2017 COMMUNITIES IN ACTION WORKSHOP

Summary of Workshop Results

Communities in Action has been meeting for over ten years with the goal of fostering more collaboration amongst Richland County’s nonprofit organizations, concerned citizens, government agencies, businesses, and volunteer groups. Its mission is to increase the quality of life for all residents in Richland County. The program has helped improve many services in the county, including public transportation for the elderly, as well as promoting community projects – such as new pedestrian and bike paths. Now that the program has over a decade of experience as a community coalition, the steering committee is taking the time to assess its impact and reimagine the program's structure so it can better address future community challenges. The workshop is an opportunity for CIA (Communities in Action) participants to decide how the program can best support their work and help make Richland County an even better place to live.
2017 COMMUNITIES IN ACTION WORKSHOP

Workshop Overview

The 2017 Communities in Action Workshop was held on January 30th and 31st, 2017 at the Richland County Extension Office. Based on Communities in Action’s internal needs and list of items to address, the planning committee broke the two days down by audience. Day One of the workshop focused on the Steering Committee, and Day Two was planned for all Communities in Action members and Action Groups.

Professional facilitators from the Local Government Center at Montana State University guided participants through the two-day workshop that was focused on promoting innovation in the group and creating practical tools for action group members. The workshop was well received by attendees. The workshop reestablished a common purpose for participants and renewed excitement around the vision of Communities in Action: *Richland County as being a healthy community comprised of healthy individuals, economically thriving businesses and a clean and safe place where families can grow.*

In a post-workshop evaluation, attendees responded overall that the workshop was very beneficial to their understanding of Communities in Action, it helped them identify their role in the process, and they would gladly attend a similar workshop in the future.

Day One: Steering Committee

35 participants attended Day One as representation of the Communities in Action Steering Committee. After introductions and a welcome by Judy LaPan and Les Anderson, Steering Committee Co-Chairs, the group was asked to participate in a Collective Impact Readiness Assessment. The assessment focused on the five necessary conditions of collective impact that are vital to cross-sector community work such as the work of Communities in Action. The group was asked to score the presence of the five conditions in Communities in Action:

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Support
The results of that assessment, found in Appendix D, gave the facilitators and attendees a measure of where to begin discussion on sustainable change and collaboration.

The morning discussion was facilitated by Blake Christensen, Montana State University Local Government Center. Christensen began by asking for successful examples of sustainable change created by Communities in Action. Some examples given were the Annual Community Conference, Boys & Girls Club, and walking paths in Sidney. Christensen engaged the group in discussion on the factors that led to sustainable change in those instances: community need, community support, and communication between CIA and community.

Next, Kris Smith, a PH.D graduate student at MSU, presented on a section of the *Communities in Action Program Evaluation* which she co-authored in 2016. Smith compared the life cycle phase of Communities in Action to the Nonprofit Life Cycles Overview. Communities in Action is currently between the “Start-Up/Incubation Phase” and the “Adolescent/Growing Phase” of the life cycle. Common obstacles of those phases include:

- fear of formalizing
- sustaining initial enthusiasm
- absence of systems and accountability

These obstacles are some issues Communities in Action is experiencing at this time. Smith spoke on how normalizing the obstacles CIA is presently facing will aid in overcoming those obstacles and continuing to grow.

Afterward, Dan Clark, MSU Local Government Center, led the group in an active discussion on sustainability and the changes needed in Communities in Action to ensure sustainability. He touched on subjects such as time management, capacity limits, internal and external policies, alignment with partners, meeting efficiency, and structure. He related all of these subjects to how CIA is currently working, and facilitated discussion on changes that needed to be made.
Steering Committee Session Outcomes:

The Communities in Action Steering Committee:

- charter was updated to include: The purpose of the Steering Committee is to provide leadership, strategic planning, guidance to the work of the action groups and overall direction of the Communities in Action Process
- size has been capped to no more than 12 members to increase efficiency
- now has a more clearly defined role: to provide strategic planning and leadership to the action groups

In the afternoon of January 30, participants also engaged in a rich dialogue about increasing CIA’s relevance to policy decisions with three policy makers – Richland County Commissioner Duane Mitchell, Penny Zimmerman from Senator Tester’s Office, and Nate Williams from Senator Daines’s Office. The policy makers explained the different strategies and approaches to engage policy makers at the local, statewide, and federal levels of government. This discussion led to additional conversations on day two about specific ways the CIA can improve their public policy advocacy.

Workshop attendees representing the Steering Committee on January 30, 2017.
Workshop Day Two: All Action Groups & Members

49 participants attended Day Two as representatives from eleven different Action Groups:

- Active Richland County
- Best Beginnings Coalition
- Cancer and Chronic Disease Coalition
- Faith Based Organizations Action Group
- Injury Prevention/DUI Task Force Action Group
- Mental Health Local Advisory Committee
- Natural Resources Action Group
- Partnership for Promise
- Richland County Nutrition Coalition
- Senior Health Coalition
- Transportation Action Group

The facilitators, Dan Clark and Blake Christensen, presented the new steering committee structure from Day One to the action group members. Clark and Christensen spoke briefly on sustainable growth and the best avenue for Communities in Action to achieve sustainable growth. As a whole, the Action Group members agreed with the changes and plans made by Steering Committee on Day One of the workshop.

Then, participants met by action groups to discuss how these changes will affect their work and to think about how to streamline their own action group’s structure. The Action Groups were asked to address six topics during this time:

1. Discuss changes to the Steering Committee
2. Review Strategic Plan and Action Group Charter
3. Review current structure (leadership, communication, reporting, meetings, agendas)
4. Identify ideal structure that lends to sustainability
5. Brainstorm possible avenues to streamline work of Action Group
6. Address ways to incorporate an AmeriCorps member into Action Group

The workshop re-established a common purpose for participants and renewed excitement around the vision of Communities in Action.

Action Group Outcomes

Participants supported the proposed changes to the steering committee structure. Participants also decided on additional changes to the action groups:

- The DUI and Injury Prevention Task Forces will combine their charters
- Best Beginnings will become a subcommittee under Partnership for Promise
• Cancer and Chronic Disease Coalition decided to separate
• Chronic Disease and Senior Coalition Action Groups will combine
• Natural Resources will be a subcommittee under Active Richland County

More Action Plans from Day Two’s Action Group breakouts are listed in Appendix C.

During the afternoon, participants worked on four strategic areas for furthering their work:

1. Communication
2. Marketing and recruitment of new volunteers
3. County-wide impact

In the **Communication** discussion, it quickly became evident that internal communication is the priority, and that the Steering Committee has need of an appointed Communications Director or Committee to serve as a communications hub. The group also suggested using the Strategic Plan Workbook to communicate updates to and from the Action Groups, possibly through an online platform. External communication action steps are to better utilize the CIA Facebook page and website.

The **Marketing and Recruitment** discussion overlapped some with the communications discussion. Action Steps created were: more social media campaigns, update website, create orientation plan for new members, create a marketing plan, and create community buzz by using simpler terms and catchy wording. The group also suggested a quick “tagline” for Communities in Action- “Create a safe and healthy community for families to thrive.” Lastly, every action group should be using the CIA logo for branding.
From the **County-Wide Impact** discussion, suggestions were to hold quarterly steering committee meetings in each community, identify new members from outlying communities, use conference calling in Action Group meetings, and encourage Steering Committee members to attend school board, chamber of commerce, and city council meetings as advocates for Communities In Action.

The **Public Policy and Advocacy** group began by identifying advocacy and the importance of public policy to move initiatives forward. The group decided to create a training for Communities in Action, and requested a point person from the Steering Committee to stay informed about legislative news and relay that news to the action groups. The action groups should be gathering educational information to be presented to legislative officers. The steering committee should review policy opportunities identified from the Strategic Plan. A useful tool for advocacy would be a CIA annual report, with stories, data, and application of the work of the action groups.

Throughout the two days, the discussion resulted in many positive outcomes as well as concrete action steps for the group to implement in the near future, as listed in Appendix A.

**Looking Forward**

The workshop reestablished a common purpose for participants and renewed excitement around the vision of Communities in Action:

*Richland County as being a healthy community comprised of healthy individuals, economically thriving businesses and a clean and safe place where families can grow.*

The annual community conference, which is open to the public, will return in 2018.
Funding for Workshop Provided by Richland County Health Department, AmeriCorps and Montana State University Extension
**ATTACHMENTS:**

**APPENDIX A** – Action Group Plans for 2017 (From 2017 Communities in Action Workshop)

**APPENDIX B** - Collective Impact Assessment Pre-Test and Post-Test

**APPENDIX C** - Reorganized Communities in Action Structure from 2017 Communities in Action Workshop Changes

**APPENDIX D** - Updated Steering Committee Charter (February 2017)

**APPENDIX E** - Updated Partnership for Promise Charter (2017)

**APPENDIX F** - Updated Mental Health Local Advisory Committee Charter

**APPENDIX G** - QI Project Outcome Form for CIA Workshop
**Appendix A - steering committee & Action Group Plans for 2017**

**Steering Committee**

- Finalize steering committee composition
  - Will this be defined by role – such as one person from health department, one person from Sidney, etc – or by skillset or some other way?
  - Group agreed that there should be no more than 12 members
  - Of the 12, one person will serve as a chair and another will serve as vice chair
- Update CIA charter with steering committee changes
- Recruit steering committee members
- Organize a board training for steering committee members
- Create a meeting schedule
- Create a standard form for action groups to give updates
  - What tool will this use – google doc, survey monkey?
  - How frequently will the committee ask for action group updates?
- Remind Action Groups to be Strategic Plan-focused.
  - Strategic Plan should be used at every CIA meeting, standing agenda item at Steering Committee and Action Group meetings
  - Review for Action Groups- What is Strategic Plan? Where is it located? How to Use it.
- Address Communication Action Steps from Workshop.
- Create a Steering Committee Subcommittee focused on Marketing and Recruitment.
  - Address any policies or procedures involved in subcommittee creation
- Review Public Policy Advocacy Action Steps and move forward with those items.

**ACTION GROUPS:**

**Mental Health Local Advisory Council**

- Add a lightning-round session at end of meetings so people can give updates not included in agenda

**DUI / Injury Prevention Task Force**

- Combine the two action groups’ charters
- Streamline agenda
- Focus on communications and getting out more information to public – such as through Facebook and/or newspaper articles

**Partnership for Promise Action Group**

- Add Best Beginnings Action Group as a subcommittee
- Align work with strategic plan
- Engage teachers in process

**Best Beginnings Action Group**

- Focus on collaborating more with childcare providers
- Update charter to reflect new status as subcommittee under Partnership for Promise
• Align work with strategic plan

Active Richland County (ARC)
• Wordsmith charter
• Conduct meetings quarterly
• Natural Resources group will now be a subcommittee under ARC

Cancer Coalition
• Switch focus from fundraising to focusing on intent and purpose of the group – engage steering committee for help
• Increase community engagement
• Utilize timelines, calendars, and action items to streamline activities

Chronic Disease and Senior Coalition
• Combine Senior Coalition and Chronic Disease action groups
• Increase community engagement
• Utilize timelines, calendars, and action items to streamline activities

Richland County Nutrition Coalition
• Change Meeting Place
• Review Charter

ORGANIZATIONAL PRIORITIES

Communication
• Focus on improving internal communication before external communication
• Steering committee will use a standardized form to collect periodic reports from action groups (could use google docs and/or survey monkey to do this)
• Steering committee will take reports and report back to action groups
• Designate a communications coordinator or committee
  o Could this be the same person who will be responsible for giving policy updates to the group? See the planning for improved policy section below.

Marketing & Recruitment
• Create a subcommittee that focuses on marketing and recruitment
• Create an orientation packer for new participants
• Establish mentors for new participants (the mentor can show the new volunteer the binder and provide additional training)
• Update website
• Heather, Maci, and Rita will create a plan to help market and engage people in CIA

Planning for Improved Public Policy Advocacy
- Organize an advocacy training for steering committee and action groups
- Assign someone on the steering committee to send updates on statewide legislative news
- Gather educational information from action groups that could be given to policy makers (this could be the same person as above)
- Steering committee will review and designate policy opportunities that are then assigned to action groups
- Create an annual report form that each action group will fill out and have a section that speaks to what the policy implications are for the group’s work
  - Is this idea fulfilled by the standardized report that action groups will use to report to the steering committee?
- Create a “did you know that?” communication tool for commissioners to use

**AMERICORPS GRANT**

**Potential Roles for AmeriCorps (AC) Volunteers**

- Mental Health Advisory LAC would use AC for planning events and trainings, doing outreach, marketing, meeting logistics, and/or to strengthen their relationships with schools
- DUI/Injury Prevention Task Force would use AC for communicating through social media, planning school events, and helping with administrative duties, such as combining the DUI / Injury Prevention charters
- Partnership for Promise Action Group would use AC to engage more youth in promise
- Active Richland County would use AC for updating the environmental health assessment, the transportation policy, and/or the growth policy
- Nutrition Coalition would use ACT for outreach
- Cancer Coalition and Senior Coalition would use AC for increasing their capacity
- Steering committee would use AC as a communications coordinator
Appendix B

5 Conditions of Collective Impact
Pre-Workshop Assessment & Post-Workshop Evaluation Comparison

On Day One of the 2017 Communities In Action Workshop, January 30, 2017, Communities in Action Steering Committee members were asked to participate in a Collective Impact Assessment. Collective Impact is a form of collaboration bringing together different sectors to address complex problems, similar to the way Communities in Action operates. Collective Impact is built on five components to produce strong alignment and lead to result. When these five components are present, cross-agency groups like Communities In Action are best able to work together and make an impact in the community.

The 5 Conditions of Collective Impact are:

1. Common Agenda
2. Shared Measurement
3. Mutually Reinforcing Activities
4. Continuous Communication
5. Backbone Support

The same assessment was retaken using the online tool SurveyMonkey one week after the workshop as part of a Post-Workshop Evaluation. This data was compared to the Pre-Workshop Assessment to find:

1) Areas in which the workshop impacted the 5 Conditions of Collective Impact
2) Areas in which growth is still needed.

Summary of Results

The Workshop impacted Communities in Action’s 5 Conditions of Collective Impact by improving perception and realization of each of the five conditions. Positive participant responses (Agree, Somewhat Agree, or Strongly Agree) increased by more than 20% in each of the five conditions. The condition with the most improvement was Continuous Communication, which had a 43% increase in positive response from the Pre-Workshop Assessment to the Post-Workshop Evaluation.

From the Post-Workshop Evaluation, the condition with the highest positive response (Agree, Somewhat Agree, or Strongly Agree) is Backbone Support, having 90% positive response. The condition with the lease positive response is Shared Measurement, at 71% positive response (Agree, Somewhat Agree, or Strongly Agree). The conditions needing the most improvement are Shared Measurement and Continuous Communication.

The results are displayed on the next pages as pie charts with percentage of participant response.
1. **Common agenda**- All members of the team know and agree to why they meet.

<table>
<thead>
<tr>
<th>Common Agenda</th>
<th>Pre-Workshop Assessment</th>
<th>Post-Workshop Evaluation</th>
</tr>
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<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>4.00%</td>
<td>4.76%</td>
</tr>
<tr>
<td>Somewhat Disagree</td>
<td>22.00%</td>
<td>4.76%</td>
</tr>
<tr>
<td>Neutral</td>
<td>15.00%</td>
<td>4.76%</td>
</tr>
<tr>
<td>Somewhat Agree</td>
<td>37.00%</td>
<td>23.81%</td>
</tr>
<tr>
<td>Agree</td>
<td>22.00%</td>
<td>61.90%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
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</table>

*Pre-Workshop Assessment consisted of up to 31 participants. Post-Workshop Evaluation was completed by 21 participants.*
2. **Shared Measurement** - Data is “at the center” of our team’s work – it informs where we started, where we want to go and how far we’ve come.

<table>
<thead>
<tr>
<th>Shared Measurement</th>
<th>Pre-Workshop Assessment</th>
<th>Post-Workshop Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>15.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Somewhat Disagree</td>
<td>22.00%</td>
<td>19.05%</td>
</tr>
<tr>
<td>Neutral</td>
<td>22.00%</td>
<td>9.52%</td>
</tr>
<tr>
<td>Somewhat Agree</td>
<td>19.00%</td>
<td>33.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>19.00%</td>
<td>33.33%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>4.00%</td>
<td>4.76%</td>
</tr>
</tbody>
</table>

*Pre-Workshop Assessment consisted of up to 31 participants.
Post-Workshop Evaluation was completed by 21 participants.*
3. **Mutually Reinforcing Activities**- Each team member tries to align their organizational activities (projects, grant opportunities, events and celebrations) to support the efforts of the whole team’s goals.

*Pre-Workshop Assessment consisted of up to 31 participants.  
Post-Workshop Evaluation was completed by 21 participants.*
4. **Continuous Communication** - All team members feel “kept in the loop” about the vision and progress of the work and everyone feels able to share that information with others.

### Continuous Communication

<table>
<thead>
<tr>
<th></th>
<th>Pre-Workshop Assessment</th>
<th>Post-Workshop Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Disagree</td>
<td>11.00%</td>
<td>0.00%</td>
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<tr>
<td>Somewhat Disagree</td>
<td>37.00%</td>
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</tr>
<tr>
<td>Neutral</td>
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<tr>
<td>Agree</td>
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<tr>
<td>Strongly Agree</td>
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<td>0.00%</td>
</tr>
</tbody>
</table>

*Pre-Workshop Assessment consisted of up to 31 participants. Post-Workshop Evaluation was completed by 21 participants.*
5. **Backbone support** - There is an organization that is clearly responsible and has the capacity to ensure that the team comes together and is productive in its efforts.

*Pre-Workshop Assessment consisted of up to 31 participants.
Post-Workshop Evaluation was completed by 21 participants.*
Appendix C - Reorganized Communities in Action Structure from Workshop Changes

Richland County Communities in Action Steering Committee
Guides the development and management of the County Strategic Plan
Through Action Groups
Networks made up of agencies, organizations, and citizens that transform the plan into Action!

- Active Richland County Action Group
- Richland Community Complex
- Natural Resources Action Group
- Life Long Learning Action Group
- Faith-Based Action Group
- Richland Health Network
- Senior Health/Chronic Disease Coalition
- Cancer Coalition
- Richland County Nutrition Coalition
- Partnership for Promise (Youth Opportunities) Action Group
- Early Childhood Development/Best Beginnings Coalition
- Healthy Pregnancies Action Group
- Injury Prevention / DUI Task Force Action Group
- Mental Health Local Advisory Committee
- SHINE Suicide Awareness & Prevention

Currently Inactive (2016)
- Transportation Action Group
- Housing Action Group

All supported by Richland County Infrastructure

3/13/17
Appendix D: Steering Committee Charter - Revised February 2017

Richland County
Strategic Plan Steering Committee
Charter

Introduction

The Community Building Process is integral to involving individuals and the community in health, safety and wellness issues in Richland County. This process was initially developed in 2004 to help the Richland County Health Department identify the health needs of the community. The Department selected the MAPP (Mobilizing Action through Partnership and Planning) process and the “Healthy Communities” approach which both incorporate a broad definition of “Healthy Communities” as the foundation for this Community Building Process. This broad definition of community health led the Department to form partnerships with the City/County Planning Board, agencies working on housing, economic development, and a variety of other non-traditional partners. A steering committee was created to assist in the assessment and strategic planning process.

The Department and its partners engaged in a variety of assessments, including: Environmental Health Tracking, the Public Health Standards Assessments, various MAPP assessments (photo voice, windshield survey), telephone survey, focus groups and town hall meetings. The Health Department then created a Quality of Life Profile which became the foundation for the Community Strategic Plan. The City/County Planning Board utilized some of the information in the creation of the Growth Policy for Richland County, City of Sidney and the Town of Fairview. Armed with the results of the various assessments in the Profile and in coordination efforts with the Planning Board the first “State of the Community County-Wide Conference” was held in the spring of 2008. The Community Strategic Plan was finalized at that Conference and has since been reviewed and updated annually at subsequent County-Wide Conferences. In addition, after the first County-Wide Conference, a number of action groups were developed, and the number of individuals and community agencies involved in the process continues to grow.

Purpose
The purpose of the Community Building Process is to assist the governing bodies in identifying and creating targeted and efficient actions to improve the overall quality of life in Richland County. It ensures that Richland County will have a documented, organized and comprehensive approach to impacting the quality of life within Richland County that utilizes Quality Improvement methods to measure and communicate the-progress.

The purpose of the Steering Committee is to provide leadership, strategic planning, guidance to the work of the action groups and overall direction of the Communities in Action Process. The Steering Committee also exists to represent the whole of Communities in Action to policymakers, action group members and the public.

**Steering Committee Composition**

**Composition: Continue Current Membership as Interim**

*Invited Membership:*

One representative from Public health

One representative from Business/Agriculture

One representative from Education

One representative from Philanthropy

One representative from Financial and Economic Sectors

One representative from Nonprofits

One representative from Government

One representative from Healthcare

No more than 4 Ad Hoc representatives from the Action Groups

Of this Steering Committee, there will be members who serve as liaisons to each of the action groups.

Each person on the steering committee will only represent one of the above categories. All efforts will be made to have representation from all areas of Richland County. The responsibility of filling vacant positions shall be that of the committee chair or steering committee.
The Richland County Health Department will provide administrative support to the process as resources allow. Minutes of the meetings are documented by staff and distributed to members. The staff will be additional non-voting support to the Steering Committee.

**Operating Principles**

- Steering Committee members are expected to: act as a conduit of information between their constituency and the Steering Committee; solicit input from their respective constituencies; and assist in advocating for and identifying the direction of the Community Building Process and ensuring its sustainability in Richland County.

- Steering Committee members are responsible for staying up to date on all Communities in Action and Action Group news and happenings.

- Steering Committee members may seek out grants and funding for Communities in Action, and refer funding opportunities to the appropriate party.

- It is up to the discretion of the Steering Committee to decide the frequency of the Steering Committee meetings; however, they must meet at least quarterly. Meetings shall be publicly posted.

- Steering Committee members commit to a 3 year term.

- Steering Committee leadership consists of chair and vice chair appointed by the current members. The chair and vice chair will serve 2 year terms.

- The Charter of the Steering Committee is to be reevaluated at a minimum of every three years. As the Community Building Process evolves and matures, the role, function and structure of the Steering Committee may change substantially in an effort to sustain the Community Building Process in Richland County.

- Community partners are integral components of the Community Building Process and are involved in the process through the action group structure and other avenues of public input (including, but not limited to the County-Wide Conference); the steering committee meetings are open meetings and the public is always welcome.

**Decision Making Process**

- The decision making process outlines how community assessments, the County-Wide Conference, other collections of public input, and action group activity are brought together by the Steering Committee to make community-wide decisions and/or recommendations.
- The decision making process is not meant to be restrictive, but rather a method of keeping the process organized and with a unified direction under the Strategic Plan.

- Robert’s Rules of Order may be used if the scope of a decision warrants a vote. Result of vote will be dependent on majority of attendance instead of a quorum.

**Decision/Recommendation Process Narrative**

Step 1: A “County Quality of Life Issue” is identified in the “State of the Community” County-Wide conference, another assessment, or by the various action groups and brought to the steering committee.

Step 2: For issues in alignment with the Community Strategic Plan, the Steering Committee decides:

- Whether to designate the issue to a specific Action Group to gather more information. If no further information-gathering is deemed necessary, the Steering Committee formulates a recommendation on how the issue can be resolved as well as an implementation plan.
- When designated to an action group: the action group is responsible for defining, prioritizing, addressing the issue through action, and communicating their strategies back to the steering committee.
- If an issue falls under the jurisdiction of another entity, or outside of the scope of the Community Strategic Plan it will be directed to that entity.

Step 3: The recommendation is sent to all action group members via their Steering Committee Representative to gather feedback and input on the issue. The issue and proposed solution are then communicated to the community.

Steering Committee will author policy recommendation documents for local decision makers that are brief and targeted to cities, county commissioners, planners and school boards.

**Action Groups**

- Action groups will be organized and disbanded based on the strategic plan. The steering committee is responsible for facilitating the organization of the action groups based on the needs of the community.

**Action Group Expectations**
• Action groups must meet at least quarterly, unless the action group has been deemed inactive by the Steering Committee.

• Identify facilitator or chairperson.

• Complete and review a Charter periodically.

• Review Richland County Quality of Life Strategic Plan at least annually and complete a work plan based on the Richland County Quality of Life Strategic Plan.

• Update the Richland County Quality of Life Strategic Plan Workbook with progress made (measurable data and dates of completion) quarterly.

• Complete an Agenda/Action plan or minutes for each meeting.

• Action groups will post the chair and co-chair of each group with their contact information on the Richland County website. If the chair or co-chair is unable to edit the Richland County website, updates will be the responsibility of Steering Committee Staff.

• Relay minutes of each meeting to Steering Committee Staff.
Appendix E - Updated Partnership for Promise Charter (2017)

Richland County

Partnership for Promise
Youth Action Group
Charter

Introduction

The Partnership for Promise was established in 2006. In 2007 the Partnership for Promise was included in the Communities in Action (CIA) Community Building Process. Following the community assessment and first “State of the County” Community Conference, youth-related issues were identified as a strategic issue. The Partnership for Promise then became considered an action group working on youth-related issues. At this time the role of the Partnership for Promise is twofold: A liaison between the communities and the state agencies and engaging the community in addressing youth-related issues in Richland County.

Purpose

The Partnership for Promise, as an action group of CIA, will assist the steering committee in assessing the county, identifying needs, and implementing strategies to meet the needs related to children of all ages.

Committee Composition

Composition: Efforts will be made to have representation from all areas of Richland County including the target population.

Committee Membership:

There will be positions of President, Vice President and Secretary/Treasurer.
Operating Principles

- The Committee members are expected to: act as a conduit of information between their constituency and the Committee; solicit input from their respective constituencies; and assist in the identifying the direction of the Partnership for Promise and ensuring its sustainability in Richland County.

- It is up to the discretion of the Committee to decide the frequency of the meetings; however, they must meet at least quarterly.

- Committee Charter is to be reevaluated at a minimum of every three years. As the Community Building Process evolves and matures, the role, function and structure of the Committee may change substantially in an effort to sustain the Community Building Process to meet the current needs in Richland County.

- Community partners are integral components of the Community Building Process and are involved in the process through the action group structure and other avenues of public input (including, but not limited to the County-Wide Conference); the committee meetings are open meetings and the public is always welcome.

Decision Making Process

- The decision making process is not meant to be restrictive, but rather a method of keeping the process organized and with a unified direction under the Richland County Strategic Plan.

- The consensus method will be used to make decisions.

Recommendation Process

Step 1: A “County Quality of Life Issue” is identified in the “State of the Community” County-Wide conference, another assessments, or by the various action groups and brought to the steering committee.

Step 2: For issues in alignment with the Community Strategic Plan, the Committee decides:

  ✓ The Committee formulates a recommendation on how the issue can be resolved as well as an implementation plan.

  ✓ If an issue falls under the jurisdiction of another entity, or outside of the scope of the Committee it will be directed to that entity.

Step 3: The recommendation is sent to Steering Committee via the Representative to gather feedback, input and coordination with other action groups if needed.

Step 4: The final recommendation is presented to the Steering Committee and updated on the Community Strategic Plan to be reviewed at the next “State of the Community” County-Wide Conference (or other public review session).

Committees

Best Beginnings Coalition
APPENDIX F- UPDATED MENTAL HEALTH LOCAL ADVISORY COMMITTEE CHARTER

Introduction

The Mental Health Local Advisory Committee (LAC) was established in 2003. In 2007 the LAC was included in the Communities In Action (CIA) Community Building Process. Following the community assessment and first “State of the County”, Community Conference mental health was identified as a strategic issue. The LAC then became considered an action group working on mental health issues. At this time the role of the LAC is twofold: A liaison between the communities and the state agencies and engaging the community in addressing mental/behavioral issues in Richland County.

Purpose

The LAC, as an action group of CIA, will assist the steering committee in assessing the county, identifying needs, and implementing strategies to meet the needs related to Mental and Behavioral Health.

The LAC will report concerns and activities to the Eastern Service Area Authority and state agencies.

Committee Composition

Composition: Efforts will be made to have representation from all areas of Richland County including the target population.
Current Membership:

- Sidney Health Center
- Sidney Job Service
- Richland County Public Health
- Disaster and Emergency Services
- Best Beginnings/Parents As Teachers
- Schools
- Richland County Law Enforcement
- Richland County Attorney
- SHINE Representative
- Mental Health First Aid Instructor
- Eastern Montana Community Mental Health Center
- Concerned Citizens

Faith-Based Community Representative
District II Alcohol and Drug
Richland County Commissioner
Richland County Domestic Violence
Richland County Extension
Crestwood
Justice of the Peace - Fairview

Operating Principles

- The Committee members are expected to: act as a conduit of information between their constituency and the Committee; solicit input from their respective constituencies; and assist in the identifying the direction of the LAC and ensuring its sustainability in Richland County.

- It is up to the discretion of the Committee to decide the frequency of the meetings; however, they must meet at least quarterly.

- Committee Charter is to be reevaluated at a minimum of every three years. As the Community Building Process evolves and matures, the role, function and structure of the Committee may change substantially in an effort to sustain the Community Building Process to meet the current needs in Richland County.

- Community partners are integral components of the Community Building Process and are involved in the process through the action group structure and other avenues of public input (including, but not limited to the County-Wide Conference); the committee meetings are open meetings and the public is always welcome.

Decision Making Process

- The decision making process is not meant to be restrictive, but rather a method of keeping the process organized and with a unified direction under the Richland County Strategic Plan.
• The consensus method will be used to make decisions.

**Recommendation Process**

Step 1: A “County Quality of Life Issue” is identified in the “State of the Community” County-Wide conference, another assessments, or by the various action groups and brought to the steering committee.

Step 2: For issues in alignment with the Community Strategic Plan, the Committee decides:

- The Committee formulates a recommendation on how the issue can be resolved as well as an implementation plan.
- If an issue falls under the jurisdiction of another entity, or outside of the scope of the Committee it will be directed to that entity.

Step 3: The recommendation is sent to Steering Committee via the Representative to gather feedback, input and coordination with other action groups if needed.

Step 4: The final recommendation is presented to the Steering Committee and updated on the Community Strategic Plan to be reviewed at the next “State of the Community” County-Wide Conference (or other public review session).

**Committees**

**Community Awareness:**

- Suicide Prevention – SHINE/Tara Johnson
- Decreasing Stigma –

**Training and Resources:**

- Mental Health First Aid Trainers – SHC/Richard and Public Health/Judy
- QPR Trainers – District II/Nicole and Public Health/Cristin
- Support Group Trained Leaders – SHC/Karen and Richard and SHINE/Tara
- ASSIST Training –
- ACEs Training – Best Beginnings (RCHD); Sidney Health Center; Elevate MT
- YAM Training – Richland County Extension

**Coordination of Services:**

- Table Top Project – Public Health/Judy and Sidney Job Service/Cheryl
- Behavioral Health Integration – SHC/Karen and Public Health/Cristin

**Crisis/Jail Diversion:**
Appendix G- QI Project Outcome Form for CIA Workshop

Project Outcome Form

TEAM INFORMATION

<table>
<thead>
<tr>
<th>Team/individual:</th>
<th>Communities In Action (CIA), MSU Local Government Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today’s Date:</td>
<td>11/4/16</td>
</tr>
<tr>
<td>Activity for this</td>
<td>Communities in Action Workshop</td>
</tr>
<tr>
<td>project outcome:</td>
<td></td>
</tr>
</tbody>
</table>

What is the problem?
CIA has been experiencing ongoing issues with communication, recruiting new members, processes, structure, and orientation to CIA. Members are not informed of other action groups’ activity, and community members are not aware of what the action groups are doing or how CIA all fits together. CIA is in need of focus on “action/doing” and putting the strategic plan into action. CIA needs to be functioning optimally in order to address the needs of Richland County and incorporate AmeriCorps members in September 2017.

What is possible solution? (If, then statement)
If CIA hosts a two day workshop to work on internal issues instead of a County Conference in 2017, then CIA will be better able to serve the community of Richland County through the Action Groups and the actions listed in the 2016-2018 County Strategic Plan.

What are the expected outcomes? (need to be able to measure)
25 attendees (Steering Committee members) at Day 1 of the CIA Workshop. 50 attendees from all CIA Action Groups at Day 2 of the CIA Workshop. 10 Action Items from the Workshop that will improve processes for CIA.

Solution Description and Plan

<table>
<thead>
<tr>
<th>Plan for the solution:</th>
<th>Who:</th>
<th>When:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan workshop</td>
<td>Judy, Cristin, Paul, Blake,</td>
<td>Bi-monthly planning</td>
</tr>
<tr>
<td></td>
<td>Kris</td>
<td>calls</td>
</tr>
<tr>
<td>Write agenda to best address CIA needs</td>
<td>Judy, Cristin</td>
<td>12/2/16</td>
</tr>
<tr>
<td>Invite Steering Committee members, legislators, action</td>
<td>Judy, Cristin</td>
<td>12/12/16</td>
</tr>
<tr>
<td>group members, media, and community members</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Address logistics for workshop  Cristin, Heidi  Ongoing, until 1/30/17
Create binders of CIA information for attendees  Cristin, Heidi  By 1/30/17

How will change be measured?  
*Identify data sources, measures that will be used and who is responsible for collecting/managing the data.*

<table>
<thead>
<tr>
<th>Measure for expected outcomes?</th>
<th>Metric/Target #:</th>
<th>Actual Metric Met:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steering Committee Attendees on Day 1</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>Action Group Attendees on Day 2</td>
<td>50</td>
<td>46</td>
</tr>
<tr>
<td>Action Items Created at Workshop</td>
<td>20</td>
<td>54</td>
</tr>
<tr>
<td>Number of updated charters (steering committee and/or action groups)</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Change in CIA effectiveness as shown in Community Impact Assessment, from Clicker Assessment at the Workshop to SurveyMonkey Workshop Evaluation (using the same questions- totaling average change in responses for “Somewhat Agree, Agree, and Strongly Agree”)</td>
<td>20% Increase</td>
<td>29.05% Increase</td>
</tr>
</tbody>
</table>

Analyze the data, review results, and compare to expectations

Did the changes work as planned? If not, why not; what was different than planned?  
Yes.

What were the results of the change?  
The workshop was very productive and well received. Attendees left with a better understanding of CIA and the Action Groups, and their own role in the process. There were many action items created during the workshop by the Action Groups. These action items gave the groups ownership of how they operate and renewed interest in CIA.

What worked and how do we sustain the improvement?  
CIA needed this time to work on items that were being procrastinated during month to month meetings- such as organization, charters, and responsibilities. This internal workshop should be repeated- possibly every three years with the implementation of each new strategic plan. Improvement will also be sustained by the newly reconfigured Steering Committee, which has agreed to take on more of a leadership role in the CIA process.

I:\A1 - Approved and Official Documents Not to be altered\Performance Management Materials\project outcome form 12-14.docx

(Edited Dec 2014)
Funding for Workshop Provided by Richland County Health Department, AmeriCorps and Montana State University Extension