

Action for Eastern Montana

2015 and 2016 Strategic Plan

Our Mission

Action for Eastern Montana is committed to strengthening and *enhancing the quality of life* within the communities we serve by promoting education, advocacy and dignity for *achieving independence*.

Our Vision

Action for Eastern Montana, through advocacy, education, collaboration and initiative will *empower people* of all ages to *build on their dreams*, live with dignity and achieve independence.

Our Values

An organization's values are reflected in how its staff go about their work and how they interact with one another, with their customers and with the larger community. Values provide a reference point from which to measure our success.

WORTH OF EVERY INDIVIDUAL...AEM believes in the fundamental value of each individual; all people deserve respect for their basic humanity and individuality. It is AEM's goal to empower individuals to recognize and achieve their fullest potential.

FAMILY...Families are the basic building blocks of society, individuals learn to relate to one another in families. Families guide children for full participation in society, to become the parents of future generations. Healthy families create healthy future generations.

GROWTH AND DEVELOPMENT... Discovery, learning, growth and change are the means by which individuals and organizations reach their full potential. AEM believes in nurturing self-esteem and self-reliance in our customers and ourselves, forming partnerships, which build strong motivated individuals. Responsibility lies in the hands of the individual.

OPPORTUNITY... AEM empowers families to overcome the barriers which limit their opportunities, to acquire the skills with which to learn and grow, to reclaim their right to dream of a better future and to pursue their share of the best their community can offer.

PARTNERSHIPS...AEM does not work alone; it is part of a network of community organizations. Effective partnerships are grounded on trust.

COMMUNITY...AEM believes that all people should feel they are part of their community, that all individuals, families and organizations need to be treated as valuable members of the community if they are to grow and succeed.

INNOVATION...Seeing our role as an advocate in the lives of the families with whom we work and in the communities we serve, AEM strives to operate at the advancement of knowledge and practice, continually exploring new ways to achieve AEM's mission.

EXCELLENCE...Giving one's best! We achieve excellence with honesty, integrity, a sense of humor, a sense of enjoyment and an optimistic attitude. THE ONLY FAILURE IN NOT TRYING!

Background:

Following the assessment schedule that has been reviewed and adopted by the Governing Board of Action for Eastern Montana assessment surveys were distributed from June of 2013 through April of 2014.

Surveys were strategically and deliberately distributed to a vast cross-section of individuals within Action's service based on insight that Action's Board and Staff had gathered as a result of our Pathways to Excellence participation AND based on guidance from the CSBG regulations that are being implemented in 2015; primarily Standard 1.2 which dictates that organizations must "analyze information collected directly from low-income individuals as part of the Community Assessment", Standard 2.2 which dictates that organizations "utilize information gathered from key sectors of the community in assessing needs and resources" and that these should include "community-based organizations, faith-based organizations, private sector, public sector and educational institutions", and Standard 6.4 which dictates that "customer input should be included in the strategic planning process"

In addition assessment data those individuals that helped with the Strategic Planning process also had access to "current data specific to poverty and its prevalence related to gender, age, and race/ethnicity for service area". This data is used to guide the process and to comply with Standard 3.2. A copy of this data is attached to the Strategic Plan as Appendix A.

Also, suggestions from the Civicus Consulting Risk Assessment was used to help guide the Strategic Planning process. A copy of this risk assessment is attached as Appendix B.

A copy of the results from all of the surveys is attached as Appendix C. However, when compiling the strategic plan the committee focused on setting goals based off of survey responses that had a 20% or greater negative response rate. This was based on the previously-implemented (and Board Approved) planning protocol and procedures.

As part of the planning process careful consideration was given to the Community Services Block Grant (CSBG) standards that are being implemented in 2015.

Finally, it should be noted that while Standard 4.2 does require that an organization's strategic plan be, "outcome-based, anti-poverty focused, and tie directly to the Community Assessment" AND that Standard 6.2 requires that "the approved plan address reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient"; Brian Steffen (CEO) spoke with Denise Harlow (the head of the Community Action Partnership in D.C.) at a conference in January 2015 and did verify that having goals and notes in the Strategic Plan that point readers towards the Results Oriented Management and Accountability (ROMA) Workplan would meet the requirements of Standard 4.2 and Standard 6.2. To that end, Action's current ROMA Workplan is attached as Appendix D.

To the fullest extent possible goals have been designated with an associated ROMA National Performance Indicator (NPI) and are categorized as being either an individual, family, community or internal organizational goal.

Appendix Data:

Appendix A: Current area demographic and socioeconomic data

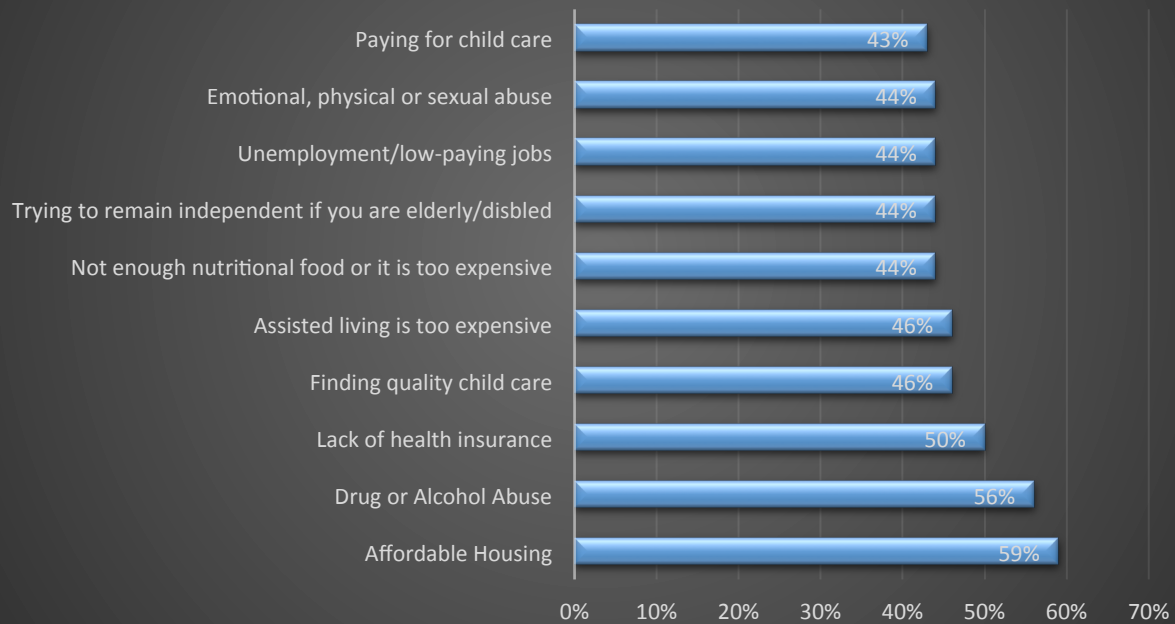
Appendix B: Civicus Consulting's report on Action for Eastern Montana

Appendix C: All Survey Results

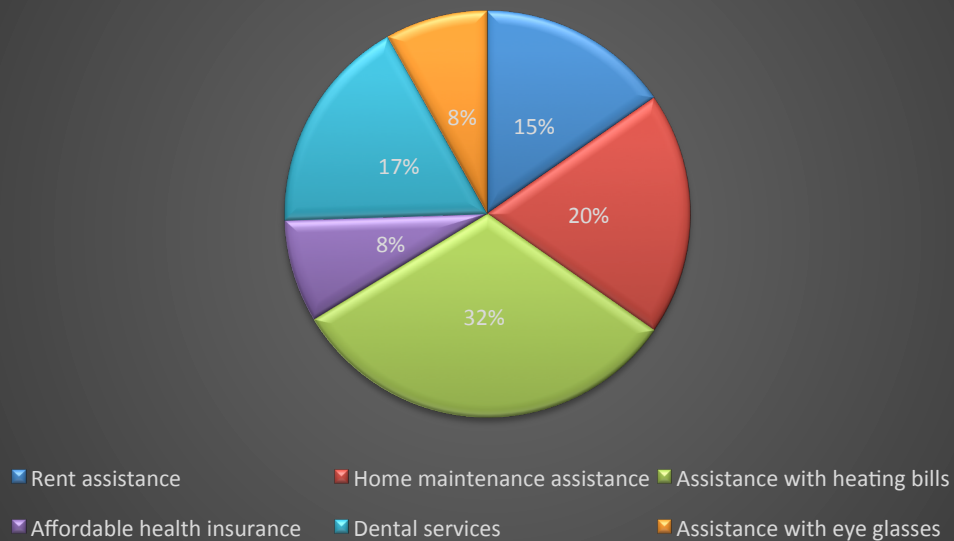
Methodology

- i. Advisory Group Surveys.
 - a. The Advisory Group Surveys were completed by the Head Start Policy Council, Churches, Schools, the Senior Companion Advisory Council, the County Councils on Aging, and the non-employee members of the Energy Share Committee.
 - b. Approximately 220 Advisory Group Surveys were sent out. Including 181 to area schools and churches.
 - c. 36 Advisory Group surveys were completed and returned.
- ii. Client Needs Assessment.
 - a. The Client Needs Assessments were sent out by Montana DPHHS employees based on contact information gathered from Action's Client Data Base system.
 - b. 700 Client Surveys were sent out.
 - c. 201 Client Surveys were completed and returned.
- iii. Employee Survey.
 - a. The surveys were emailed, mailed or passed out to individual staff.
 - b. 80 Employee Surveys were distributed.
 - c. 42 Employee Surveys were completed and returned.
- iv. Funder Survey and Quality Review.
 - a. These surveys were completed by select individuals with the Montana DPHHS, select individuals with the Montana Dept. of Commerce & Housing, select individuals with the Montana Department of Labor, and select individuals with the Regional Department of HHS.
 - b. Seven (7) funder surveys were sent out.
 - c. Two (2) funder surveys were completed and returned.
- v. Community Needs Assessment.
 - a. These surveys were passed out at Health Fair booths, meals at Senior Citizen Centers attended by Action's AAA Dept., and at meetings/presentations that were set up by Action's Outreach Committee's Presentations working group.
 - b. 301 Community Needs Assessments were completed and returned.
- vi. Governing Board Self Assessment.
 - a. This survey was passed out at Governing Board meetings.
 - b. 15 Governing Board Self Assessments were distributed.
 - c. Seven (7) Governing Board Self Assessments were completed and returned.
- vii. Key Partner Survey
 - a. The Key Partners that received this survey were vendors that Action has spent over \$25,000 within the previous year, Community Management Team meeting attendees, Head Start medical service providers, Commodity Supplemental Food Program site coordinators, Senior Companion Volunteer Station Coordinators, Section 8 landlords, County Commissioners and organizations that Action rents facilities from.
 - b. 87 Key Partner Surveys were completed and returned.
- viii. Volunteer Surveys
 - a. These were completed by the Senior Companions, those that help with the Christmas gift wrapping project, and Head Start parents.
 - b. Approximately 100 Volunteer Surveys were distributed.
 - c. 16 Volunteer Surveys were completed and returned.

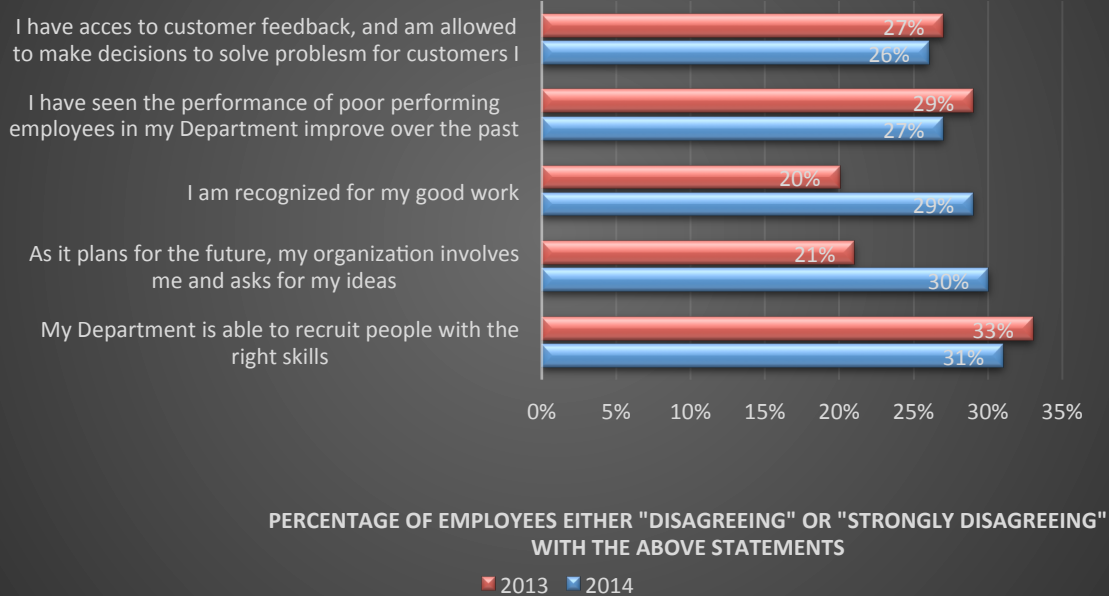
Needs most likely to be ranked as "moderate" or "severe" by Community and Advisory Group Members



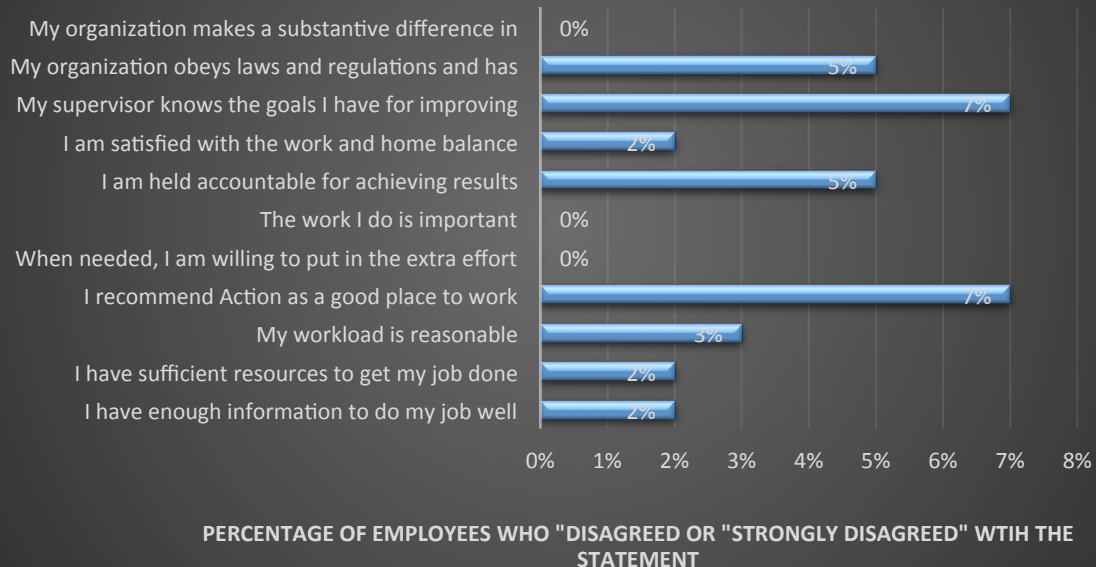
Top 6 Client-Identified Needs



Top 5 Employee-Identified areas for internal improvement



Bottom 5 Employee-Identified areas for internal improvement



Individual Goals

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible and Target Date
Help unemployed, under-employed or individuals with low-paying jobs achieve employment or better employment.	2.2E	Set up a link to Job Service on our website in order to help our clients have an easier ability to access services from both AEMT and Job Service.	Greg Mannie and the website committee with a target date of: September 2015
Follow Up and Outcome:			
Help unemployed, under-employed or individuals with low-paying jobs achieve employment or better employment.	2.3A, 2.3B, 3.1A, 3.2D	The Senior Companion Program has a goal to add 9 Volunteer Service Year positions to their program so that they can help 9 more low-income seniors receive a small stipend.	Karen O'Dell - with a target date of: July 2015
Follow Up and Outcome: 4/9/15 – We have been approved for the 9 new VSYS.			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Financial Literacy Training	4.1K (Financial/Banking Institutions) and 5.1E and 5.1G	Action will research brochures or other financial literacy informational material that we can have available to hand out to our clients.	Shiloh Smeltzer - with a target date of: June 2015
Follow Up and Outcome: Update 5/14/15: Lea will talk to her. Update 7/9/15 – Lea has spoken with Shiloh and has been informed that credit unions and banks will shortly be receiving an updated financial literacy tool to use with clients. This should come out later this summer or early in the fall. It will be made available via an organization called CUNA. 8/13/15 Update – Lea has spoken with Shiloh and has found out that the brochures came out in July. Lea will work with Shiloh to get some for AEMT to review and pass out as needed.			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Emotional/Physical or Sexual Abuse		AEMT is a mandatory reporter of suspected abuse.	All Staff - Ongoing
Follow Up and Outcome:			
Emotional/Physical or Sexual Abuse	4.1D (State Government) and 5.1E and 5.1G	E&T Staff will find a child protective services DVD or online presentation that will be made available to all staff. Staff can view it and sign off on the training.	E&T Staff – this will take place by September 1, 2015.
Follow Up and Outcome: 8/13/15 Update – Brian will speak with the E&T staff to see if they have found training material. 11/12/15 Update – Deadline will be December 31, 2015. Head Start has tools and E&T will be encouraged to talk with Head Start.			

Emotional/Physical or Sexual Abuse	4.1D (State Government) and 5.1E and 5.1G	E&T Staff will find an adult protective services DVD or online presentation that will be made available to all staff. Staff can view it and sign off on the training.	E&T Staff – this will take place by September 1, 2015.
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Follow Up and Outcome: 4/9/15 – Lu Toledo has identified adult protective training online and has sent out a link to staff. If staff view this online video they should email Lu so that she can track these training hours.
 9/10/15 Update – Lu will resend out the information on the training series and request that staff view it and notify her when they have done so.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Drug Abuse	4.1D (State Government) and 5.1E and 5.1G	AEMT will provides training to their employees on drug abuse (particularly meth) and what to look for.	Program Directors – this will take place at the Annual Meeting in 2016.

Follow Up and Outcome:

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Not enough nutritional food or it is too expensive	4.1D (State Government)	AEMT's employees refer clients to food bank and SNAP.	All Staff - Ongoing

Follow Up and Outcome: Sara Fohl has sent out the CDS referral tracking form. If staff members refer a client for a service they need to fill out this form and send it back to Sara so that she may enter it into CDS.

Not enough nutritional food or it is too expensive	2.2E and 6.4F and 6.5A	AEMT sponsors or helped support the "Harvest for Seniors" program in various communities that helps local farmers and gardeners donate produce to area seniors.	Karen O'Dell - with target dates of July through October of each year.
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Follow Up and Outcome: 4/9/15 – Need to verify if Karen tracks the amount of food and number of clients.
 8/13/15 Update – Karen does have the ability to track the number of clients and the number of bags of produce that are distributed. She and Brian will work to have this turned in with the next ROMA IS report.

Not enough nutritional food or it is too expensive	2.2E	AEMT will put together a brochure for the "Harvest for Seniors" program and we will present this to communities in our service area so that other communities could help get this program going.	Karen - create brochure Various staff - outreach
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Follow Up and Outcome: 8/13/15 Update – Karen will work on a brochure that she can submit to the Directors for review by the end of September 2015. 9/10/15 Update – Karen has put together the information on the "Harvest for Seniors" and this material has been sent to Brian. The Outreach Committee will meet in November to discuss how best to disseminate this information.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Legal Assistance	4.1D (State Government)	AEMT's Housing Program refers clients to the Montana Law Help website - which provides an overview of various legal topics and documents. The goals and outcomes of these specific services are noted in Action's IS Report.	Connie Smith – ongoing.

Follow Up and Outcome: 8/13/15 Update – Connie noted that the Housing Programs helps about three people per year by referring them to the Montana Law Help website, but that they do not set any goals in this area because they simply do not know how many people will seek assistance each year. Barbara suggested that we put a link to this website on AEMT's website....the Directors liked this idea.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Utility Bill Assistance	2.2E and 4.1F (For Profit)	Area phone companies can provide a "lifeline" phone assistance plan to eligible individuals. Clients automatically qualify for this if they receive LIEAP, Section 8 or SNAP. Clients have to ask for the applications and be proactive in this effort. Action can promote this program with its clients.	Karen O'Dell and Barbara Roberts will gather information by June of 2015. AEMT's Facebook Staff will promote the data by July 2015. Info will be added to AEMT's website by Greg by October 2015.

Follow Up and Outcome: 4/9/15 – Karen and Barbara have the info and will get it to Greg. 8/13/15 Update – This information has been given to Greg. Brian will follow up to ensure that it is placed on the website. Brian will also speak with the Facebook staff to discuss a FB note that could be posted. 9/10/15 Update – This has been placed on FB and Barbara emailed this to all of the staff. It needs to be added to the new website.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
AEMT will focus resources on projects and programs that reduce poverty, revitalize low-income communities, empower people with low-incomes to become self-sufficient and/or that help individuals from all income levels overcome barriers to independence such as age, income or disability.	Brian Steffen (CEO) spoke with Denise Harlow at a conference in January 2015 and did verify that having goals and notes in the Strategic Plan that point readers towards the Results Oriented Management and Accountability (ROMA) Workplan would meet the requirements of Standard 4.2 and Standard 6.2. To that end, Action's current ROMA Workplan is attached as Appendix D.	AEMT will meet all reporting requirements for the Results Orientated Management and Accountability (ROMA) initiative. These will include the completion and regular review of: 1) A ROMA Workplan; 2) The ROMA Progress Report; 3) The ROMA IS Report. These reports will outline our goals associated with meeting the goals/objectives noted on the left as well as our quantitative, qualitative and financial outcomes.	Program Directors - Ongoing
Follow Up and Outcome: 7/9/15 Update: This has been completed.			

Family Goals

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Lack of Health Insurance	2.2C	Action will support legislation that expands Medicaid coverage to low-income families	Brian Steffen - with a target timeframe of the 2015 legislative session.
Follow Up and Outcome: 4/9/15 – Brian has testified on behalf of legislation in the 2015 session.			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
AEMT will focus resources on projects and programs that reduce poverty, revitalize low-income communities, empower people with low-incomes to become self-sufficient and/or that help individuals from all income levels overcome barriers to independence such as age, income or disability.	Brian Steffen (CEO) spoke with Denise Harlow at a conference in January 2015 and did verify that having goals and notes in the Strategic Plan that point readers towards the Results Oriented Management and Accountability (ROMA) Workplan would meet the requirements of Standard 4.2 and Standard 6.2. To that end, Action's current ROMA Workplan is attached as Appendix D.	AEMT will meet all reporting requirements for the Results Orientated Management and Accountability (ROMA) initiative. These will include the completion and regular review of: 1) A ROMA Workplan; 2) The ROMA Progress Report; 3) The ROMA IS Report. These reports will outline our goals associated with meeting the goals/objectives noted on the left as well as our quantitative, qualitative and financial outcomes.	Program Directors - Ongoing
Follow Up and Outcome: Follow Up and Outcome: 7/9/15 Update: This has been completed.			

Community Goals

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Availability of Job Training	2.2E, 4.1J (post-secondary institution), 5.1E and 5.1G	AEMT will reach out to the local 2-year colleges in order to gather information, training and materials on the new area-specific training that they have received funding for (for example, MCC's CDL training).	E&T Department will coordinate these meetings with a target date of: December 2015

Follow Up and Outcome: 9/10/15 Update – E&T Staff will gather this information and at the January 2016 All Staff meeting they will do a presentation of the data they gather.

Availability of Job Training	2.2E, 4.1D, 5.1E and 5.1G	Have local Job Services go to the AEMT offices in their locations to conduct some training with our staff relative to the services that they can perform.	E&T Department will coordinate these meetings with a target date of: December 2015
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Follow Up and Outcome: 9/10/15 Update – E&T Staff will gather this information and at the January 2016 All Staff meeting they will do a presentation of the data they gather.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Transportation to work, child care or training	2.2E, 5.1E and 5.1G	Divide up the Strategic Planning Committee so that each county is split up for a member of the committee to thoroughly investigate all of the transportation programs in a specific county: Carter: Marilyn; Custer: Lea/Debbie; Daniels: Dawn; Dawson: Clint; Fallon: Gloria; Garfield: Lori; McCone: Shiloh; Phillips: Ron; P. River: Dorothy; Prairie: Joan; Richland: Karen; Roosevelt: Donna; Rosebud: Brian; Sheridan: Greg; Treasure: Karlene; Valley: Diana; Wibaux: Barbara; Ft. Peck: Karen; N. Cheyenne: Connie and Amber	See the list at the left - target date of July 2015.

Follow Up and Outcome: 4/9/15 – Committee members should give their material to Brian until a further plan is put forward. As of this writing the plan is to have county-sections on the website with available county-specific services listed under each county (including the transportation services). 8/13/15 Update – Brian will review the information he has and report back to those who have not turned anything in in order to remind them. 9/10/15 Update – Information has been turned in from about half of the counties. The plan is to compile the very basic information into a single document and to put that on to the website. There is no desire to put detailed information into this document (such as rates and schedules) due to the fact that those could change and would require a lot of regular oversight. 11/12/15 Update – Brian still does not have information on all counties. Lori requested that Brian send her information on the counties that she doesn't have.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Help finding programs that can assist me or my family	2.2E	AEMT will continually seek for ways to promote its programs. To this end, we will maintain an Outreach Committee that is specifically mission-driven to help families and individuals become aware of our programs.	OUTREACH COMMITTEE – Ongoing
<p>Follow Up and Outcome: 5/14/15 update: It would be great to have the Chairs of each working group meet and try and have these meetings take place in the last month of the quarters: Lori is Chair of Presentations, Lea is Chair of SWAG, Donna may be Chair of Traditional, - 6/11/15 Update - Lu and Heather are Co-Chairs of the Website one and that has replaced the Electronic Media Working Group. Brian will update the Committee list. 8/13/15 Update – Brian will set up a committee-head meeting date for some time after the Annual Meeting. 9/10/15 Update – This has taken place and minutes have been recorded.</p>			
Help finding programs that can assist me or my family	2.2E	The Traditional Media working group will seek ways to "professionalize" the brochure and other printed material that can be adjusted.	Traditional Media Working Group - with a targeted completion date of April 1, 2016.
Follow Up and Outcome:			
Help finding programs that can assist me or my family	2.2E	Redo the AEMT website to make it more user-friendly, inviting and a tool that is value-added for clients, partners and the community.	Greg Mannie and the website committee with a target date of: September 2015.
Follow Up and Outcome:			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
AEMT will focus resources on projects and programs that reduce poverty, revitalize low-income communities, empower people with low-incomes to become self-sufficient and/or that help individuals from all income levels overcome barriers to independence such as age, income or disability.	Brian Steffen (CEO) spoke with Denise Harlow at a conference in January 2015 and did verify that having goals and notes in the Strategic Plan that point readers towards the Results Oriented Management and Accountability (ROMA) Workplan would meet the requirements of Standard 4.2 and Standard 6.2. To that end, Action's current ROMA Workplan is attached as Appendix D.	AEMT will meet all reporting requirements for the Results Orientated Management and Accountability (ROMA) initiative. These will include the completion and regular review of: 1) A ROMA Workplan; 2) The ROMA Progress Report; 3) The ROMA IS Report. These reports will outline our goals associated with meeting the goals/objectives noted on the left as well as our quantitative, qualitative and financial outcomes.	Program Directors - Ongoing
Follow Up and Outcome: Follow Up and Outcome: 7/9/15 Update: This has been completed.			

Internal Agency Goals

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
Lack of Health Insurance	1.1D (benefits)	Action will continue to offer health insurance to its employees and to evaluate the most cost effective options so that coverage can be continued.	Joan Pisk - Ongoing with a procurement timeframe of every 5 years. Next is 2015.
Follow Up and Outcome: 5/14/15 update: Brian will get schools insurance changes and Joan will get info from HRDCs in Montana. 8/13/15 Update – Brian has checked with the local school district. They have a \$1,000 deductible plan and they have averaged 9% increases each year for the past 5 years (they have increased roughly 45% in 5 years).			
Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
I FEEL ENGAGED WITH ACTION AND IT REGULARLY ASKS WHAT I THINK:		Continue to email the staff the discussion topics for each Directors Meeting - send these out by Mondays at noon the week of Directors' Meetings.	Brian Steffen - Ongoing

Follow Up and Outcome: 8/13/15 Update – Barbara suggested that Brian set up an Outlook calendar reminder. Brian will do this.			
I FEEL ENGAGED WITH ACTION AND IT REGULARLY ASKS WHAT I THINK:		Supervisors or site coordinators will coordinate the completion of employee surveys at a set time	Program Directors and Site Supervisors - with a due date of March of Even Years.
Follow Up and Outcome: 11/12/15 Update – Brian will bring in the Employee Survey at the 1 st Directors Meeting in December and we will look at adjusting this as needed.			
I FEEL ENGAGED WITH ACTION AND IT REGULARLY ASKS WHAT I THINK:	5.1E and 5.G	Continue site visits by Glendive staff to share material AND to gather insight from staff.	Brian Steffen - with target months being April and May of each year.
Follow Up and Outcome: 4/9/15 – These have been postponed in 2015 and moved from the Spring to November of 2015. 8/13/15 Update – Ron will talk with his staff to try and figure out if there are any dates available that work for them and then these possible dates will be passed out to the other Directors for them to review with their staff. Every Department will work together to select the best possible dates. At this time the idea of a tea to meet new staff was also discussed. These meetings may be combined or held separately. 9/10/15 Update – There was a very lengthy discussion relative to this particular goal. At this time the plans are to have Karen move forward with her Head Start visits according to her own schedule and needs. She can let others know when she is going and if it works to combine her visits with those of another we can combine. Karen plans to do some service and activities at the Head Starts as part of her funding plan's goals. Brian will also move forward with plans for various site visits this fall; however, Brian does not want the staff to alter their normal schedule for these visits or to be required to sit down and listen to a presentation. Brian would rather observe and participate in what the staff are doing than to take their time away from their schedules. He will take some data to leave behind so staff can review it at their leisure (such as updated Strategic Plan data, surveys, financial reports, etc). Brian will let others know of his travel plans and others can come if they would like. If various Departments have staff in outlying offices those Directors will try and coordinate get together for those staff members, such as a possible Christmas get together. Finally, for new hires there may be a desire to have a "meet and greet" and those Directors that hire new employees in outlying offices can put those together and notify others of the plans so that all who wish to participate may.			
I FEEL ENGAGED WITH ACTION AND IT REGULARLY ASKS WHAT I THINK:		Have the website committee look at building in an aspect of the website that could be a confidential electronic suggestion box within the website.	Website Committee (Greg, Heather, Lu and Annie) - with a target completion date of June 1, 2015.
Follow Up and Outcome:			
I FEEL ENGAGED WITH ACTION AND IT REGULARLY ASKS WHAT I THINK:		Every 1st and 3rd Thursday email the staff and ask them if they have any items that they would like the Directors to take under consideration at the Directors' Meeting that is upcoming.	Brian Steffen - Ongoing
Follow Up and Outcome: 8/13/15 Update – Barbara suggested that Brian set up an Outlook calendar reminder. Brian will do this.			

I FEEL ENGAGED WITH ACTION AND IT REGULARLY ASKS WHAT I THINK:	5.1E and 5.G	Set up a standing call-in number for All Staff Meetings for staff to use if they so wish	Brian Steffen and Donna Micheletto-Wolf - with a target completion date of February 20, 2015.
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Follow Up and Outcome: 4/9/15 – Donna has sent a notice out to all employees informing them regarding how to call in to Copper Conferencing. Greg will see if there is also a “Go to Meeting” tool that could be used to help staff access meetings online. 9/10/15 Update – We should send out a reminder email. Brian will ask Donna to do this on a regular basis.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
MY DEPARTMENT IS ABLE TO RECRUIT PEOPLE WITH THE RIGHT SKILLS:	5.1E and 5.G	Look at promoting the Star 12 training program; which helps staff gain access to a lot of online training for a very inexpensive cost.	Brian Steffen - with a target completion date of April 1, 2015.

Follow Up and Outcome: 5/14/15 update: Brian will send out an email 7/9/15 Update: This is completed.

MY DEPARTMENT IS ABLE TO RECRUIT PEOPLE WITH THE RIGHT SKILLS:	1.1C	Form an in-house Salary and Benefits Committee that will make recommendation to the Directors who will review and make recommendations to the Personnel Committee. The Committee will consist of Joan, Lea and nine other employees (that can be a mix of Directors or line staff).	Brian Steffen - with a target completion date of April 1, 2015.
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Follow Up and Outcome: 4/9/15 – This goal has been changed significantly. The goal has been split into three parts. The Departments are each splitting up a portion of the Personnel Manual and will make recommendations for updates to the Directors and the Directors will then make these recommendations to the Board (the target dates for each of these recommendations is May and July respectfully); the Directors will set about examining salary and benefits (including looking at starting wages, incentive compensation, how jobs are placed in grades, and salary survey data) – the goal is to have this research wrapped up by October of 2015; finally, all staff are encouraged to make any suggestions for agency improvements to their Department Director (such as changing work hours, holidays, etc). 9/10/15 Update – Much time has been spent on this and the following are the determinations: 1) Directors have the authority to take ‘raise-requests’ to the Board and that authority will be maintained; 2) Directors have the authority to take ‘job description’ rescoring needs to the Directors and that authority will be maintained; 3) COLA and Longevity pay cannot be guaranteed at this point in time; 4) There is a desire to explore incentive compensation; HOWEVER, the strong feeling is that nothing can be universally created and applied. Rather, each Department needs to have the autonomy to implement goals for their employees and possible value associated with each goal. Incentives do not have to solely be financial. Lea and Joan will examine the various regulations that would need to be in place relative to incentive compensation plans and they will present their findings at the first Directors Meeting in October (October 8th).

From there the Directors will work to create a policy for the implementation of Incentive Compensation that Departments would need to follow – although they would be free to set their own goals and determine incentives that they would like just so long as they follow the regulations of the policy that is created. 11/12/15
 – Lea and Joan will present a draft policy at the December 8, 2015 Directors Meeting.

MY DEPARTMENT IS ABLE TO RECRUIT PEOPLE WITH THE RIGHT SKILLS:	1.1C	Reform the Personnel Committee and task them with looking at compensation and benefits as a whole (longevity, salary survey results, benefits, etc).	Brian Steffen and Jim Skillestad with a target completion date April 1, 2015.
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Follow Up and Outcome: 4/9/15 – This committee doesn't really need to be in place until the summer of 2015 due to the October deadline the Directors are working under.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
AS IT PLANS FOR THE FUTURE, AEMT INVOLVES ME AND ASKS FOR MY IDEAS:		Various goals in other areas address this (see the formation of the Salary and Benefits Committee and the notes for the Directors' Meeting above under the "I feel engaged...."	

Follow Up and Outcome:

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
DIFFERENCES IN PERFORMANCE ARE RECOGNIZED IN MEANINGFUL WAYS:		See the notes under the "My Department is able to recruit...."	

Follow Up and Outcome:

DIFFERENCES IN PERFORMANCE ARE RECOGNIZED IN MEANINGFUL WAYS:		Supervisors will require employees to set goals during their evaluation period. As part of this, the supervisors will discuss with the staff how they would like to be recognized for the accomplishment of their goals. Supervisors will then recognize each employee for the accomplishment of their goals.	Department Directors - Ongoing
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Follow Up and Outcome:

DIFFERENCES IN PERFORMANCE ARE RECOGNIZED IN MEANINGFUL WAYS:		Directors will create an Employee/Employer relations policy	Brian Steffen - with a targeted completion date of July 1, 2015
Follow Up and Outcome: 8/13/15 Update – Brian will get each Director a copy of the OMB regulations that will serve as a starting point for a discussion at the August 27 th Directors Meeting. 9/10/15 Update – The OMB regulations were reviewed and it is noted that Employee Morale is an allowable expense in so far as it follows a written policy. The Directors will review Action's policy in the near future to update it as needed. 11/12/15 Update – Brian will visit with Joan to see if she can lead this discussion at the December 10, 2015 Directors Meeting.			
DIFFERENCES IN PERFORMANCE ARE RECOGNIZED IN MEANINGFUL WAYS:	1.1C	Directors will revisit the Incentive Compensation policy.	Brian Steffen - with a targeted completion date of July 1, 2015
Follow Up and Outcome: 5/14/15 update: The deadline should be for October. 9/10/15 Update – See the notes under the Salary/Benefits goal noted several goals above this one.			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
I HAVE ACCESS TO CUSTOMER FEEDBACK, AND I AM ALLOWED TO MAKE DECISIONS TO SOLVE PROBLEMS FOR CUSTOMERS I FOCUS ON		Make sure that all employees know where the customer feedback report is saved on the "R" drive.	Amber Nentwig - with a targeted completion date of April 1, 2015
Follow Up and Outcome: 7/20/15 Update: This has taken place.			
I HAVE ACCESS TO CUSTOMER FEEDBACK, AND I AM ALLOWED TO MAKE DECISIONS TO SOLVE PROBLEMS FOR CUSTOMERS I FOCUS ON		In the future, make this question two different questions - is it a lack of knowing the data or is it a feeling that they can't solve problems.	Brian Steffen - with a targeted completion date of June 2016.
Follow Up and Outcome:			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
I BELIEVE THE RESULTS OF THIS SURVEY WILL BE USED TO MAKE ACTION A BETTER PLACE TO WORK:		Create an internal newsletter that gives a brief rundown on what each Department is doing and on the progress of the Strategic Plan. This will be published every quarter.	Barbara and Karlene Ongoing with a newsletter generated every quarter – beginning April

			of 2015.
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Follow Up and Outcome: 5/14/15 update: Barbara will see if Cally has interest in this. 7/9/15 Update – Barbara and Karlene will oversee the newsletter for the 3rd quarter of 2015. Brian will oversee the 4th quarters. 8/13/15 Update – Barbara volunteered to do the one for the 4th quarter due to the fact that she and Karlene have already put together a lot of material for it. 11/12/15 – Barbara asked that those Directors that are leaving Action if they could give her a special note to go in the newsletter.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
I REGULARLY GET THE INFORMATION ABOUT OUR ORGANIZATION'S PROGRESS AND SUCCESS:		The IS Report and the Strategic Plan are both updated regularly and are on the "R" drive. Both documents have significant data relating to Action's successes and results. Review these documents annually at the annual meeting, during site visits and during Department meetings.	Program Directors - with targeted with targeted completion timeframes by the end of the 2nd quarter of each year.
Follow Up and Outcome:			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
OUR ORGANIZATION HAS CURRENT POLICIES AND MAKES FREQUENT INTERNAL CHANGES THAT IMPROVE MY WORK:	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)	Action's personnel policies will be reviewed by an attorney every 5 years and this will be written into the Board Manual.	Joan Pisk - targeted completion every 5 years, beginning in 2015
Follow Up and Outcome: 5/14/15 update: This is almost done. Update 6/11/15 – We have heard back from the attorney and will be reviewing the attorney's recommendations on June 25. 7/9/15 Update – The attorney has returned the results and the Directors have reviewed them. These will be presented to the Board in September of 2015. 11/12/15 – This is done			

OUR ORGANIZATION HAS CURRENT POLICIES AND MAKES FREQUENT INTERNAL CHANGES THAT IMPROVE MY WORK:	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)	Ensure that any changes to the Personnel Manual are reviewed and approved by an attorney prior to implementation.	Joan Pisk - Ongoing
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Follow Up and Outcome:

OUR ORGANIZATION HAS CURRENT POLICIES AND MAKES FREQUENT INTERNAL CHANGES THAT IMPROVE MY WORK:	5.1E and 5.1G	Present changes in a more obvious manner and review them at meetings such as site visits and Department meetings.	Program Directors - Ongoing...as needed
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Follow Up and Outcome:

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
I AM RECONGNIZED FOR MY GOOD WORK:		See notes from previous areas ("Differences in performance....")	

Follow Up and Outcome:

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
ACTION'S BOARD AND DEPT. DIRECTORS GENERATE HIGH LEVELS OF MOTIVATION AND COMMITMENT IN THE WORKFORCE:		Invite Board Members to participate in site visits.	Brian Steffen - Ongoing...as occurring

Follow Up and Outcome:

ACTION'S BOARD AND DEPT. DIRECTORS GENERATE HIGH LEVELS OF MOTIVATION AND COMMITMENT IN THE WORKFORCE:		Post a group photo of the Board in the Board Room	Joan Pisk - October of each year
Follow Up and Outcome: 11/12/15 – Brian will visit with Karen O'Dell to see about a frame and mat with titles that can just be swapped out in the future.			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
I HAVE SEEN THE PERFORMANCE OF POOR PERFORMING EMPLOYEES IN MY DEPARTMENT IMPROVE OVER THE PAST YEAR:		Change the question to something such as, "If I am aware of poor performing employees I have followed the problem resolution policy and I have not seen improvement."	Brian Steffen - with a targeted completion date of June 2016.
Follow Up and Outcome:			
I HAVE SEEN THE PERFORMANCE OF POOR PERFORMING EMPLOYEES IN MY DEPARTMENT IMPROVE OVER THE PAST YEAR:		Directors will review the problem resolution policy	Brian Steffen - with a targeted completion of July 1, 2015
Follow Up and Outcome: 7/9/15 Update – This has taken place and the changes recommended therein are part of the proposed changes to go before the Board in September 2015.			
I HAVE SEEN THE PERFORMANCE OF POOR PERFORMING EMPLOYEES IN MY DEPARTMENT IMPROVE OVER THE PAST YEAR:	5.1E and 5.1G	Train employees on the problem resolution policy upon hire and at all staff meetings.	Joan Pisk and Brian Steffen - with a targeted completion of December 2015
Follow Up and Outcome: 5/14/15 update: Move this up to August to align with the Suggestion Box. 7/9/15 Update – The new policy will not be approved by the Board until September. Therefore, these needs to be move to a date later than August. 11/12/15 Update – Each Director is in charge of having employees review and sign-off on any updates to the Personnel Manual. Joan will put together a one or two page document noting what the changes have been. She will also get each Director sign-off forms for their staff.			
I HAVE SEEN THE PERFORMANCE OF POOR PERFORMING EMPLOYEES IN MY DEPARTMENT IMPROVE OVER THE PAST YEAR:		Remove the "suggestion box" and have suggestion go into the mail boxes by the door of each Department in an envelope. Agency-wide suggestion should go to Brian. This will allow Department's to make adjustments and corrections in a less publicly-shaming way.	Brian Steffen - with a targeted completion date of July 1, 2015.

Follow Up and Outcome: 5/14/15 update: Put on hold...there needs to be training on the purpose of the Suggestion Box being focused on polices and not complaints need to follow the Problem Resolution policy. Enforce a requirement to sign.

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
I KNOW HOW WELL OUR ORGANIZATION IS DOING FINANCIALLY AND PROGRAMMATICALLY:		Continue to have Lea email the staff to let them know she has the Board-approved financial reports.	Lea Ringen - Ongoing

Follow Up and Outcome: 7/9/15 Update – This is taken place, but it is ongoing and will take place into the future.

I KNOW HOW WELL OUR ORGANIZATION IS DOING FINANCIALLY AND PROGRAMMATICALLY:	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)	Link the financial reports with programmatic reports (this will be a new OMB guideline). This will be accomplished by thoroughly reviewing the ROMA IS report and progress report (all sections of those reports) with the Board each year; this will also be put onto the "R" drive. The progress report will go on the website.	Brian Steffen and Lea Ringen - with a targeted day of May 1, 2015.
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Follow Up and Outcome: 5/14/15 update: This will take place in June. 11/12/15 Update – This has taken place.

I KNOW HOW WELL OUR ORGANIZATION IS DOING FINANCIALLY AND PROGRAMMATICALLY:		Change the question to something such as, "Organizational programmatic and financial data is made available to me."	Brian Steffen - with a targeted completion date of June 1, 2016.
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Follow Up and Outcome:

I KNOW HOW WELL OUR ORGANIZATION IS DOING FINANCIALLY AND PROGRAMMATICALLY:	5.1E and 5.1G	Lea will be invited to Department meetings from time to time to do presentations	Department Directors
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Follow Up and Outcome:

I KNOW HOW WELL OUR ORGANIZATION IS DOING FINANCIALLY AND PROGRAMMATICALLY:		Staff will be made aware of the fact that they are invited to the Finance Committee's monthly meetings.	Lea Ringen - Ongoing
Follow Up and Outcome: 6/11/15 – Update – Lea will put together a poster to promote this. This will go to all staff. 9/10/15 Update – Lea said she could send out a reminder of this ability on a regular basis.			
I KNOW HOW WELL OUR ORGANIZATION IS DOING FINANCIALLY AND PROGRAMMATICALLY:		Make the Finance Committee meetings available for staff who may want to call in and listen.	Lea Ringen and Donna Micheletto Wolf - with a targeted completion date of June 1, 2015
Follow Up and Outcome: 5/14/15 update: This has taken place.			
I KNOW HOW WELL OUR ORGANIZATION IS DOING FINANCIALLY AND PROGRAMMATICALLY:		Promote the fact that the audit is on the website.	Lea Ringen - Ongoing
Follow Up and Outcome:			

Goal/Objective	Associated NPI Goal #	Action step needed in order to accomplish the Goal/Objective	Person(s) Responsible
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations) and CSBG Standard 4.1	Put together a committee tasked with looking at the current mission and making sure it meets the new CSBG standards. This can include staff, Directors and Board Members.	Brian Steffen - with a targeted completion date for setting up the first meeting by the July 1, 2015.
Follow Up and Outcome: 6/11/15 – Ask who wants to be involved. Cap the amount at 8. 8/13/15 Update – The Directors do not have a lot of enthusiasm for updating the mission in a significant way. Several of them were part of the last update and have a wealth of memories associated with this arduous task. However, there is not opposition against the idea of changing the current mission's word "independence" to be "self-sufficiency"....in order to possibly align more closely with the CSBG Standards. This (along with a review of programs) will go to the Board in September. 11/12/15 – The mission was updated.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations) and CSBG Standard 4.1	Update the Board Manual to require the Board to review the mission every 5 years.	Brian Steffen - with a targeted completion date of July 1, 2015.

Follow Up and Outcome: 5/14/15 updated: This has been completed.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)	Make sure that all succession plans are updated and meet the CSBG standard and Civicus Recommendations.	Brian Steffen - with a targeted completion date of August 1, 2015.
Follow Up and Outcome: 8/13/15 Update – The CSBG Standard only applies to the CEO succession plan and this goal should only be for the CEO’s succession plan....not “all” of the succession plans that Action has in place for its various employees. This goal should be amended and it has been accomplished.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)	Implement a Risk Assessment Policy in the Directors Manual and conduct the assessment every two years.	Brian Steffen - with a targeted completion date of January 1, 2016.
Follow Up and Outcome:			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)	Implement a Business Continuity Plan and review and update it every two years in conjunction with the Risk Assessment.	Brian Steffen - with a targeted completion date of January 1, 2016.
Follow Up and Outcome: 5/14/15 update: This has been completed and is being reviewed by the Board on 5/15/15. 9/10/15 Update – The Governing Board Approved of Brian’s updated Succession Plan in May 2015 (which includes Succession Plans, Loss of Leadership Plans and Business Continuity Plans).			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)and CSBG Standard 4.4	Update the Board Manual to require the Board to review the CEO succession plan on a yearly basis.	Brian Steffen - with a targeted completion date of July 1, 2015.
Follow Up and Outcome: 5/14/15 update: This has been completed.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)and CSBG Standard 5.3	Update the Board Manual to require the Board to have an attorney review the bylaws every 5 years.	Brian Steffen - with a targeted completion date of July 1, 2015.
Follow Up and Outcome: 5/14/15 update: This has been completed.			

CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)and CSBG Standard 5.4	Update the Board Manual to require the Board Members to sign off on the reception of the Bylaws at least every two years.	Brian Steffen - with a targeted completion date of July 1, 2015.
Follow Up and Outcome: 5/14/15 update: This has been completed.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	5.1F and 5.1H and CSBG Standard 5.9	Have one Department present at the Board Meeting each month (the same one that does the training at the All Staff Meeting). The presenter does not have to be the Director.	Program Directors - Ongoing
Follow Up and Outcome: 5/14/15 update: This has been taking place.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	5.1F and 5.1H and CSBG Standard 5.7	Have the CEO and CFO sit down with the new Board Members to conduct a brief training and require this training to take place per procedures listed in the Board Manual.	Brian Steffen and Lea Ringen - with a targeted completion date of July 1, 2015.
Follow Up and Outcome: 6/11/15 Update - Brian and Lea will work to nail this down on the 15 th of June. 8/13/15 Update – Brian and Lea will start on this the week after the Annual Meeting. 9/10/15 Update – Brian and Lea will work on the final draft regarding how this training orientation is to take place. 9/14/15 Update – Brian and Lea have done this and Brian is typing up the draft procedure. 11/12/15 Update – This has taken place.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	5.1F and 5.1H and CSBG Standard 5.8	Have the Board Members sign off on the reception of the WIPFLi training DVD.	Brian Steffen - with a targeted completion date of July 1, 2015.
Follow Up and Outcome: 5/14/15 update: This has been nearly completed...just waiting to gather signatures from the last couple Board members. 9/10/15 Update – This is completed.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)and CSBG Standard 7.1	Update the Board Manual to require an attorney to review the Personnel Manual every 5 years.	Brian Steffen - with a targeted completion date of July 1, 2015.
Follow Up and Outcome: 5/14/15 update: This has been completed.			

CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)and CSBG Standards 7.4 and 7.5	Update the Board Manual to require the Board to officially evaluate the CEO and review and approve of the CEO compensation every year	Brian Steffen - with a targeted completion date of July 1, 2015.
Follow Up and Outcome: 5/14/15 update: This has been completed.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	2.2E (preservation of community service focused on quality of life - AEMT - due to compliance with regulations)	Action will have a certified ROMA trainer review the ROMA workplan and the Strategic Plan	Brian Steffen - with a targeted completion date of March 1, 2015
Follow Up and Outcome: 5/14/15 update: This was completed by Phil with the Billings HRDC.			
CHANGES NEEDED PER THE PROPOSED CSBG STANDARDS THAT ARE COMING OUT	5.1E and 5.1G and 5.1 F and 5.1H and CSBG Standard 7.9	Action will have a certified ROMA trainer come on sight and conduct staff and Board training	Brian Steffen - with a targeted completion date of December 31, 2015
Follow Up and Outcome: 9/10/15 Update – Lu Toledo is pursuing becoming a Certified ROMA Trainer.			