older population than the state as a whole; currently 34% of the residents are age 60 or older and this is expected to increase to 51% by 2040.

Elder Population (> 60)
Median Age
% Households with Person > 60
Home Ownership > 60
More than High School Education

While rates of homeownership and high school Report, 25.9% of people living in Bayfield County were graduation rates are above the state's average, below the ALICE threshold. This threshold is the bare-Bayfield County communities can be described as minimum economic survival level that is based on the aging, rural, and working class. Bayfield County has local cost of living in each area and is a good indicator 10 people per square mile and the communities in of people (the 'working poor') who are illequipped to Bayfield County range from 5 to 40 miles apart with handle economic disruptions such as the COVID-19 limited public transportation options. Many seniors pandemic. Moreover, a study conducted by the Center in these communities are food insecure and rely on for Rural Communities (CRC) at Northland College in community meal sites, federal food programs, and local 2018 found that 25% of households in Ashland and food shelves to meet their needs. Therefore, serving Bayfield counties experience anxiety related to food this population is critical to addressing food insecurity 'always', 'often', or 'sometimes', and 16% of households in the area. According to the United Way's 2016 have reliable, ongoing access to food only 'sometimes', ALICE (Asset Limited, Income Constrained, Employed) 'rarely', or 'never'.



BAYFIELD COUNTY	STATE		
34%	22%		
51	39		
52%	36%		
86%	77%		
57%	49%		

Program Offerings

Strategic planning during the COVID-19 pandemic brings a unique set of challenges and limitations. Listed below are the cornerstone programs that CORE intends to offer during and after the pandemic. The scope and delivery of each program will likely look different post-pandemic. Additional services may be added over the course of the 4-year plan with the express approval of the board based on community need.









SENIOR CONNECTIONS

A study, published Feb. 20, 2020, in The Journals of Gerontology, Series B: Psychological Sciences and Social Sciences, found that older adults who interacted with people beyond their usual social circle were more likely to have higher levels of physical activity, more positive moods, and fewer negative feelings. Prior to the COVID-19 pandemic, CORE had a robust offering of programs such as Friday Friend lunches, Let's Do Lunch cooking classes, Superior Lifelong Learning classes, and, in partnership with the Bayfield Recreational Fitness Resources, health and wellness activities that were crucial sites of new social interaction for older residents of Bayfield County.



FRIENDS IN DEED

The longer a senior can remain in their home, the better for that senior and our community. Often, tasks that are challenging for seniors are the tasks that volunteers will gladly assist with - raking leaves, shoveling snow, minor chores, running errands, dog walking, friendly phone calls, and technology help.

CORE FOOD PANTRY

Intended as a regional resource, the food pantry has seen nearly a tripling of demand since the COVID-19 pandemic began. The goal is to provide fresh produce, dairy, and meat along with shelf-stable goods which will feed an individual or family for 4-5 days. Primary partners in the food supply are the Hunger Relief Federation and Second Harvest Northern Lakes Food Bank in Duluth. Local residents, restaurants, and community gardens also donate seasonal, fresh food.

The Bates Building is the location for the CORE Food Pantry and the offices of CORE Community Resources. When it is safe to open this space to the public, programing for Senior Connections and many additional resources will be housed in this building. The intent is for it is to be one of several community spaces for all residents of northern Bayfield County.





BATES BUILDING

Implementation Plan

Detailed development and planning for each program offering, in each community, will be done on an annual basis. At this time, service delivery plans are:

	SENIOR CONNECTIONS	FRIENDS IN DEED	FOOD PANTRY
Bayfield	х	Х	х
Cornucopia	х	As Requested	х
Herbster	х	As Requested	х
Port Wing	х	As Requested	х
Washburn	х	As Requested	х
Red Cliff	х	As Requested	х
Madeline	As Requested	As Requested	As Requested



2: ENCORE RESALE STORE

Continue successful operations of Encore Resale Store as an essential revenue source for CORE Community Resources and a valuable asset to the community.

Background

CORE opened a thrift shop to raise funds to support the growing range of services and activities offered to the community. The shop was initially called the "CORE Closet" and later renamed Encore. Encore is an important retail outlet for the region and provides a steady stream of revenue for CORE operations – supplemented by private donations and grants.

The store has been a solid contributor to CORE's total revenue and the goal is to continue successful operation of the shop as a source of CORE funding and a valuable asset to the community.



Implementation Plan

For Encore to continue to generate strong revenue, the store must attract quality merchandise, maintain an attractive retail environment, and successfully engage volunteers. The right combination of professional staff and volunteers is an essential balance — with volunteers best used for sorting and pricing donations, greeting customers, and maintaining the retail floor space. The hours and days of operation must be consistent but in harmony with the seasonal nature of our community.

3: RELATIONSHIP BUILDING, NETWORKS, & COMMUNICATIONS

CORE Community Resources will build a network of like-minded partners who share commitment to seniors and food insecure families and individuals. CORE will also support regular and effective communications among all stakeholders, with a focus on those using community services.

Data & Background

Traditional communication networks in northern Bayfield County are somewhat limited by the absence of a local daily newspaper. The "Ashland Daily Press" and regional radio stations cover a much larger territory than CORE's service area, as do the television stations based in Duluth. This means that CORE must develop a unique and specific communication plan which can be easily and regularly updated with CORE current services and offerings. Communication links will include both "push" and "pull" channels such as:

- Bayfield, Washburn, Madeline Island, other Chamber of Commerce e-news letters
- Bayfield County Aging and Disability newsletter
- CORE website
- CORE Mailchimp newsletter
- Fliers handed out at during pick up at CORE Food Pantry
- Social media (Facebook and Instagram)
- Quarterly 'listening sessions' with CORE participants and volunteers
- collaboration

For this communication to be effective CORE will have specific communication plans for three constituent groups:

- Those who use the services (seniors and food pantry)
- Volunteers who deliver services
- make policy in areas important to CORE's work

Once the communication channels (chamber partners, Bayfield County, etc.) are created, a regular cadence of news and information will be shared. Over time, CORE will become part of the expected local information network, individuals will proactively look for CORE information and word-of-mouth will add further reach.

• Quarterly meetings with regional partners to brief them on CORE's work and identify opportunities for

Individuals, community leaders, and organizations that connect Individuals to community services and/or

Implementation Plan In 2021 this on-going, replicable communication plan

needs to be designed and built. A volunteer has been identified who can create this system in partnership with CORE staff and many community partners. The goal is to create turn-key communication channels that will be used 4-6 times per year to communicate CORE programs and offerings. The Airtable data base CORE currently uses for email management, volunteer tracking and donor outreach is a very strong tool and will be essential for implementation of the plan.

4: VOLUNTEER RECRUITMENT & SUPPORT

Volunteers are the heart of CORE's mission, and the organization cannot do its work without their involvement. it's important that CORE staff create volunteer roles in each community that are mutually beneficial to the care recipient and the volunteer. Airtable, CORE's Client Relationship Management database, will be used to track, match, and measure volunteer interaction. This will help CORE staff to make effective volunteer programs in a couple of areas but can focus on where their interest/ expertise lies.

Volunteers are at the heart of CORE's mission, and the organization cannot do its work without their involvement.







Data & Background

When CORE was formed in 2006, its first task was assembling and training a team of volunteers, patterned after the national Faith in Action program. This volunteer group was named "Friends in Deed" (FID). They were ready and willing to help but it took time for community members in Bayfield to begin to trust CORE and ask for help. The FID program grew to provide many hours of service to area seniors and has been successfully operating since its inception. Often, CORE's volunteers and recipients are the same age and occasionally, volunteers become care recipients and vice versa. That is the charm of Friends in Deed: people helping others in ways that they are able, knowing that someday they may need services.

Plan

CORE's volunteers are the power behind its work and it is imperative that they feel their efforts are worthwhile. A good database and regular staff assessment/check-ins are critical to making sure CORE's volunteers are engaged. A comprehensive understanding of volunteer availability, skills, and interests is also crucial. Finally, providing annual training/ development opportunities for staff in volunteer recruitment and engagement will further ensure CORE's volunteer program is well-run and effective.

Implementation

5: OPERATIONAL EXCELLENCE

CORE Community Resources works to continously improve governance, policies, and operations. These efforts provide a strong foundation for our mission-based work.

Background

Continuous improvement of institutional capacity requires periodic review of organizational governance and operational procedure. To that end, the CORE Board of Directors will focus on the following during 2021-2025:

- Review of bylaws and policies, including board nominations and board leadership
- Annual budget and tracking, including concise financial policies and internal controls
- Development plan covering both individual donations and grant submissions to foundation and government entities
- Equity and inclusion plan
- Volunteer management

- Building management and maintenance

Implementation Plan

Each of these topics will be covered and discussed by the board during the annual meeting and as part of the annual work plan and budget process.



 Performance measurement system for employees, including annual review for the Executive Director • Technology system management and maintenance, including retail systems for the Encore Resale Store



PROCESS USED TO

DEVELOP CORE

COMMUNITY RESOURCES

2021-2025 STRATEGIC PLAN

In September 2020, Sarah Caruso^{*} was engaged by Mary Dougherty, Executive Director, and the board of CORE Community Resources to assist with a new strategic plan. The prior plan was completed in 2015, and since then CORE's work has changed. There is a new executive director, substantial board turnover, the expansion of CORE's service area, the addition of CORE Food Pantry, and the COVID-19 pandemic.

Against this background of change, a four-step strategic plan process was approved by the board and additional board meetings, devoted exclusively to the planning process, were added beginning in October 2020 and concluding in January 2021. The goals of the process were to gather data, understand community needs, identify other organizations (nonprofit, government, religious) working on similar issues and to listen carefully to all involved. The process had four parts:

- Mapping of community needs & services in Northern Bayfield County.
- Engagement with CORE's staff and board regarding organization strengths, needs and future goals.
- Community conversations regarding community need and CORE's strengths, needs and goals for the future.
- Strategic plan discussions with CORE staff and board.

As part of this process, the consultant spoke to over 25 community leaders, including current and former CORE Community Resource board members, elected officials, nonprofit leaders, and Bayfield County staff leaders. A list of people interviewed is attached.

The results of this work are a new mission-vision-values statement and a new four-year strategic plan which runs from 2021-2025. The plan has five strategies to advance CORE's mission to improve quality of life for seniors and reduce hunger for all in northern Bayfield County. The intent of the plan is to serve as a guide for board and staff as decisions are made, and to frame the annual work plan and budget. A copy of the new strategic plan will be shared with all who contributed their ideas and expertise to the plan.

List of individuals interviewed during the CORE Community Resources Strategic Plan process:

- 1. Carrie Linder, Manager Bayfield County ADRC
- 2. Mary Rice, Founder of CORE
- 3. Barb Glover, Founding Board Member
- 4. Judy Manley, Founding Board Member
- 5. Patty Carver, Founding Board Member
- 6. Mary Meierotto, Bethesda Lutheran and Messiah Lutheran Pastor
- 7. Linda Rise, Encore Store Manager
- 8. Mary Motiff, Washburn Mayor

- 9. Liz Seefeldt, Executive Director The BRICK
- 10. Roger Lindgren, Town of Bell Chairman
- 11. Gordon Ringberg, Mayor of Bayfield
- 12. Lois Albrecht, Chair of CORE Board
- 13. Barbara McCann, Vice Chair of CORE Board
- 14. Jan Haupert, Secretary of CORE Board
- 15. Patrick Irvine, CORE Board Member
- 16. Jayne Norton, CORE Board Member
- 17. Susan Hedman, CORE Board Member
- 18. Janel Ryan, CORE Board Member
- 19. Tudy Bland, CORE Board Member
- 20. Kellie Pederson–UW Madison, Extension Services
- 21. Becky Zelent-Bayfield Recreational Fitness Resources Executive Director
- 22. Karen Spears-Novachek, Washburn City Council
- 23. Jenise Swartley–CORE Facilitator of Community Care Networks
- 24. Rachel Bauman-Pastor, St John's Church Madeline Island
- 25. Gloria Fennel–Community leader, Madeline Island
- 26. Carol (Coke) Lindsey-Chair, Washburn Dupont Center "The Club"

*Sarah Caruso is a long-time seasonal resident of Madeline Island and retired President & CEO of the Greater Twin Cities United Way and Minnesota Children's Museum.

FRIENDS IN DEED SERVICES DURING THE COVID-19 PANDEMIC:

Running errands (picking up and delivering groceries, medications, or mail), social support (e.g., friendly phone conversations), scheduling assistance (e.g., calling doctors, calling about medications), pet care (pet sit/dog walk), technology assistance, snow removal, yard work, monthly care packages, and homework help.

FRIENDS IN DEED SERVICES PLANNED FOR AFTER THE COVID-19 PANDEMIC:

Friendly visits, running errands (picking up and delivering groceries, medications, or mail), technology help, pet care (pet sit/dog walk), transportation referral to Bayfield County's ADRC, regular welfare checks, light housekeeping and laundry, meal preparation, yard work, snow removal, and minor maintenance help.

vices esources Executive Director Icil Iity Care Networks Ieline Island Sland



The strategic plan was unanimously approved by the CORE Board of Directors at the January 2021 meeting.

CORE BOARD MEMBERS

Lois Albrecht, Chair Barb McCann, Vice-Chair Patrick Irvine, Treasurer Susan Hedman, Secretary Jayne Norton Tudy Bland Mel Whiteside Pat Noordsij