The mission of Community Concepts is to:
Provide leadership, education and support
to build thriving
individuals, families and communities

Adopted by the Board of Directors
October 12, 2010
Vision for the Future

Community Concepts will provide programs and collaborate with others to help individuals and families meet basic needs and become and remain healthy.

Community Concepts will provide programs and collaborate with others to help individuals develop life and job skills.

Community Concepts will provide programs and collaborate with others to help communities be sustainable, livable and prosperous.

Community Concepts will provide leadership and collaborate with others to help individuals, families and communities realize their greatest potential.

Community Concepts will provide the leadership necessary to ensure our organization remains strong as long as our mission is unfulfilled. Community Concepts will meet this goal by:

• Create a formal succession plan to ensure leadership advances the mission.
• Invest in professional and leadership training to provide opportunities for staff to grow within the agency.
• Create a resource development team with identified leadership to actively maintain, develop and expand services and address unmet needs including regional and statewide opportunities that build on core agency capacities, forward our mission, and provide a strong financial return to the agency.
• Develop an organizational communications plan.
• Invest in creating a consolidated customer information system.
• Streamline intake services for our customers.
• Create a 3 year rolling technology infrastructure plan.
• Increase performance and efficiency of internal systems including HR, IT, property management and maintenance, administration and finance department.
• Continue to strengthen the agency’s governance capabilities, form the governance structure for the CCFC and subsidiaries in order to best promote each entities’ mission.
• Continue to strengthen the agency’s overall financial health.
• Create a series of dashboard indicators to measure the success of our services and utilize proven methods of increasing performance.
• Increase knowledge of and actively participate in effective coalitions, initiatives and practices that forward the agency mission.
Community Concepts will provide leadership and collaborate with others to help individuals, families and communities realize their greatest potential. Community Concepts will meet this goal by:

1. **Unmet community needs**
   - Actively create and participate in “think tanks” to address the conditions of today’s poverty.
   - Explore closer working relationships with local organizations and leaders to develop and implement ways to impact unmet needs of veterans, senior citizens, vulnerable children and families, immigrant populations and others that are barriers to individual and community prosperity.
   - Gain capacity to become the “voice” of rural homelessness and rural affordable housing.

2. **Regional partnerships**
   - Continue partnership with Great Falls Collaborative to forward mutual goals of efficiencies and addressing unmet community needs.
   - Develop and implement a neighborhood plan for our new Lewiston Service Center tapping the opportunities the new location provides.
   - Seek community collaborations and strategic alliances aligned with our mission.
   - Use agency capacity to support community initiatives through fiscal sponsorships and other methods of forging more opportunities for our customers.

3. **Political Advocacy at Federal, State and Local Levels**
   - Continue to develop strong working relationships with Androscoggin, Franklin and Oxford County Legislative Caucuses, and Federal Caucuses.
   - Continue to partner professionally with State, local, federal and other current and future funding sources in order to meet and surpass mutual needs.
   - Advocate on issues critical to our customer base and agency, and partner with other like minded groups to forward our mission.

Community Concepts will provide programs and collaborate with others to help individuals and families meet basic needs and become and remain healthy. Community Concepts will meet this goal by:

1. **Transportation** –
   - Continue to provide 400,000 rides annually in Androscoggin, Franklin & Oxford counties assisting customers to access health services.
   - Identify and pursue options to address veterans, seniors and other regional transportation needs.

2. **Fuel Assistance** –
   - Continue to provide all potentially eligible households (11,000 estimated) in Androscoggin & Oxford counties with access to fuel and other energy assistance programs.
   - Make the customer application process easier.

3. **Child Safety & Family Stability** -
   - Implement Family Support’s virtual office pilot project to remain competitive and to maintain services for approximately 500 families annually in Androscoggin, Franklin and Oxford counties.
   - Explore unmet need and areas of agency strength and develop additional resources for vulnerable children and families.
   - Increase the ability of parents to gain wisdom and support through group and individual parenting education, targeting Oxford County.

4. **Mental Health & Substance Use and other health related services**-
   - Continue mental health counseling in South Paris for approximately 100 individuals a year, specializing in children, adolescents and parents. Evaluate long term viability of program.
   - Review mental health and substance abuse prevention, intervention, treatment and recovery resources in our region, identify gaps/surpluses and evaluate how the agency may enhance supports for people with mental health or substance use conditions.
   - Continue the Child Behavioral Health Case Management program’s ability to serve at least 60 children and families per year in the Lewiston/Auburn and Oxford Hills areas, and look to expand expertise in efficient and effective case management models.
   - Continue to expand school based prevention, intervention & counseling program from 9 schools to statewide, by direct delivery and coaching other organizations.

5. **Homeless Shelters & Services**-
   - Maintain two family shelters in Norway and Rumford to remove homelessness from approximately 50 families per year.
   - Advocate and increase collaboration with others to increase effectiveness of homeless services.

6. **Health & Nutrition**-
   - Continue to support over 500 Head Start families in establishing an ongoing sources of continuous, accessible health/dental care for their children.
   - Maintain USDA Food Program to support healthy nutrition for over 1,100 children participating in Head Start and child care programs.
   - Strengthen links to Healthy Maine Partnerships, Extension Services, Maine Health Access Foundation and others to assist customer base to increase their health and well-being.
Community Concepts will provide programs and collaborate with others to help individuals develop life and job skills. Community Concepts will meet this goal by:

1. Referral and Support - Capitalize on the agency’s strength of trust with customers to increase our ability to make timely, effective referrals and support for education and training.
   - Collaborate with education and training programs to reduce barriers to access and retention, using our service delivery, advocacy and referral capacity.
   - Support individuals and families to have access to information about services and opportunities that can change their lives, help to understand and take steps to move towards goals, and reduce barriers to success.

2. Early Care and Education/Parenting Support-
   - Maintain and increase our ability to provide high quality Early and Preschool Head Start services to 526 children and families to all eligible children and their families.
   - Strengthen the Head Start family health component.
   - Maintain and enhance our Head Start partnerships with public school systems.
   - Explore how the agency can provide full day, high quality and affordable child care to families with need.
   - Maintain quality Maine Family home visitation service in Oxford County currently serving approximately 175 families per year.
   - Explore how the agency’s expertise in early childhood development and provision of high quality services can expand to meet unmet needs.
   - Grow parenting education opportunities, especially in Oxford County while partnering with Androscoggin & Franklin county providers.
   - Continue to increase the number of licensed child care providers and family/friend providers that offer high quality, inviting, affordable and developmentally stimulating child care environments.

3. Homeownership/Financial Literacy Education and Training -
   - Homebuyer Education- Maintain current service capacity of 200 families.
   - Credit & Foreclosure Counseling-Maintain capacity to service 1,200 households annually and build relationships with other partners to increase comprehensive solutions to households facing credit and foreclosure issues.
   - Reach out to banking institutions for financial support to increase credit and foreclosure counseling services.
   - Financial Literacy- develop agency wide efforts to increase customer’s ability to gain economic stability and grow personal assets.
   - Continue offering Self Help Housing for approximately 18 new homeowners annually.
   - Expand services into Self Help Home Rehabilitation, offering new homeowners the chance to own an affordable, existing home and learn how to renovate housing.

4. Business Education and Training
   - Finders Seekers- Enhance business support to child care providers.
   - Continue offering information and referral to small businesses
   - Recognize our expertise in early childhood development, energy conservation, case management and social work, resource and referral, among others, and serve as a professional education center.
   - Continue to lead/present educational forums on pressing local economic development issues.

Community Concepts will provide programs and collaborate with others to help communities be sustainable, livable and prosperous. Community Concepts will meet this goal by:

1. Energy Conservation-
   - Continue leading the State in energy conservation services to over 1,000 low income and other households that can benefit from reduced energy use.
   - Broaden services to include an “Affordable Green” building model.
   - Move heating system upgrade services towards non fossil fuel options.
   - Continue entrepreneurial culture to seek wider range of funding options for home repair services
   - Maintain current appliance replacement services and advocate, expanding into broader Appliance Replacement Program.

2. Affordable and Safe Housing –
   - Continue to provide to over 1,100 households, and increase a broad array of grants, affordable loans and other funding mechanisms to assist lower income homeowners and other eligible groups in upgrading their homes to meet safety, livability and energy conservation objectives.
   - Increase our region’s affordable, quality housing in order for all people in need to have access to safe and affordable housing.
   - Expand homeownership lending pools.
   - Multi Family Real Estate Development- Focus future projects on urban and other areas with need/resources and opportunity.
   - Analyze alternative delivery methods while maintaining real estate brokerage to help qualified first time homebuyers become homeowners.

3. Oxford County Business Development-
   - Continue offering affordable, accessible loans and technical assistance to businesses with little access to conventional loans.
   - Increase local businesses access to loan capital by increasing partnerships with banks and local, regional and national community development efforts.
   - Continue efforts to minimize barriers to success for new and existing businesses.
     - Continue business attraction and retention efforts.
     - Create synergies and develop collaborations to market segments of our business community.
     - Continue to work on creating new businesses based on the shared needs/opportunities of existing businesses.
     - Continue to work with towns to facilitate new business development and serve as a liaison between towns and businesses for successful start up.
     - Provide leadership in expanding business and employment opportunities in Oxford County and in our region.