

District 4 HRDC ALL STAFF SWOT ANALYSIS

August 26, 2022

Strengths	Weaknesses
<p data-bbox="203 247 292 275">Agency</p> <ul data-bbox="251 281 776 1570" style="list-style-type: none">• All housed under one roof II• Strong connections between programs I• Strong collaborations with community partners I• Provide resources and services to those who need it and benefit it the most• Free and structured childcare M-Th• Offer incentives and benefits• HRDC takes care of its employees• Inclusive• Wide Range of Services• Friendly Staff• People that work here• Community knowledge for referrals• Well trained staff• Strong Leadership and Management Staff• Board of Directors• Knowledge of staff• Flexible and Adaptable• Dedicated employees I• Community Minded I• Family oriented• Community partnerships• Empathetic to clients• Succession planning• Work well with each other• Fiscal and admin support• Employer who cares about their staff• Good starting wage• Benefits• Flexible Schedule• Everyone has each other's backs• Teamwork• Supervisor Support <p data-bbox="203 1682 305 1709">Program</p> <ul data-bbox="251 1715 695 1892" style="list-style-type: none">• Follow HS program requirements• Family oriented• Able to adapt and overcome• Helpful• Flexible	<p data-bbox="812 247 901 275">Agency</p> <ul data-bbox="860 281 1393 1528" style="list-style-type: none">• Too much paperwork• Communication between programs• Lack of Funding• Manual Timesheets• Stress and Burnout• Communication between employees• Income guidelines• Hours of operation not conducive with clients' work hours• Phone system• Remote area• Each program has a separate application process• Programs are siloed• Community isn't aware of services• Advertising• No branded items/badges• Employees lack knowledge of other programs• Enrollment process can be difficult• Required documentation• People are messy• Inconsistent follow through with policy expectations• Better connections with community partners• Wages• Short staffed• Turnover• Physical Location• Building condition• Better security• HRDC Website• Bad wifi

- Creative
- Broad spectrum of assistance to help a variety of households
- Strive for good standing with the state
- Emergencies are priority
- Not income based
- 17+ have an easy process to apply
- Funds to cover testing fees
- Variety in education materials (computer, paper based, etc)
- Flexible

Opportunities

Agency

- Partnership with public schools
- Partnership with Health Dept
- Supportive Community
- Partnership with paraprofessionals
- Community Food Drives
- Volunteers
- Multidisciplinary teams
- Referrals
- Hiring
- Vocational Rehab
- ARPPA

Threats

Agency

- Unsupportive Commissioners
- Funding
- Community not supportive of all programs
- Negative perception
- Legislature
- Poverty Guidelines
- Rural Location
- Cost of Childcare
- Lack of Transportation
- Every program has different income guidelines

District 4 HRDC Board of Directors Agency SWOT Analysis

October 13, 2022

<p>Strengths</p> <ul style="list-style-type: none">• Have some long-term board members who are very knowledgeable• Early Childhood, Fiscal, Legal seats are full• Active Board members• Leadership is cohesive and organized• Staff works well so board works well• Communication• Very knowledgeable about agency• Outreach committee	<p>Weaknesses</p> <ul style="list-style-type: none">• New board members who are still learning about the Agency• Board members who do not regularly attend meetings• ED worked remotely in 2021• Loss of large contracts (Wx, Section 8, ESG)• Board recruitment
<p>Opportunities</p> <ul style="list-style-type: none">• Agency restructure• ARPPA Funding• Community Partners in Hill County• New Lobbyist• Partnership with HPS• Partnerships with commissioners	<p>Threats</p> <ul style="list-style-type: none">• Partnerships with Blaine, Liberty, and Tribes are weak• Current state legislature• Adversity with commissioners

NMCDC SWOT/Self-Assessment 2022

Education

Strengths

- Summer Cohort
- Handling covid issues well, innovative in the ways to get parents what they need
- Tracking system and paperwork
- Trained staff members (AA and CDAs)
- Individual goals are set and encouraged to complete
- Staff members are offered the chance to further their education
- Helping people (staff members) in low income situations better themselves with job opportunities and education

Opportunities

- Summer cohort offered again
- Summer cohort assessment (track if the cohort is helping the children)
- Partner with Bullhook for mental health consultant?
- Trinity as a mental health consultant in the future once schooling is complete
- In-person trainings (through family connections and/or Nikki)
- Parent trainings/classes
- Nikki, Katie and Angela can create trainings and present them to the staff members
 - Cooking classes offered by snap for parents

Weaknesses

- Benchmark is difficult to get ahold of or follow-up with
- No mental health consultant
- Update trainings for new staff members (like Childplus or DRDP)
- Need more in-person trainings
- Staff changing positions, shortage of staff members
 - Home visits are prevented by covid
 - Wifi and camera issues

Threats

- Not enough in-person trainings

- Hard for staff members to get training hours in (new staff members are able to get their training hours by completing all trainings on childcaretrainings.org but older staff members who have already completed these trainings have had a hard time finding new trainings online to take)
- Hard to find on-line trainings
- Time to complete on-line trainings (shortage in staff members has made this difficult)
- No mental health consultant
- COVID

Health

Strengths

- Up to date files thanks to our Health Assistant working diligently.
- Proactive in making sure well child check-ups are complete and immunizations are up to date.
- Partnerships with Havre Public Schools, Bullhook Clinic, NMH Care, Benchmark
- Strong COVID Policies
- Plenty of PPE supplies
- Have a Health Services Advisory Council
- Meal services that are CACFP/USDA compliant.
- Pediatric Dentist now available in town.
- Provided flu and COVID-19 vaccines to staff.
- Bullhook Clinic now accepting sick appointments.

Weaknesses

- Staff turnover in the Health Manager Position
- Lack of follow through on COVID Policies regarding sending toothpaste and toothbrushes home each month until case count drops to zero and classrooms resume teeth brushing.
- Lack of HSAC meetings on a regular basis; lack of responses from partners

Opportunities

- New manager is ready to learn and eager to do the job.

- **Send a classroom tutorial to each Class Dojo group regarding Oral Health and toothbrushing, as well as any other general health information.**
- **Continue on the foundation current Health Advocate to enter data in a timely manner.**

Threats

- **Altacare no longer available to us**
- **Continued COVID-19 pandemic**
- **Head Start Vaccine and Masking blanket standard**
- **Lack of access to health services in community, for children, families, and staff because of pandemic.**
- **Burnout**

Admin

Strengths

- **NMCDC Leadership**
- **PDS/Coach**
- **Remained open, provide remote services when closed.**
- **BOD is involved**
- **PC is involved – new leadership has strengthened PC**
- **Experience and education levels of staff including fiscal**
- **Management staff are open to change and new ideas**
- **Have been able to over-hire and increase staff with COVID funding**
- **CARES and ARPA funding have provided many opportunities to improve the program and provide additional admin leave for staff wellness**
- **Adapt quickly to COVID-19 protocols to ensure safety of staff and children. Staff are supportive.**
- **Incorporating new technology to keep pace with modern learning techniques**
- **Strong relationship with Program Specialist**
- **Updated policies and procedures in response to COVID-19**
- **T&TA from OHS : Carra and Amber**
- **Promotion from within to Leadership positions, successful succession planning**
- **Enrollment is high compared to other HS programs across Montana**

Weaknesses

- **Newness of staff can create a learning curve**
- **Only one dual language staff**
- **Enrollment is still down from COVID-19**
- **In-Kind is low due to lack of family participation**
- **Data entry is not completed regularly in all data bases**
- **Fiscal officer is close to retirement – she will be difficult to replace**
- **Burn-out and stress due to COVID. Staff are experiencing emotional fatigue.**
 - **Lack of transportation staff**
 - **Finding qualified teaching staff difficult**

Opportunities

- **ARPA funding**
- **Strong Community Partnerships (Co Health Dept., ECIT, Health Consortium, Plant-A-Seed Read, HS Association, Special Olympics of Montana, Havre Public Schools)**
- **Supportive Community**
- **Classy-on-line fundraising opportunities**
- **STARS, Tammy and Rory are invaluable assets to NMCDC**
- **Best Beginnings Scholarships – family Connections Staff Vicky & Kelli Jo**
- **Katie & Carilla (HS Director & ED) sit on the NCAP Head Start Task Force.**
- **New HPS Superintendent opportunity to renew relationships**

Threats

- **Inability to expand services to grow the program**
- **Remote location. Overlooked at the high level of HS.**
- **Enrollment numbers are still threatened by COVID-19**
- **Head Start's Interim Final Rule regarding COVID policies and Procedures**
- **COVID guidelines prevent in-kind (volunteer hours and donations)**
- **Still discussion to possibly decrease STARS funding at the State level**
- **Lack support from local school district administration**
- **Continued need to apply for in-kind waivers**
- **Montana Legislature**

- **Statewide/National discussions for public preschool do not include Head Start in the conversation.**

Family Services

Strengths

- **Socializing is very important**
- **Shorter more attainable goals**
- **More than 1 staff during intakes**
- **Release of information is enforced. If not on the contact form children are not released**

Weaknesses

- **Enrolment is low**
- **Too much paperwork**
- **ADA-enrolled children with disabilities numbers are low**
- **Families required to transport children**

Opportunities

- **Outreach opportunities are available again since covid began**
- **Less paper, possibly going paperless in the future**

Threats

- **Low enrollment**
- **Low in disability required number**
- **Public pre-school**
- **Funding possibly decreasing due to public preschool**
- **Covid vaccines**
- **Income guidelines**