



# Opportunities, Inc.

Strategic Plan  
2024 – 2029



# Agency Summary

Opportunities, Inc., a non-profit Community Action Agency located in north central Montana, is dedicated to eliminating the causes of poverty through a comprehensive service delivery approach. The Agency holds over 60 years of operational experience providing support and advocacy to the communities of Cascade, Choteau, Teton, Toole, Glacier, Pondera, Hill, Blaine, and Liberty counties. Opportunities, Inc. holds a distinguished history of helping individuals and families improve resiliency and achieve lasting upward economic mobility.

## Approach

Development of the Agency Strategic Plan for 2024 - 2029 is rooted in a comprehensive and inclusive process that ensures alignment with our core values and mission. It begins with the thorough analysis of the current landscape including internal capabilities, customer satisfaction data, external opportunities, and overarching challenges as collected and compiled through the organization's community assessment. This assessment involves gathering insights from various stakeholders including employees, customers/clients, community partners, and officials to ensure a well-rounded understanding of the needs of the community, its resources, satisfaction of current clients, and any potential gaps that can be addressed by this agency.

Building on these insights and informed by the ROMA process, the Agency engages in a collaborative planning process to define specific, measurable goals and develop actionable objectives that serve to provide the strategic direction of the Agency in the next five years. By maintaining a flexible and adaptive approach, the agency ensures that our strategic plan remains relevant and responsive to evolving community needs, positioning us to achieve sustained success and make a significant, positive impact.

### ***Top Needs from the 2023 Community Assessment***

- Access to Safe and Affordable Housing
- Drug and alcohol/family and relationship related issues
- Employment related issues
- Access to affordable childcare

**Planning Committee:**

Karla Seaman, Executive Director  
 Matt Pea, Agency Deputy Director  
 Bev Matsko, Head Start Director  
 Cheryl White, Fiscal Officer  
 David Trapp, Energy Services Director

Clay Riehl, Board Member  
 Martin No Runner, Board Member  
 Gail Belfert, Board Member  
 James Larson, Board Member  
 Melissa Darko, Board Member

**ROMA Three National Goals**

As ROMA serves as a foundation to the operations of Opportunities, Inc., this strategic plan aligns well with the ROMA three National Goals and follows the spirit of results-oriented management and accountability.

The strategic plan falls on the second step of the total ROMA Cycle. By developing goals and objectives as an agency, Opportunities, Inc. takes information gathered during the Agency's Community Assessment and puts actionable steps in place from which to continue to build upon.

**Goal 1**

Individuals and Families with low incomes are stable and achieve economic security.  
**(Family)**

**Goal 2**

Communities where people with low incomes live are healthy and offer economic opportunity.  
**(Community)**

**Goal 3**

People with low incomes are engaged and active in building opportunities in communities.  
**(Community)**

**Goal 1 Alignment**

Opportunities, Inc. endeavors to help individuals and families with low incomes to become stable and achieve economic security by addressing the direct causes and barriers that are present in our local communities as defined by the Agency's biennial Community Assessment. Opportunities, Inc. services address affordable housing, provision of childcare, workforce development, and reduction in energy burden as the foundational sectors of economic security for individuals and families.

**Goal 2 Alignment**

A lack of housing along with the high cost of many basic needs and services often create significant barriers that prevent people with low incomes from moving toward economic prosperity. Recognizing the intrinsic root causes of poverty, Opportunities, Inc. has

developed objectives to mitigate these causes and ultimately reduce barriers for the families of the community.

### **Goal 3 Alignment**

Individuals and families who are vulnerable and underserved often struggle with advocating for themselves and others in their community. Opportunities, Inc. is intentional with developing real opportunities for every member of the community to be active in building a better community to thrive in.

## **Mission. Vision. Principles. Beliefs**

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### **Mission Statement**

“Opportunities, Inc., collaborating with community partners, will provide resources and tools for low-income and vulnerable individuals to have the opportunity to confidently create a better future for themselves and others.”

### **Vision Statement**

Our vision is nothing less than being a leader, advocate, and voice for low-income individuals and families. The Agency, providing supportive services and working in partnership with each community, empowers people to build responsive communities where individuals with low incomes have the power and opportunity to create positive and lasting change for themselves and others.

### **Agency Principles**

Opportunities, Inc. is dedicated to the principle that all people have the right to be resilient without discrimination; that they have equal opportunity for housing, education, training, employment, and career advancement; and that they have equitable access to the necessities for physical, mental, and spiritual well-being.

### **Agency Beliefs**

We believe that every person should have the opportunity to achieve full potential with human dignity and without discrimination. We believe that everyone has the right to housing, food, medical care, and education. Society has an obligation to care for and educate those who are unable to care for themselves. We are committed to upholding these beliefs and working tirelessly to ensure that all individuals have the resources and support they need to thrive.

## Core Values

Opportunities, Inc.'s core values serve as the guiding principles for all actions, decisions, and interactions and lie at the center of all operations. These values reflect the Agency's commitment to providing the highest quality of services as a matter of duty to the children and families of the communities we serve.



### Commitment

- To inspire change and growth
- To empower the community
- To improve lives and make a difference



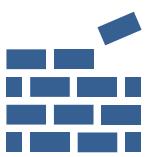
### Respect

- To be empathetic and compassionate
- To value relationships
- To use open and honest communication



### Innovation

- To successfully implement creative ideas
- To respond to new and emerging ideas
- To translate ideas into valuable and needed services



### Excellence

- To be relentless in our continuous quality improvement
- To be energetic and creative in achieving the agency goals
- To be hard working and passionate



### Passion

- To keep the people we serve at the forefront of our mission
- To abundantly commit time, energy, and resources to impact our communities
- To understand that what we do matters



### Cognitive Resourcefulness

- To problem solve and be solution oriented
- To have the knowledge and skills necessary
- To make the right decision to deal with situation promptly and skillfully

## Agency Strategic Goals

As Opportunities, Inc. pursues excellence, efficacy, and true change in the lives of the people it serves, the Agency relies on its foundation elements (mission statement, value statement, and core principles) and an effective Community Assessment to steer its strategic planning and goal setting. This guiding foundation ensures that our strategic initiatives are not only aligned with our overarching purpose but also reflects our commitment to upholding the values and principles that define the Agency's identity and direction.

### Goal 1 (Family)

Families and individuals have access to the supportive services necessary, leading them to renewed hope, resiliency, and a more prosperous future.

#### Objectives

1. Families will have access to safe and affordable housing.
2. Families will have access to quality care and education.
3. Families will have safe, warm and energy efficient homes.
4. Families have the skills necessary to obtain employment that will pay a wage sufficient to meet all their basic needs.
5. Families have resources available to meet their basic needs.
6. Families are invested in decision making and advocacy for themselves and others.
7. Families have reduced transportation obstacles for services, employment, and education.
8. Families and individuals have increased immediate access to mental health support services and physical health services.
9. Households experience less food insecurity.
10. Households maintain safe, continuous, and affordable home energy.
11. Households experience increased housing stability.
12. Households have more income.
13. Households have increased support necessary to raise thriving, resilient children.
14. Households have increased the education and training necessary to reach their full potential.
15. Households experience improved employment.

## Goal 2 (Agency)

Opportunities, Inc. will use a strength-based approach in collaboration with our community partnerships to create lasting positive change. This will lead to stability, empower vulnerable individuals, and foster a more prosperous future for all.

### Objectives

1. Increase the agency's capacity to provide high-quality, comprehensive services for families with low-income.
2. The Agency has the knowledge and ability to educate families in energy conservation and provides the necessary services for heating stability.
3. The Agency will have a streamlined and effective data system that allows for best data driven decisions.
4. The Agency approaches serving families as one unit increasing whole family outcomes.
5. The Agency will assess and ensure that there are ideal spaces available to meet the needs of each division and the agency as a whole.
6. The Agency will work cohesively; utilizing program and agency resources to meet the organizational standards of excellence.
7. Opportunities, Inc. will identify and utilize available resources, including funding to ensure quality services are provided to meet the increased needs in each community.
8. The Agency ensures the security and protection of all agency assets (physical, monetary, intellectual) from loss of harm.
9. The Agency maintains, develops, and implements concrete programming and a variety of structured efforts to meet the identified needs.
10. The Agency has the necessary framework and systems in place ensuring quality leadership, communication, public relations, community action, and service delivery.
11. High quality Weatherization services will be delivered by ensuring compliance and quality of all installations and appliance upgrades.
12. The Agency will expand access to care and education for families and will explore the opportunity to provide care and education services for communities.

## Goal 3 (Community)

Opportunities, Inc. will cultivate new relationships and foster existing partnerships within each community to advance the social, economic, health, and well-being of the communities and individuals we serve.

### Objectives

1. The community will have sustainable housing models, which provide safe, stable, energy efficient, warm, and affordable housing.
2. The community will have the services needed for vulnerable and underserved children ages birth to five to become lifelong successful learners.
3. Each community will have access to equitable services for vulnerable and underserved individuals that meet each community's unique identified needs, and that are similar to that of Cascade County.
4. Underserved and vulnerable populations are engaged in community decision making, advocacy, and active in building community opportunities.
5. Each community is equipped with adequate safe and affordable housing for underserved and vulnerable populations.
6. Individuals and families obtain valuable employment skills as a resource to move into higher paying careers.
7. The community is invested in workforce development and apprenticeships, ensuring that the community has robust opportunities for skill-building and career advancement.