



**District XII
Human Resources Council**

Strategic Plan

2008-2009

Community Action Partnership

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Introduction

On May 24, 2007, members of the District XII Human Resources Council's Board of Directors, its Executive Director and members of its Management Team participated in a strategic planning session, the purpose of which was to establish agency goals for the period 2008 through 2009. This biennial activity was the culmination of a four-month process to identify and quantify the needs of poor citizens in the six-county service area of southwest Montana. The needs assessment process began in February with a mail survey of people served by the agency in 2006 as well as a survey of community leaders and human service providers in the service area. Then, focus group meetings were conducted in each of the six counties that created a "dialogue on poverty" and helped provided context and a deeper understanding of issues facing poor people in each county. The study period also allowed for an analysis of several other factors affecting strategic planning. They included:

- analysis of the agency's performance measures
- analysis of client demographics and economic status
- a thorough analysis of poverty in the region, and
- analysis of agency resources and how they changed from 2005.

The analysis and associated data are contained in a report entitled, "*HRC Biennial Report, Poverty in the Midst of Plenty*". The report is included as Attachment A to this document.

The Biennial report served as an informational tool for the strategic planning process. Based on information presented in the report, which was distributed prior to the planning session, participants were able to set goals in accordance with well-documented needs. The strategic planning session yielded a continued commitment to all existing programs operated by HRC, for which there continues to be a documented need, as well as four new initiatives that will help meet emerging needs in the district including:

- A summer food program to meet nutritional needs of children in Powell County
- Neighborhood Redevelopment programs in Butte-Silver Bow and Anaconda Deer-Lodge Counties
- Senior Home Retrofit Program to help seniors in the District age in place
- Development of Continuum of Care Systems to improve access to services for poor people in Beaverhead and Madison Counties

All programs of District XII HRC and the new initiatives identified in the strategic planning process are also represented in the agency's 2008-2009 Work Plan that is submitted to the state administering agency for Community Development Block Grant funds and is ultimately submitted to the federal administering agency. The Work Plan is included in this document as Attachment B.

The following set of Goals, Strategies and Activities represent District XII HRC's strategic plan for the period 2008-2009 and are intended to meet the identified needs of poor people in Southwestern Montana. Progress will be measured annually through the federal Community Services Block Grant Information Survey and biennially through the regular strategic planning process.

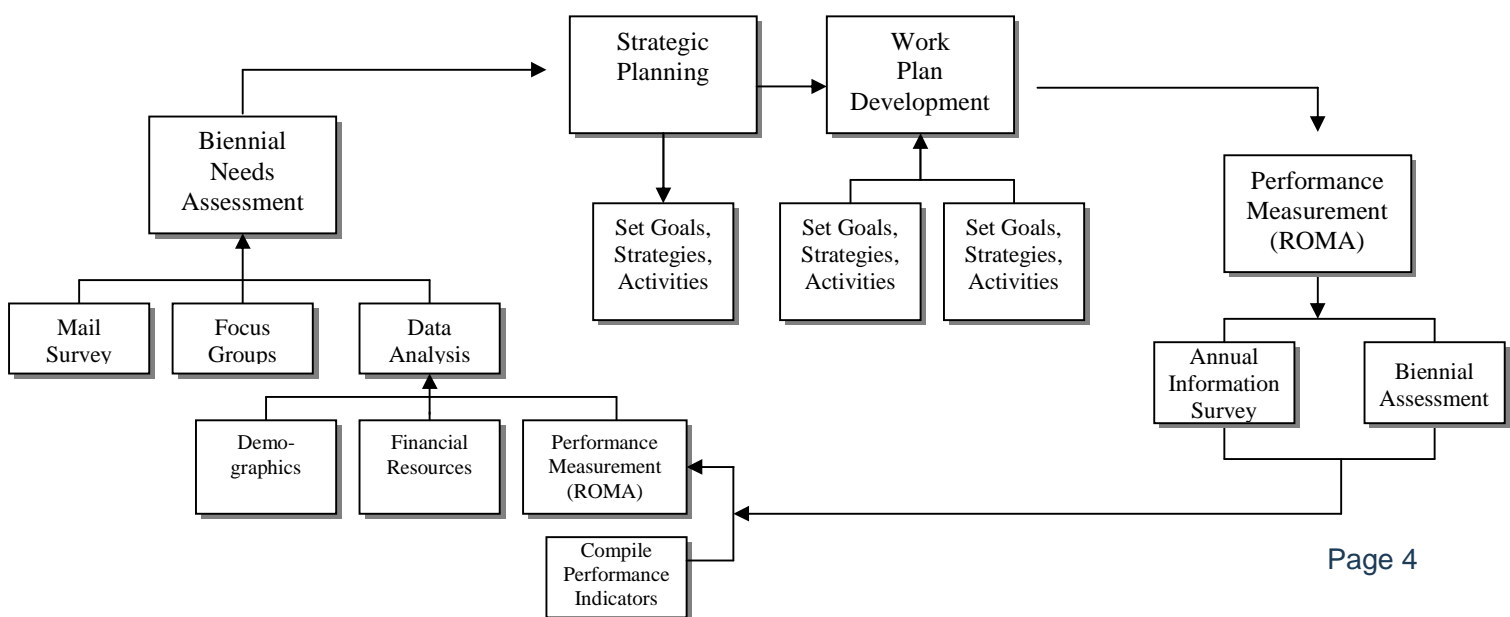
Methodology

The District XII Human Resources Council engages in biennial strategic planning that allows it to be responsive to the needs of poor individuals and families in Southwestern Montana. The process employed occurs in three stages that connects strategic planning with the federally-required biennial “Work Plan” and utilizes performance measurement techniques to assess how well the agency is meeting its goals and established outcomes. Performance measurements are then used to complete federal reports and become part of the assessment that feeds strategic planning.

The first step in the process is ‘needs assessment’. The agency relies upon mail surveys of both clients and community leaders, focus groups within the six counties and socioeconomic analysis to determine client and community needs. During the needs assessment stage, the agency also reviews its performance on established outcomes and analyzes its financial capacity to undertake new initiatives. The needs assessment is presented in a report to the Board of Directors and staff prior to the strategic planning meeting. The 2007 needs assessment called “HRC Biennial Report 2007, Poverty in the Midst of Plenty” is attached to this document as Appendix A.

The second step in the strategic planning process is goal setting and work plan development. A facilitated strategic planning session is held that allows Board Members and Staff to establish goals, strategies and activities for two years. Based upon the outcome of strategic planning, a specific work plan is developed which is submitted as an official federal document to the Montana State of Public Health and Human Services. The Work Plan is attached to this document as Appendix B.

Finally, the agency’s performance is measured annually and presented in the Community Services Block Grant Information Survey as well as a progress report on the official work plan. Performance measurement is based upon “Results Oriented Management and Accountability” (ROMA) that requires the agency to measure its performance through use of a prescribed set of goals and indicators. The Information Survey is attached to this document as Appendix C. (Refer to flow chart below for illustration of the strategic planning process.)



Methodology

Members of the HRC Board of Directors and its Management Team adopted the following goals, strategies and actions during the official strategic planning session on May 24, 2007.

Goal One

Continue to operate all existing programs because there continues to be a documented need

For specific programs, activities and outcomes, refer to the official Work Plan attached to this document as Appendix B.

Goal Two

Improve access to services for low-income people throughout the region.

Strategies

- Elevate local collaborative efforts to a systems level in order to improve access
 - ✓ Provide educational and outreach programs to inform people of available programs.
 - ✓ Increase program involvement/services delivery in the rural counties in the region.
 - ✓ Advocate for better access to healthcare services through partnerships and the continuum of care (for example eyeglasses programs offered by the Lions Club)
 - ✓ Provide an ombudsman to assist people in accessing programs and filling out applications
 - ✓ Encourage staff to help clients become better advocates in meeting their own needs.
 - ✓ Help direct programs and services to all, including those who may not see themselves as “poor”.
- Build awareness about HRC and other poverty programs through advertising, using pamphlets and newspaper advertisements
- Participate in state efforts to develop a 211 phone directory of services
- Provide soft skills and customer service training to HRC staff to achieve better services and information delivery
- Encourage staff to help clients become better advocates in meeting their own needs

Actions

- Assist Beaverhead and Madison Counties with building continuum of care systems
- Perform client outreach in all rural counties to assist people with applications

Goal Three

Improve the conditions in which low-income people live.

Methodology

Strategies

- Maintain and improve housing conditions for low-income people
- Reduce the visibility of inequality by promoting mixed-income neighborhood revitalization

Actions

- Develop a neighborhood revitalization project in Butte-Silver Bow
- Work in cooperation with the Montana Association of Community Action Agencies to decommission substandard mobile homes
- Secure HOME program rehabilitation funds for all six counties, beginning with Deer Lodge County
- Assist Beaverhead County with a Housing Plan

- Work to preserve existing affordable housing stock
- Initiate a Section 8 Homeownership Program throughout the region
- Assist Powell and Granite counties with development of senior home repair programs and other housing options for seniors

Goal Four

Work to break the cycle of intergenerational poverty and hopelessness

Strategies

- Develop programs for children and youth that promote achievement of potential

Actions

- Explore the development of neighborhood centers throughout the region that include mentoring and after school activities
- Bring program to teach 'soft skills' to youth in all counties in the district in order to prepare them for employment success and to educate employers about working with underprivileged youth
- Develop a summer feeding programs for children in Powell County

Goal Five

Work to increase incomes for poor people in order to reduce the inequality gap

Strategies

- Support the efforts of partners who advocate a living wage or wages that allow for wage self-sufficiency

Goal Six

Increase volunteerism associated with implementing HRC programs

Actions

- Initiate mentoring and after school programs
- Educate potential volunteers regarding HRC programs
- Provide opportunities for potential volunteers and contributors to participate

Methodology

- Work with other entities, such as religious institutions, to focus volunteer efforts