

# District 4 Human Resources Development Council

## STRATEGIC PLAN



***Our Mission:** To partner with low income families and individuals to help them achieve economic and social stability, to build community, and to advocate for social and economic advancement.*

***Our Vision:** All individuals and families will achieve their dreams through meaningful assistance at District 4 HRDC.*

### ROMA GOAL 1: LOW-INCOME PEOPLE BECOME MORE SELF-SUFFICIENT.

#### A. ROMA GOAL SPECIFIC INITIATIVES

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
Adult Basic Education provides education to 100 individuals annually that want to increase their skills to assist them in becoming more employable.	30/100 30% ABE students gain GED	E & T Staff ABLE Teacher	Annually
WIA Youth program provides training and education for 30 youth.	10/30 33% WIA Youth will gain employment or enter post secondary education.	E & T Staff WIA Employment Specialist	Annually
WIA Adult program offers 25 adults the support services while they receive training and education to secure employment. 10 will be enrolled; 6 will be exited to employment.	6/10 60% obtain a job.	E & T Staff WIA Employment Specialist	Annually
WoRC program offers assistance to 100 referred TANF clients to achieve employment.	25/100 25% obtain a job.	E & T Staff WoRC Case Manager	Annually

Through childcare assistance families can continue being employed or attend school. Applications are received from 160 families for child care assistance.	105/140 or 75% the families who apply for childcare will receive childcare assistance	Child Care Link Staff Family Resource Specialist	Annually
District 4 HRDC assists families in need of safe and affordable housing with the administration of 278 Housing Choice Vouchers and 9 Mod Rehab Vouchers.	265/278 95% of Housing Choice Vouchers are leased. 9/9 100% of Mod Rehab Vouchers are leased.	Housing Staff	Annually
28 low-income homes will be weatherized to lower utility costs and reduce the energy burdens for LIEAP eligible households.	28/28 100% of households are weatherized	Weatherization Staff	Annually
Energy education will be provided to the 28 weatherization-eligible households to learn how to save dollars through wise use of energy	28/28 100% households receive client education	Energy Staff	Annually
LIEAP eligible households receive fuel bill assistance in support of employment and increase budget dollars to meet household needs.	320/350 91% working or able to work individuals receive non-emergency assistance	Energy Staff	Annually
District 4 will provide energy education to 28 LIEAP eligible households enabling them to save money and conserve natural resources.	28/28 100 % will receive energy education	Energy Staff	Annually
District 4 provides rental units to be rented by low-income individuals/families.	17/17 100% of District 4 rental units will be rented to low-income individuals/families.	Housing Staff	Annually
The Early Head Start program will provide child care for 24 infants/toddlers enrolled in the Center Based option to allow parents to work or attend school.	24/24 100% infant/toddler will receive child care services.	NMCDC EHS Staff	Annually

**B. Maintain and provide a sound building, equipment, etc. to provide the necessary resources to provide excellent service.**

<b>Initiative</b>	<b>Outcome/Measurement</b>	<b>Who is Responsible</b>	<b>Time Frame</b>
Create and follow a building maintenance plan for the all HRDC buildings, homes and apartments.	Completed Plan	Housing and Custodial Staff	December 2013 – plan completed Ongoing follow-through
Pursue funding for a new Northern Montana Child Development building	Sufficient funding is received	Executive Director NMCDC Director Board of Directors	2013 -2018
Pursue funding for a combination re-store and food bank.	Building is fully funded and built	Executive Director Housing Director Board of Directors	2013-2018
Renovate current Food Bank into Rental	Completed home rental	Housing Staff	2018

**C. STUDY AND IMPLEMENT THE RECOMMENDATIONS IN THE PATHWAYS TO EXCELLENCE IN COMMUNITY ACTION COMPREHENSIVE ORGANIZATION FEEDBACK REPORT.**

<b>Initiative</b>	<b>Outcome/Measurement</b>	<b>Who is Responsible</b>	<b>Time Frame</b>
Create Advisory Councils in Liberty, Hill, and Blaine Counties and conduct annual meetings	3/3 100% formed and having met once	Executive Director Board of Directors	2013

Administrative Staff & Program Directors will create succession plans for their positions.	6/6 100% administrative staff complete succession plans.	Administrative Staff	2013 – 6/2014
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## ROMA GOAL 2: THE CONDITIONS IN WHICH LOW-INCOME PEOPLE'S LIVES ARE IMPROVED.

### A. ROMA GOAL SPECIFIC INITIATIVES

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
Twenty community members are mobilized for the purpose of community revitalization and to improve our community.	20/20 100% volunteer for the domestic abuse initiative by serving on the crisis line, providing shelter upkeep and/or seeking donations	Domestic Abuse Staff	Annually
6000 crisis line volunteer hours are donated and coordinated through the HRDC.	6000 hours donated to community action.	Domestic Abuse Staff & Volunteers	Annually
District 4 weatherizes 28 homes occupied by LIEAP eligible clients.	28/28 100% of homes are weatherized through a contract funded by the State of Montana increasing the number of safe, affordable houses in the service area.	Weatherization Staff & Contractor	Annually
Accessible safe and affordable child care or child development placement opportunities for low-income families created, or saved from reduction or elimination.	3/3 100% placement opportunities are created or saved from reduction or elimination	Child Care Link Staff	Annually
HRDC offers 40 training opportunities for Child Care providers in order for them to obtain/maintain licensure to create/maintain child development placement opportunities.	40/40 100% of professional educational courses are offered to providers for licensure purposes to create/maintain placement opportunities in safe, healthy environments for children.	Child Care Link Staff	Annually
District 4 assists 120 local community organizations and individuals by providing a handicapped accessible place to meet.	500 hours of annual usage of the building facility will be provided to the community.	All Staff	Annually
The program allows for testing, repair/replacement of 28 furnaces and/or water heaters.	45/45 100% Furnace and Domestic Water Heater repair/replacement allow for a more comfortable and safer living.	Weatherization & Energy Staff	Annually

### B. PROVIDE THE STAFF AND PROGRAM MANAGERS WHAT THEY NEED TO DO THEIR BEST WORK.

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
Annual All Staff Training	Staff Evaluations	Staff Development Committee	Annually
Professional Development Opportunities	Policies in place to optimize employee Professional Development Opportunities	Executive Director Program Directors Board of Directors	
Conduct Human Resources Risk Assessment	100% of HR Processes will be assessed and reported to the BOD	Administrative Officer Executive Director' Board Member	Bi-Annually Beginning 2013

### GOAL 3: LOW INCOME PEOPLE OWN A STAKE IN THEIR COMMUNITY.

#### A. ROMA GOAL SPECIFIC INITIATIVES

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
Low income people volunteer with program activities resulting in community involvement and participation.	15,000 hours will be donated	All Programs	Annually
Low income people or their representatives comprise 1/3 of the HRDC's tri-partite Board.	5/15 33% low income individuals or their representatives routinely participate in the decision-making process of the HRDC Board and contribute 50 hours annually.	Board of Directors & Executive Director	Annually
Low income people serve on the Northern Montana Child Development Center Policy Council.	7/15 47% individuals routinely participate in the decision-making process of NMCDC through Policy Council and contribute 150 hours annually. 5 members or 1/3 must be present to have a quorum.	NMCDC Director	Annually

#### B. SEEK OUT THE INPUT, FEEDBACK AND SUGGESTIONS OF THE LOW-INCOME COMMUNITY AND THE COMMUNITY AS A WHOLE

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
Chili & Chat	40 people in attendance	Program Directors Executive Director	Annually
Advisory Boards	3 created	Executive Director Board of Directors	2013 Meet Annually

### GOAL 4: PARTNERSHIPS AMONG SUPPORTERS AND PROVIDERS OF SERVICES TO LOW-INCOME PEOPLE ARE ACHIEVED.

#### A. COMMUNICATE OUR GOALS, NEEDS, AND ACCOMPLISHMENTS TO OUR STAKEHOLDERS AND THE COMMUNITY.

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
Create Agency Marketing Plan	Completed Plan	Marketing Plan Committee	January 2014
Post Annual Reports on Web Site	On – Web site	Administrative Officer	Annually
Post Audit on Web Site	On – Web Site	Fiscal Officer	Annually

#### B. MAINTAIN A SOUND, LEARNING, KNOWLEDGEABLE BOARD OF DIRECTORS.

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
Form BOD Recruitment Committee	Committee Formed	Board of Directors	2013
Bi-annual strategic planning retreat	15/15 100% Board Members attend Bi-Annual meeting with minutes showing content and participation + retreat evaluation	Board of Directors Executive Director	2015
Annual Board Training	15/15 100% attend Board Training Training Evaluation	Executive Director Program Directors	Annually

## Goal 5: AGENCIES INCREASE THEIR CAPACITY TO ACHIEVE RESULTS.

### A. ROMA GOAL SPECIFIC INITIATIVES

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
State subsidy dollars are mobilized into the community through child care scholarship invoice processing to assist parents in paying for child care.	\$350,000 are mobilized in the community through invoice processing (and/or payment approval). Eligible families at or below 150% of the Federal Poverty Guidelines can receive help paying for their child care while they work, work and go to school, attend high school or do TANF activities.	Child Care Link Staff	Annually
Head Start and Early Head Start must use volunteer participation in order to meet the non-federal share requirements.	The non-federal share match is 20%.	NMCDC Staff	Annually
Head Start/Early Head Start child development staff attend trainings in order to conduct staff trainings.	3/3 100% Staff will receive trainings to become child development trainers	NMCDC Staff	Annually
NMCDC staff will attend training.	NMCDC staff will receive 15 hours of child development training annually	NMCDC Staff	Annually
HRDC Board members and NMCDC Policy Council members will attend training	2 HRDC Board members and 5 NMCDC Policy Council members will attend 2 hours of training on program governance to enable the Board members to be better decision-makers.	Board of Directors NMCDC Policy Council	Annually

### B. SEEK, APPLY FOR, AND MEET THE REPORTING REQUIREMENTS TO PROVIDE THE NECESSARY FUNDING RESOURCES TO MAINTAIN AND GROW OUR PROGRAMS.

Initiative	Outcome/Measurement	Who is Responsible	Time Frame
Pursue funding for a community garden	100% funding for the garden	Executive Director Program Directors Board of Directors	2014
Phase 2 of Buffalo Court	Secured Funding	Executive Director Board of Directors	2013/1014

**C. MAINTAIN STRONG ACCOUNTING PRACTICES, AND UTILIZE THE TREND DATA TO ITS FULL ADVANTAGE.**

<b>Initiative</b>	<b>Outcome/Measurement</b>	<b>Who is Responsible</b>	<b>Time Frame</b>
Update Financial Manual	Annual Board approved updated manual	Fiscal Officer Budget and Finance Committee	Annually
Conduct Annual Financial Risk Assessment	Audit Outcomes Risk Assessment Report Individual Monitoring Outcomes	Executive Director Fiscal Officer Budget and Finance Committee	Annually
Trend financial data/ratios	Compiled metrics documenting strong financial health	Fiscal Officer Budget and Finance Committee	Annually

**Goal 6: LOW-INCOME PEOPLE, ESPECIALLY VULNERABLE POPULATIONS, ACHIEVE THEIR POTENTIAL BY STRENGTHENING FAMILY AND OTHER SUPPORTIVE SYSTEMS (FAMILY)**

**A. ROMA GOAL SPECIFIC INITIATIVES**

<b>Initiative</b>	<b>Outcome/Measurement</b>	<b>Who is Responsible</b>	<b>Time Frame</b>
The program expects to protect 365 individuals/families from violence.	365/365 100% individuals receive emergency protection from violence and are empowered to live violence free.	Domestic Abuse Staff	Annually
Emergency shelter is provided to domestic violence victims needing shelter in a safe refuge for those in danger.	32/32 100% households obtain emergency shelter	Domestic Abuse Staff	Annually
Provide advocacy and assistance in obtaining orders of protection with the goal of allowing victims to stay in their own home.	80/80 100% households obtain an Order of Protection	Domestic Abuse Staff	Annually
25 children remain safe through advocacy and visitation/exchange.	25/25 100% child victims are provided the services of a Child Advocate to supervise visitation, exchange and individual advocacy	Domestic Abuse Staff	Annually
Transportation provided to eliminate barriers and provide safety for 100 victims of domestic violence.	100/100 or 100% receive some form of transportation such as bus passes, train tickets, or rides	Domestic Abuse Staff	Annually
Food is provided to 25 victims ( <b>households</b> ) of domestic violence.	25/25 or 100% receive food due to lack of financial resources	Domestic Abuse Staff	Annually
240 community individuals seek peer advocacy, resources and referrals through District 4 HRDC Crisis Line.	240/240 100% individuals/households call the crisis line and receive peer advocacy and referrals	Domestic Abuse Staff & Volunteers	Annually
60 low-income households are referred from Big Flat Electric to apply for a \$175 grant for energy bill	32/60 53.3% receive energy assistance based upon funds available.	LIEAP Staff	Annually



assistance.			
150 households facing an energy emergency apply for local Energy Share funds for assistance with emergencies such as utility bills, shut-offs, furnace replacement or repairs.	132/150 88% of applicants are assisted with Energy Share through the local committee	LIEAP Staff	Annually
120 low -income households apply for Hill County Electric bill assistance and receive the higher of \$125 or 50% of LIEAP benefit	120/120 100% receive energy assistance contingent upon funds available.	LIEAP Staff	Annually
Energy bill assistance will be provided to 765 households.	700/765 91% receive discounts offered from utility and service providers	LIEAP Staff	Annually
Families are assisted in emergencies.	50/100 50% of families/individuals receive emergency transportation assistance via gas vouchers or emergency medical assistance through prescription purchase.	LIEAP Staff	Annually
Families are provided food assistance for emergencies.	3000/3000 100% of individuals receive food boxes.	LIEAP Staff	Annually
28 Low -income households are provided emergency health and safety issues/repairs.	28/28 100% households emergency/hazards needs are resolved. They may receive smoke detectors, carbon monoxide detectors, window kits, broken window replacement, or bathroom vent fans.	Weatherization Staff & Contractor	Annually
Seniors and disabled are provided non-emergency LIEAP assistance	540/765 70% non-emergency LIEAP assistance - 70% are eligible for the program, so they are served with this assistance.	LIEAP Staff	Annually
Refrigerator replacement for 10 seniors and disabled when it meets the allowable weatherization Savings to Investment Ratio	10/10 or 100% receive an energy star refrigerator and reduce energy consumption, which helps to decrease the burden of high energy costs.	LIEAP Staff.	Annually
60 Infant/toddlers participate in developmentally appropriate activities to obtain pre-school readiness skills	60/60 100% children develop readiness skills	NMCDC Staff	Annually
Infants and children's health and development is improved as a result of adequate nutrition	165/165 children receive nutritious meals	NMCDC Staff	Annually
Infants and children will be connected with a medical home in order to obtain age appropriate immunizations, medical and dental care	211/211 100% children enrolled in Northern Montana Child Development Center will have a medical home. The patient centered medical home (PCMH) is an approach to providing comprehensive primary care to adults, youth and children. The PCMH broadens access to primary care, while enhancing care coordination.	NMCDC Staff	Annually
151 children participate in developmentally appropriate activities and obtain kindergarten readiness skills.	151/151 100% Children participate in school readiness activities	NMCDC Staff	Annually
200 families and other adults participate in developmental or enrichment programs and achieve program goals	200/200 100% families receive education materials and assistance to improve parenting and family functioning skills	NMCDC Staff	Annually

**B. SEEK OUT OPPORTUNITIES FOR SYSTEMIC CHANGE AND ADVOCACY OPPORTUNITIES FOR LOW-INCOME PEOPLE AND FAMILIES.**

<b>Initiative</b>	<b>Outcome/Measurement</b>	<b>Who is Responsible</b>	<b>Time Frame</b>
Advocacy Training for low-income citizens	20/20 100% low-income individuals receive training on legislative advocacy.	Board Member Executive Director	2015
Low Income Voter Registration Campaign	30/30 100% low-income individuals receive voter registration cards and assistance in filling them out.	Front desk staff	2014 & 2016
Provide Handicapped Accessible Voting Place	Voting takes place at HRDC	Building Manager/Custodian	On-going
Offer Employees one hour off to vote	Policy in Place	Board of Directors	On-going
Encourage employees to be Election officials	3/3 100% Employees are Election Officials	Program Directors	On-going

- ▶ The District 4 HRDC strategic plan will be updated and approved by the Board of Directors annually, verified by the board minutes.
- ▶ The Board of Directors will be informed semi-annually of the Agency's progress on the Strategic Plan.