



**2015-2017**

**Mission & Vision**

**Connecting people and building community by catalyzing change and sharing resources to build a strong, vibrant, resilient, inclusive community.**

**Our Goals:**

Resilient Community & Responsive Leadership

Robust Arts, Culture & Environment

Connected Youth

Thriving Nonprofits

Eradicated Poverty

**by Connecting People and Building Community.**

## What are we aiming to accomplish?

***Leadership is the ability to align and inspire others to achieve common goals.***

As a leader, my job is to fall in love with projects every day. To do this, I provide open space for people to create ideas into community assets by providing space and resources where people can connect, collaborate and contribute in ways that bring that individual sense of “awe” and meaning to lives.

Like Asset Based Community Development thinking, I strive for a point-of-view based in abundance (opportunity) rather than scarcity (need).

I do this by embracing the new “networked and emergent way” of doing things that promotes multiple ways to approach opportunities; sometimes called experiments. The Foundation itself is an example of the power of experiments and “evolve ability”. I nurture diversity rather than obsess with targets and measurement. I don’t always know what will be created but I help to build awareness (or learn) what’s going on and that something is going to happen-often called learning in public. When I create a sense of potential accomplishment outside of the boundaries; when I do the play test; when I challenge everything; my job doesn’t look like work- it looks like experimentation. That is when I know that I am working at the right altitude.

I connect and convene people through inclusiveness. My goal in is to connect people and build community by inspiring and engaging people to community cause by investing my time and resources into their ideas and visions.

The question is not about our organization-it is about the people in the community. We must connect our organization to people and their aspirations. To do this:

- ❖ We must create a higher level of universal ideas that people can gather around. A pervasive feeling of being involved in something bigger than themselves. Inspire people to lean in, not back. They should be a collaborator not an editor.
- ❖ We are an organization that is mission driven and fluid. This creates a sense of natural leadership within the community.
- ❖ We are a coordinator and intermediary of resources. We do not have to have all of the answers. We have to be willing to create opportunities for answers to be discovered-creating those “aha” moments.
- ❖ We must utilize extreme scale: using micro contributions to achieve scale. Create lists and leave trails and traces for people to quietly and loudly collaborate with us.
- ❖ We must de-silo ourselves and others. We must de-silo our own egos. That’s the culture change that needs to be made. Change the way we see each other. Put assumptions about each other out on the table. Talk about it in a deeper way. Consider purposeful disruptions. Create inspiration. Seek moments of truth.

Only when we do bold things that create interesting; are strategically disruptive; are strong and vulnerable at the same time; listen, before speaking; remain noncompetitive; put the people we are working with as the most important. Only then, will we have achieved our Mission.

Tracy Timmons  
Executive Director

## **What are our capabilities for doing this?**

### **Resources: Our internal assets include:**

- ✓ Partnerships with long term operating grants that take care of our base operations and provide stability to the organization;
- ✓ Qualified and experienced staff to perform the work in a legal and socially responsible manner;
- ✓ Operating and program budgets within a detailed nonprofit accounting system;
- ✓ Supported membership building to perform and provide for a multitude of services;
- ✓ Highly engaged and diverse board of directors and other key volunteers with a wide variety of expertise available to the efforts of the Foundation.

### **Capacities: Our external strengths include:**

- ✓ Established in collaboration of the highest form since 2003; in leadership and asset building since 2010;
- ✓ Developed and building community trust in an incremental and sustaining way;
- ✓ Multiple, diverse, collaborative networks that are either catalyzed or willing to be catalyzed based on community opportunities;
- ✓ Varied facilitation levels and a driving force for community organizing and conversations;
- ✓ Engaged memberships with strategic organizations that fully support and complement our efforts.

### **Future resources and tools that will further strengthen our work.**

- ✓ A comprehensive engagement of key volunteers with a variety of talents that will work to support newly created capacities within the nonprofits and the community;
- ✓ A fully integrated online communication system that will inform and engage a democratic community;
- ✓ A public engagement policy that will inspire other networks and be replicated by them;
- ✓ Educated and connected community members through improved college and career readiness programs;
- ✓ A resilient community that knows how to work together before potential disaster strikes;
- ✓ A fully developed arts & cultural center that will provide room for additional poverty services and increased economic opportunities;
- ✓ A healthy, natural environment;
- ✓ A vibrant downtown business district;
- ✓ Strong nonprofits able to meet community needs.

## **Resilient Community & Responsive Leadership:**

Our work is focused on building strong connections that prepare the community to identify needs and develop them into opportunities. We support tri-sector leaders who move easily across landscapes and boundaries; citizens, government, for profit and nonprofit.

### **What are our strategies to make this happen?**

- ✓ Continue to practice and strengthen community opportunity building through robust collaboration and focused conversations.
  - Vet community ideas and convene conversations; Invite interested people and engage those who need to be there;
  - Willing to learn in public: not having all of the answers;
  - Welcome ideas and strategies that benefit the community: Build community assets;
  - Improve community communications;
  - Educate the community in the transfer of wealth;
  - Create stronger partnerships with government entities by working together;
  - Create a public engagement plan;
  - Grow our membership; create membership benefits;
  - Be fluid, on the ground, engaged, creative and informed in our decision making and asset assigning processes so we can quickly take action.
- ✓ Support leaders through fully developed programs that are sustained, implemented and that actively meet community needs and opportunities.
  - Succession plans in place for the board, executive director, volunteers and staff;
  - Provide development opportunities.
- ✓ Increase individual, foundation and corporate contributions through a fully integrated funding program equipped with the staff and volunteers to execute the strategic business plan.
  - Shift balance between grant support and individual donor support as a resource to combat a vulnerable funding position;
  - Executing a comprehensive donor engagement plan;
  - Engage the finance committee to meet monthly to review all aspects of financial management, control costs, and develop earned revenue streams.
- ✓ Develop a comprehensive communications strategy for the Foundation.
  - Create a coordinated communications plan;
  - Mobile+Social+Technology: we need a strategy that includes website-emailing-texting-calling-mailing they must all have the same look/brand;
  - Research what on our website is being used and build from there;
  - Develop the engagement of supporters to tell our story and influence their circles;
  - Foundation website is current, changing, and responsive to the needs of users.
- ✓ Volunteers are crucial to meet community opportunities. Volunteers fill critical roles and provide essential skills.

- Focus on engaging and developing a multi-generation volunteer force with an effective recruitment volunteer engagement plan complete with position descriptions;
- Establish an orientation, recognition, training, and appreciation programs;

### How will we know if we are making progress?

- ✓ Number of **hosted conversations** will continue to grow: 2011=256; 2012=362; 2013=350; 2014=362; 2015=372; 2016=383
- ✓ Number of **participants at conversations** will increase: 2011=2145; 2012=3131; 2013=3001; 2014=3287; 2015=3451; 2016=3623
- ✓ Foundation **membership** will increase:
  - 2011= 53 Total: 7 Individual/46 Nonprofits.
  - 2012= 76 Total: 21 Individual/55 Nonprofits.
  - 2013= 82 Total: 8 Individual/17 Households/1 Business/56 Nonprofits.
  - 2014= 96 Total: 10 Individual/18 Household/57 Nonprofit /3 Business/3 Emerging/3 Supporter/1 Advocate/1 Sustainer.
  - 2015= 20 Individual/26 Household/58 Nonprofit/4 Business/4 Emerging/4 Support/2Advocate/2 Sustainer.
  - 2016= 30 Individual/36 Household/59 Nonprofit/5 Business/5 Emerging/5 Support/3 Advocate/3 Sustainer.
- ✓ The amount of total **grant making** will grow: 2011=\$7,500; 2012=\$6,000; 2013=\$6,200 2014=\$10,000; 2015=\$12,000; 2016=\$14,000
- ✓ The number of **community ideas put into action** will be impactful: Year, Total, Large Initiative(s)
  - 2011=Poverty Resource Inventory; Nonprofit Shared Services Center.
  - 2012=Carbon County Resource Directory; Youth Volunteerism; Old Roosevelt School; Economic Development; Youth Steering Committee; Fiscal Sponsorships; A Place for Our Arts; Donor Advised Funds;
  - 2013=Youth Mentoring program; Connect: Carbon County; Drew the face of working class poverty; Navigators conceptualized;
  - 2014=Lunch in the Sun for youth; Restore, Reuse, Revitalize Old Roosevelt; Toys for Tots; Adult Volunteerism;
  - 2015=
  - 2016=
- ✓ Engage adequate staffing funds to fully execute the strategic plan **Staffing** FTE will be equivalent to: 2012=2.0; 2013=2.25; 2014=2.25; 2015=3.50; 2016=3.50.
- ✓ Raise **operating** income to \$225,000 by 2016.
- ✓ \$25,000 (3 months) **resource** account for staffing will be created by 2015.
- ✓ Diversify and grow financial **funding support** that strengthens our ability to perform: Individuals 40%; grant 40%; corporate to 10% and program income to 10%. 2012,2013,2014,2015,2016.
- ✓ Foundation **volunteer's** hours will grow: 2012=180; 2013=250; 2014=350; 2015=450; 2016=500.
- ✓ Develop and implement a **communication plan**, policies, and procedures that will engage a larger audience; hire a communications outreach specialist by end of 2015.
- ✓ Increase **website** traffic by 5% each year. Google Analytics will be utilized to measure success: December 2014; December 2015: December 2016:

### What have and haven't we accomplished so far?

**Achieved:** Learned to work together to build community assets by true collaboration; built trustful reputation through willingness to serve the community in the way that it needs rather than from preconceived ideas of what we should be. Foundation has engaged volunteers for local efforts; some position descriptions have been developed and implemented; the donor development committee has been created and activated. Created a Donor development committee.

**Not Yet Realized:** A comprehensive public engagement plan; opportunities for the transfer of wealth to create permanent community assets in perpetuity; functional government partnerships; strong, developed membership program. Effective volunteer plan is not in place; expansion of staffing position and operating funds to cover them; board fundraising ideas have not been fully developed.

### **Robust Arts, Culture & Environment:**

Catalyze the community to fully develop its sense of place with regard to arts, culture, the natural environment, and the downtown business district.

#### **What are our strategies to make this happen?**

- ✓ Renovate old Roosevelt school into a community designed arts & cultural center.
  - Provide administrative support to drive the project; develop volunteer coordinator position; engage volunteers through volunteer position descriptions;
  - Schedule meetings, publish meeting notes, and facilitate action items for “A Place for Our Arts”;
  - Develop Revise, Reuse, Revitalize Old Roosevelt committee;
  - Strategic plan fully developed, in place, and action items completed;
  - Completing a feasibility study;
  - Host public forums for comprehensive development of the center to develop complimentary uses;
  - Reformulate initial plans based on outcomes of the forums;
  - Continue in mentor relationship with the Emerson and Shane centers;
  - Identify additional project partners;
  - Work within the steering committee until a new cross functional board is created for the center;
- ✓ Develop Funds and Activities that support old Roosevelt.
  - Develop project budgets;
  - Fundraise start-up expenses;
  - Establishing a capital campaign and an operating endowment campaign;
  - Engage and promote performances of the Red Lodge Fringe Festival;
  - Pursue strategic grant funding.
- ✓ Develop programs to support artists in our community
  - Establish fund for Educating Emerging Artists;
  - Maintain community grand piano donated to the Foundation.
- ✓ Inspire and support economic development
  - Engage human resources to support development efforts
  - Support Red Lodge Area Economic Development Corp
  - Create an online employment board
  - Engage community in conversations that perpetuate economic development opportunities

- ✓ Creative grant making strategies to support the natural environment

### **How will we know if we are making progress?**

- ✓ Old Roosevelt School will be **remodeled and fully operational** as an arts & culture center by 2016.
- ✓ Raise \$35,000 for **feasibility** study, 2014
- ✓ Raise \$15,000 for a **Preliminary Architectural** Report 2015
- ✓ Raise \$10,000 for **grant making** programs
- ✓ \$1.25 Million raised for **1<sup>st</sup> phases** of the project - 2015
- ✓ \$1.5 Million raised to create a **permanent endowment** to fund operations in perpetuity: 2015 & 2016
- ✓ The number of project **partners** will continue to grow: 2011=5; 2012=9; 2013=11; 2014=15; 2015=20.

### **What have and haven't we accomplished so far?**

**Achieved:** For the first time in 25 years, all artists groups are working together; provided ground work to build a project; performed surveys on existing facilities; learned to work together from diverse perspectives and needs; executed the first strategic plan; engaged events that support initial funding; located mentors; engaged wide community support; identified a diverse funding strategy; Established the Red Lodge Fringe Festival, funding raised for the re-use study. Piano has been accepted and fund established with \$525 raised in 2014.

**Not Yet Realized:** Funding raised for the project; community input for facility design; renovation of the building, a thriving arts & cultural center with many ongoing activities; a board of directors upon facility completion. Emerging Young Artists fund established.

### **Connected Youth:**

Connecting youth to their community with a three pronged approach:

1. a youth volunteer program to connect at-risk youth to their community;
2. a mentoring program to connect youth to caring adults;
3. a college and career readiness program to connect youth to hope for the future.

### **What are our strategies to make this happen?**

- ✓ Youth steering committee will meet on a regular basis and provide oversight to the direction of the youth program as a whole.
  - Committee is cross functional with representatives from youth organizations, community members and youth;
  - Outcomes and impacts are reviewed.
- ✓ Development of college and career readiness programs.
  - Input and development of policies of the school district;
  - Expand FAFSA and College application submissions;
  - Connect with MSU-B and Powell to build local partnerships;
- ✓ Expanding Future of Montana: Volunteer Corps.
  - Engage more nonprofits to create position descriptions and utilize youth volunteers more often;
  - Connect more students and parents in youth volunteering activities;
  - Create additional internship opportunities;

- Enroll middle school youth;
- Become integrated within the school: Grad Matters, Youth Steering Committee, Teachers, Interact, Student Council and other extracurricular programs;
- Develop students through leadership conferences;
- Recognition of youth volunteers further developed;
- Engage with the GRE program, drop outs and home school students to act as a resource of volunteer opportunities.
- ✓ Developing a middle school/adult mentoring program.
  - Emphasis on identifying and developing at risk youth;
  - Expand adult mentor program best practice grades 6-12;
  - Partner with DSVS Power Up Speak Out and YES programs;
  - Develop integrated system to send youth to Yellowstone National Park leadership event;
- ✓ Build capacity of the Public School Foundation.
  - Build funding for a staff member that can support the youth programs into the school;
  - Strategic plan created that will streamline all nonprofit youth programs into the school district;
  - Work with Public School Foundation to develop their fundraising and staffing efforts;
- ✓ Apply and obtain funding for youth programs.
  - Create program budgets;
  - Engage and develop current funders;
  - Identify and engage new funders;
  - Write successful grant applications.

#### **How will we know if we are making progress?**

The voice of **youth is strengthened** in the community.

- ✓ Nonprofit youth organizations will have a **streamlined strategic plan** for ease of school district personnel;
- ✓ **AmeriCorps VISTA** program will continue to provide human resources to build capacity of the initiative;
- ✓ Foundation will be able to incrementally increase **staff** hours for Future of Montana Volunteer Corps: 2012=3; 2013=6; 2014=6; 2015=10; 2016=12.
- ✓ School District **Community Liaison** position will be created and hire a staff person by the end of 2015;
- ✓ Youth steering **committee** meets on a regular basis;
- ✓ Number of **youth who volunteer** will increase: 2012=32 youth, 480 hours; 2013, 61 youth, 576 hours; 2014 63 youth, 1,000 hours; 2015 70 youth, 2,000 hours; 2016 72 youth, 2,500 hours; 2017 78 youth, 3,000 hours.
- ✓ High School **graduation rate** calculation is defined with a goal of 100% each year;
- ✓ The number of **grants** made through the youth enrichment fund will meet youth need: 2012-15 youth, \$1,540; 2013=37 youth, \$4,569; 2014=39 youth, \$4,700; 2015=40 youth, \$4800; 2016=41 youth, \$4900.
- ✓ **Measures** of career and college readiness established in 2014.
- ✓ Number of students taking the pre-**ACT** have increased-need baseline date in 2014.
- ✓ **ACT scores** will be improved-need baseline data in 2014.
- ✓ More students are able to complete the **FAFSA** application-need baseline data in 2014.

#### **What have and haven't we accomplished so far?**



**Achieved:** Established Future of Montana; Volunteer Corps in partnership with the nonprofit community and the school district; engaged an AmeriCorps VISTA to facilitate a three pronged approach to youth support: mentorships, college and career readiness, and volunteerism; convened a cross functional meeting of youth, school district reps and the nonprofit reps to determine the need for a strategic plan; became a Grad matters community; developing key volunteers as mentors, added additional people to the steering committee. FOMVC branded. Established the youth mentor program

**Not Yet Realized:** Creating the strategic plan that includes all organizations that work to support/engage youth to streamline programs into the school more effectively; obtain another AmeriCorps VISTA for year two and three; Funding to support the needs of additional staffing hours for complete implementation.

### **Thriving Nonprofits:**

Nonprofit organizations are an essential part of Carbon County. They play an important role by providing critical and needed services, enhancing the tourism environment, employing local residents, and improving the quality of life for community members. Strong, healthy nonprofits are more likely to be able to innovate and thrive. A thriving nonprofit sector, in which all organizations have access to the best technology, resources and know-how, can help create and sustain healthy, vibrant, communities.

#### **What are our strategies to make this happen?**

- ✓ Development and delivery of an integrated, diverse, education and skill building programs.
  - Training and education opportunities cultivated and provided in response to local need;
  - Inspire and be a resource of best practices.
- ✓ Full offering of back office services;
  - Customized mentorship opportunities;
  - Facilitation of strategic planning and/or community meetings;
  - Fiscal sponsorships and structure to grass root efforts to ensure continued assets;
  - Develop volunteer programs that connect nonprofits and community members together;
  - Expansion of free mail processing services to the nonprofit sector.
- ✓ Fully developed Nonprofit Shared Services Center Facility.
  - Engage volunteers to provide basic services to keep the building affordable to manage;
  - Fully fund the annual capital improvement plan;
  - Provide technologically advanced meeting space;
  - Engaged building committee to provide oversight to the capital improvement plan.
- ✓ Develop and grow diverse funding opportunities.
  - Sponsoring AmeriCorps VISTA for grass root organizations to build their capacity;
  - Increase community grant making through Donor Advised Funds, Field of Interest Funds and other philanthropic means.
- ✓ Connect: Carbon County will become a sustainable and a utilized resource for news and information sharing.
  - Create a public engagement plan;
  - Economic opportunities and job board portions of the website developed and implemented;
  - Centralized calendar logistics streamlined;
  - Hub and spoke system for other areas of the county developed and implemented;

- Evaluation of analytics with implementation of evaluation outcomes;
- Creation of a marketing plan.
- Build an understanding of the wide variety of ways that people want to engage and communicate on a program/project;
- Develop a variety of venues of participation to cross culture classes of people to engage more people.
- ✓ Create a diversified funding strategy with project budgets.
  - Develop sponsors;
  - Recruit and train staff/intern/volunteer;
  - Employ a part-time staff person to focus on its promotions, monitoring, development, and troubleshooting.
- ✓ Administering the annual Fun Run for Charities so that nonprofits can focus less on fundraising and more on mission impact.
  - Remain collaborative and serve donors, charities, volunteers and participants, simultaneously.
  - Grow the Match fund and meet the mission of the event; continue to be the largest collaborative fundraising event in Carbon County.
  - Illustrate the ways that the event is streamlining collaboration and conserving community resources;
  - Create feedback and discussion systems;
  - Increase sponsorships for the event with major funders through the Match strategic plan.
  - Review and update the Fun Run Program Policy.
  - The fun run director will perform a compare and contrast and present to the board.
- ✓ Event development.
  - Develop the position of Fun Run Coordinator;
  - Vendor evaluations with options;
  - Course evaluation.
- ✓ Development of volunteer engagement for the event.
  - Create an engagement plan;
  - Develop a tracking mechanism;
  - Establish a recognition and appreciation program.
- ✓ Thriving Volunteerism: Volunteers are crucial to an effective nonprofit organization to meet community opportunities. Volunteers fill critical roles and provide essential skills thereby partnering in meeting the needs the organization exists to solve. We focus on engaging and developing a multi-generation volunteer force for the nonprofit community.
  - Make volunteer involvement a condition of larger funding.
  - Include volunteerism objectives in all funding applications;
  - Funding reports will include volunteer outcomes.
  - Fund volunteer engagement, capacity building and education programs.
  - Create broad volunteer orientation programs;
  - Create and implement board member training and development programs;
  - Develop website to facilitate connections to local volunteer needs;
  - Engage and develop additional multi-generational volunteer force for the nonprofit community;
  - Create an asset map of local talents;
  - Develop effective recruitment and recognition strategies.
  - Fund training for nonprofit staff in the strategic and supervisory aspects of volunteer management.

- Perform an audit of their current volunteer management practices and priorities;
- Identify a variety of skilled tasks or projects and inform volunteers that those opportunities exist;
- Train & develop effective nonprofit volunteer managers in the emerging new paradigm of volunteer involvement;
- Greater value will be placed on volunteers, who will be kept close to the organization.
- Measure the impact of volunteers on achieving the organizations' missions.
- Encourage annual reporting for participating organizations;
- Fund efforts to measure the return on investment in volunteer management.

### **How will we know if we are making progress?**

Nonprofits are vibrant and providing necessary services for a vibrant community.

- ✓ The number of meetings at the center will increase: 2011=257; 2012=362; 2013=350; 2014=362; 2015=372; 2016=383
- ✓ The number of educational offerings at the foundation will grow: 2011=5; 2012=5; 2013=2; 2014=5; 2015=6; 2016=7
- ✓ The number of trained volunteers serving on nonprofit boards will grow: reporting in 2014
- ✓ Grant making from Fiscal Sponsorships will grow: 2011=2; 2012=8; 2013=12.
- ✓ Grant making from Donor Advised Funds will grow: 2011=1; 2012=2; 2013=3
- ✓ The amount of total community grant making made will grow: 2011=\$7,500; 2012=\$6,000; 2013=\$6,200 2014=\$10,000; 2015=\$12,000; 2016=\$14,000
- ✓ Number of collaborations will grow within the nonprofit network. Need to develop mechanism in 2014.
- ✓ -Community calendar is robust and diverse. Events are being automatically fed through calendar feeds or entered by organizations -staff/volunteers are spending less time entering events and primarily focusing on troubleshooting, editing, and approving events
- ✓ -Calendar feeds will increase from 8 to 15 in the next year and grow until most/all relevant and existing calendar feeds are included.
- ✓ Information Ecosystem Initiative will receive \$2,000 in funding for marketing and other expenses related to Connect: Carbon County.
- ✓ Connect: Carbon County online calendar will grow in the number of page hits by 5% each month. It is currently at XX hits per month.
- ✓ Fun Run of participating charities and funds that benefit will remain in the 60's: 2011=48; 2012=52; 2013=56; 2014=66; 2015=64; 2016=64
- ✓ Fun Run Match fund will continue to increase: 2011=\$35,951; 2012=\$36,543; 2013=\$38,260.2014=\$39,025; 2015=\$39,805; 2016=\$40,601.
- ✓ Fun Run participants will increase: 2011=982; 2012=1,100; 2013=1187; 2014=1200; 2015=1250; 2016=1300
- ✓ Fun Run volunteer hours will increase: 2011=1,283; 2012=1,117; 2013=1,080; 2014=1134; 2015=1190; 2016=1249
- ✓ An increased number of people in the community will volunteer: Gathering 2013 baseline.
- ✓ Number of trained volunteers will increase: Gathering 2013 baseline.
- ✓ The number of filled nonprofit volunteer positions will reach 50% in 2014; 60% in 2015; 70% in 2016.
- ✓ Nonprofit boards will have trained volunteers to keep their boards vibrant: 80% in 2014, 90% in 2015,100% in 2016

## What have and haven't we accomplished so far?

**Achieved:** We provide a building for charitable organizations to operate from; we created fiscal sponsorship relationships to provide infrastructure for grass roots projects. Research and community engagement to build support for the project completed; built the infrastructure of a centralized community calendar: Connect: Carbon County. Fun Run is developed and administrate the cornerstone fundraising event for local charities, where true collaboration is incubated. Volunteer website infrastructure is in place; Community volunteer positions are listed.

**Not Yet Realized:** We need to obtain, and then provide, greater grant making and educational resources. hiring of an additional staff member, funding to keep the project sustainable, hub and spokes from other parts of the county will be participating and utilizing the calendar. Need to grow the Fun Run Match fund; develop sponsors recognition of single donation supports all charities; review, compare and contrast strategic mission of the Fun Run. Education of new volunteers and nonprofits.

## Eradicated Poverty:

We will build awareness of and provide support to existing programs, build communications that connect people to programs, and provide resource development for new resources. We will support and inspire progressive, sustainable and impactful economic development through collaboration with all economic entities.

## What are our strategies to make this happen?

- ✓ Keep the Montana Carbon County resource directory up-to-date.
  - Engage human resources to check the links, add new services, and make phone calls to verify information and update the online directory in a timely manner; Create new text version at least once a year.
- ✓ Support the Poverty steering committee.
  - The committee will provide oversight and monitor the directory;
  - Work to identify and address needs in the community that are not met by current programs;
  - Explore the model "My Neighbor in Need program" which has had success in other Montana cities;
  - Alleviate poverty by coordinating and integrating efforts of existing area organizations;
  - Build a continued understanding of poverty in our area;
  - Streamline the Foundation to become a referral agency to provide this assistance;
  - Engage and train volunteers to become "Navigators" to provide application assistance;
  - Engage AmeriCorps VISTA programs to provide resources to eradicate poverty in our community.
- ✓ Support and inspire economic development.
  - Progressive and successful relationship with the new economic development board;
  - Partnering with the new board and collaborating with our existing networks in efforts to consider the development of a customized economic strategic plan for the community;
  - Providing outreach to other networks that can be part of comprehensive planning.

## How will we know if we are making progress?

- ✓ The number of people/households in poverty will be reduced. Baseline to be established in 2014.

- ✓ The Montana Carbon County Resource Directory will continue to be utilized by service providers and citizens. The utilization will be reflected by analytic view data: 2011=4632; 2012=4064; 2013=4304; 2014=4400; 2015=4500; 2016=4550.
- ✓ A referral organization will develop four “Navigator” volunteers by 2015.
- ✓ Continue to engage VISTA service hours: 2011=2,000; 2012=4000; 2013=6,000; 2014=8,000; 2015=6,000; 2016-6000.
- ✓ A current, comprehensive economic development plan in place by 2015.

**What have and haven’t we accomplished so far?**

**Achieved:** Created the online Carbon County Resource Directory. We gained enough facts to draw the face of the people who are “working poverty” in our community. We facilitated the reorganization of the economic development nonprofit.

**Not Yet Realized:** Creating a mentorship program, “Navigators” to assist people in poverty and low income to connect them with resources needed. We do not have a comprehensive economic development plan; the Foundation needs to be designated as a referral agency.

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