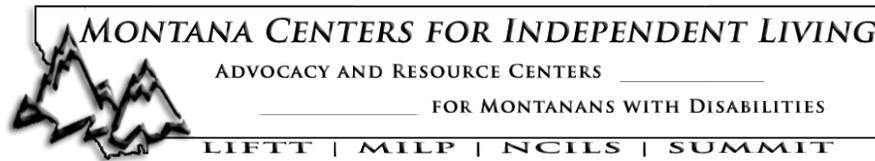


Report to:



# Montana Centers for Independent Living Strategic Plan

November 14, 2013



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## Introduction

The Montana Centers for Independent Living work to achieve the right of self-determination, equal opportunity and self-respect for all people with disabilities.

The Montana Centers for Independent Living held a symposium on September 17 and 18, 2013 to define its legislative and systems change priorities through a facilitated strategic planning process. Representatives from the Montana Centers for Independent Living defined a practical vision, strategic directions, and milestones to guide their work for the next two years.

The Montana Centers for Independent Living is comprised of four primary offices throughout the state in Billings, Helena, Missoula, and Great Falls. The Centers for Independent Living work collaboratively through six task forces and multiple committees.

1. Self-Determination Task Force
2. Transportation Task Force
3. Community Living (Housing) Task Force
4. Public Relations Task Force
5. Youth and Employment Task Force
6. Native American Task Force
7. Legislative Advocacy Committee
8. Funding Committee
9. Technology and Education Workgroup
10. Government and Community Leadership Committee

The task forces, committees, and the Montana Centers for Independent Living staff members are the vehicles through which the work defined in this strategic plan will be accomplished. These task forces and committees may change to better support the organization's work. The task forces, committees, and staff members will create work plans for defined milestones, which will guide their work in the next year.

The Montana Centers for Independent Living executive directors are the overall coordinators for this strategic plan. This strategic plan is a living document, and should be revisited and updated at least quarterly by the board and staff to reflect accomplishments, lessons learned, delays, and other changes.

## Vision and Mission

**Vision:** We envision a world in which people with disabilities are valued equally and participate fully.

**Mission:** We advance independent living and the rights of people with disabilities through consumer-driven advocacy.

## Practical Vision

If the Montana Centers for Independent Living are successful in implementing these objectives, the following would be in place in two to three years as a result of their actions:

- Increased community inclusion
- Increased collaboration and community education
- Have an empowered voice
- Changed/transformed system
- Diversity of services analyzed and increased
- More supported transitions
- Additional technology approaches embraced

Increased community inclusion	<ul style="list-style-type: none"> <li>• You go, I go</li> <li>• Where reasonable accommodations (in employment, education, housing, transportation, etc.) are not seen as a nuisance</li> <li>• All inclusive activities – don't begin by putting up barriers</li> <li>• Advocate for better enforcement of acceptable parking in residential zones/communities</li> <li>• Where accessibility is not an afterthought</li> <li>• Increased, affordable and accessible housing</li> <li>• More accessible and affordable transportation – 7 days a week</li> <li>• Visitability incentives for builders</li> <li>• Enforcement of accessibility standards</li> <li>• Good housing options</li> <li>• Better accessibility to buildings</li> <li>• Self-direction and consumer control</li> <li>• More businesses hiring people with disabilities</li> <li>• Remove employment barriers for people with disabilities</li> <li>• Eyeglasses = universal sign for accommodation</li> <li>• More accessibility to centers</li> <li>• More community interaction with persons with disabilities</li> <li>• Spark interest of people with disabilities</li> </ul>
Increased collaboration and community education	<ul style="list-style-type: none"> <li>• More people and leadership in independent living movement</li> <li>• Increase independent living public relations</li> <li>• Strengthen individuals to reduce stigma</li> <li>• Increased consumer involvement</li> <li>• Disability rights seen as civil rights</li> </ul>

	<ul style="list-style-type: none"> <li>• Communicate independent living philosophy in native languages</li> <li>• Network with non-independent living organizations</li> <li>• Better relationships between personal assistance agencies</li> <li>• Increase disability education</li> <li>• More collaboration with tribes</li> <li>• Work together more</li> <li>• Improve relationships with community partners</li> <li>• Helmets for all</li> </ul>
Have an empowered voice	<ul style="list-style-type: none"> <li>• Intergenerational policy development</li> <li>• Widen our cross disability movement</li> <li>• Meaningful voice in policy and program development</li> <li>• Develop people with disabilities voting and political power</li> <li>• Independent living lobby is as influential as other sectors' lobbyists</li> <li>• Expanding definition of independent living – what are the issues that matter for the population? Do our services meet these needs?</li> <li>• Statewide systems advocacy – common concerns</li> <li>• Find new funding fountains</li> <li>• Montana general fund dollars for independent living</li> <li>• Get independent living movement on par with other civil rights</li> <li>• Advocating for people's future no matter what their disability</li> <li>• Native involvement in housing discussion</li> <li>• Active participation of youth in decision making – more youth in independent living leadership</li> </ul>
Changed/transformed system	<ul style="list-style-type: none"> <li>• More benefits managers per county</li> <li>• One stop shop for disability information</li> <li>• More social security and veterans affairs certified staff</li> <li>• Better Medicaid eligibility qualifications</li> <li>• Good HCBS options – have consumer control and self-direction</li> <li>• Raise pay for direct care workers</li> <li>• Work on the spend down bill</li> <li>• Order of selection – transition process</li> <li>• Influence the rural health system referral and transition</li> <li>• Implement MFP and CFC</li> <li>• Increase Medicaid waiver slots and funding</li> <li>• More medical personnel taking Medicaid and Medicare</li> <li>• Government applications that the lay person can understand</li> </ul>
Analyzed and increased diversity of services	<ul style="list-style-type: none"> <li>• More case managers for the mental health consumers</li> <li>• More involvement for mental issues at our centers</li> <li>• Increase domestic violence services on the reservations</li> <li>• More education on several disabilities – especially for mental health and traumatic brain injuries</li> <li>• Making support for those with mental illness easier to find</li> </ul>

	<ul style="list-style-type: none"> <li>• More counseling services</li> <li>• Warm Springs outreach and referral</li> <li>• Increase domestic violence advocacy and assistance in all areas</li> <li>• Better service access for homeless people with disabilities</li> </ul>
More supported transitions	<ul style="list-style-type: none"> <li>• Increase training opportunities (on the job, school, independent living)</li> <li>• Colleges should have to at IEPs – better educate prospective college students of their responsibilities in college vs. what they were in high school</li> <li>• Hold schools accountable to their promise of providing equal and appropriate education</li> <li>• More coordination with independent living specialists and peer mentors</li> <li>• Disability history taught in mainstream high school classrooms</li> </ul>
Additional technology approaches embraced	<ul style="list-style-type: none"> <li>• Use technology between centers for independent living for education and discussion</li> <li>• Technology and training that's accessible</li> <li>• We need to be more technology savvy</li> </ul>

## Individual and Organizational Strengths

Participants defined the following factors as the strengths of them as individuals and as an organization. The Montana Centers for Independent Living will leverage these strengths to accomplish the defined practical vision.

- As a group we accept each other for who we are, and each other's limitations – this allows us to move forward as a group
- Thoughtful discussion that occurs in the process of conducting their work
- MT Youth Leadership Forum is a gateway for youth coming out of high school that makes them feel accepted they need it most
- Work together well
- Montana Centers for Independent Living is recognized as leader with legislative activity – legislators contact us now – we have a powerful voice at state capitol
- We have the ability to affect great change for people with disabilities
- Having opportunity to work with youth – cross disability
- Opportunity work on daily basis with people in the centers and across state who go through more than the average person to get to work, and produce great achievements
- Nothing about us without us – deliver the people with disabilities to the researchers
- Sincerity and dedication of the programs and task forces

- Relationship with national organizations – specifically Association of Programs for Rural Independent Living (APRIL) and the National Council on Independent Living (NCIL)
- Strong collaboration and enthusiasm
- Our passion for everything we do
- We have different characteristics we bring to make it all work together
- Creativity and positive attitudes – focus on abilities not disabilities

Group members defined the following as means to heighten the health and vitality of the organization:

- Having independent funding
- Additional youth involvement
- Increased confidence – support stronger voices for everyone in the organization
- More networking and collaboration across centers – build our relationships with each other
- Better communication
- Support each other in terms of service areas; more collaboration – less lines in the sand
- More involvement in support of the arts

## Obstacles

The task forces identified obstacles in the six Montana Centers for Independent Living task force webinars, leading up to the 2013 strategic planning symposium. The group validated these obstacles in a webinar held on September 10, 2013.

Education	<ul style="list-style-type: none"> <li>• Lack of knowledge/education about accessible design</li> <li>• People with disabilities and builders building multi-housing units often do not have basic understanding of Fair Housing rules</li> <li>• Ongoing stigma associated with disabilities negatively impacts self-determination of individuals with disabilities</li> <li>• Insufficient public understanding of the services and advocacy that CILs are providing and can provide in communities across MT</li> <li>• Inappropriate national disability messaging</li> <li>• Schools create barriers by deciding on student limits or need to access IL services based on limited understanding/knowledge</li> <li>• Community members lack information about disability rights</li> <li>• Youth and families are not educated adequately about their roles and how to be prepared – they do not act before crisis occurs</li> <li>• Acceptance and inclusion need to be built</li> <li>• Need for advocacy and education to shape tribal funding priorities</li> <li>• Common history of tribes and disability communities not well</li> </ul>
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	<p>understood</p> <ul style="list-style-type: none"> <li>• Insufficient cultural competency or understanding of tribal sovereignty</li> </ul>
Communication and Coordination	<ul style="list-style-type: none"> <li>• No partnerships with tribal organizations to advocate for accessible and affordable housing on Native American lands</li> <li>• Poor communication between housing boards and stakeholders with disabilities or advocating for individuals with disabilities</li> <li>• Insufficient collaboration between State officials and Independent Living and other community groups</li> <li>• Inadequate CIL coordination and capacity with service organizations and disability-specific support groups</li> <li>• Inadequate cooperation across transportation providers – cannot cross service area boundaries</li> <li>• Insufficient youth participation in disability/independent living movement</li> <li>• IL centers do not use each other enough as resources – inconsistent in programs for youth</li> <li>• IL struggles to accessing students not in special education classes</li> <li>• IL centers do not do enough outreach to Native American youth with disabilities</li> </ul>
Funding	<ul style="list-style-type: none"> <li>• HCBS Medicaid funding has not increased to support growing demand for services and is not keeping up for inflation for cost of services for consumers currently receiving services</li> <li>• Insufficient transportation funding</li> <li>• Insufficient funding to modify vehicles to make them accessible</li> </ul>
Policy, Program, Implementation	<ul style="list-style-type: none"> <li>• No program for people needing repairs to homes in bad condition</li> <li>• Lack of parity between medically needy spend down program and regular Medicaid income requirements</li> <li>• Montana is not Olmstead compliant</li> <li>• Lack of progress on Money Follows the Person implementation</li> <li>• Additional Community First Choice services scope needed to better meet needs of consumers</li> <li>• Medicaid for Workers with Disabilities (MWD) (Medicaid Buy-In) eligibility rules (income and resource limits) discourage saving</li> <li>• Medicaid \$2000 resource limit is low and hasn't been adjusted for a long time</li> <li>• Accessibility requirements are not consistently enforced by building code and enforcement agencies, as well as business licensing/certificate of occupancy permits</li> <li>• Definition of mobility devices does not encompass spectrum of prescribed devices</li> <li>• There is sometimes de facto school segregation of students with disabilities</li> </ul>

	<ul style="list-style-type: none"> <li>• IL services may not meet the needs/barriers of target populations</li> <li>• Mental health needs are not being met</li> <li>• Bullying problems persist</li> <li>• Mental health issues are not treated appropriately</li> <li>• Vocational rehabilitation order of selection may undermine messaging about equality between disabilities</li> <li>• Inadequate policies related to safety and disaster preparedness</li> <li>• Insufficient IL services available to Native American population throughout the state</li> </ul>
Accessible, Affordable Housing	<ul style="list-style-type: none"> <li>• Long waiting lists for accessible, affordable housing</li> <li>• Non-accessible transitional housing</li> <li>• Insufficient supply of accessible housing for Native Americans</li> <li>• Many domestic violence shelters are not consistently available or accessible, particularly for non-tribal members</li> <li>• Paying for first and last month's rent</li> <li>• Lack of affordable housing in Eastern Montana due to the "Oil Boom"</li> <li>• Difficult to convince developers to build affordable and accessible housing that can withstand boom and bust cycle</li> <li>• Missing incentives to build affordable housing – including expensive permits and tax incentives</li> <li>• SSDI Spend Down – not qualifying for subsidized housing</li> <li>• Cannot save money needed for housing and remain Medicaid eligible</li> </ul>
Access to Transportation	<ul style="list-style-type: none"> <li>• Insufficient days, hours, and location of transportation services – people cannot access rides when they need them</li> <li>• Complete Streets approach is not used in planning and development</li> <li>• Accessible parking is lacking</li> <li>• Not enough essential air service</li> </ul>
Transitions	<ul style="list-style-type: none"> <li>• Middle school to high school transition is difficult for youth with disabilities</li> <li>• There is not a strong institutional structure to support youth with disabilities in finding employment</li> <li>• Native American youth with disabilities are often unsupported as they transition from high school</li> </ul>

Participants defined the root causes of these obstacles as the following:

- Disability community is not seen as part of the discussion
- People don't associate/identify with issues until they personally have a reason to
- Lack of education regarding issues impacting people with disabilities

- Legislators do not understand issues well – this is related to insufficient funding
- People with disabilities have more physical access in communities, but still often lack meaningful community interaction with able-bodied community
  - Interaction is needed to get past an us versus them mindset
  - Limited interaction is related to limited employment opportunities for people with disabilities
- Cultural and language issues impede communication and understanding
- People don't see the disability community as unified, which causes confusion
- Stigma exists regarding mental illness related to the 1% of this population that is violent – it is easy for the broader community to label all people with mental illness as violent
- The disability community does not fully stand its ground
- Government officials not willing to meaningfully engage, and are not held accountable for poor decision making that results in hardships for people with disabilities

## Strategic Directions

Participants identified innovative, substantial actions to build upon their identified strengths and deal with underlying obstacles to move the Montana Centers of Independent Living toward their practical vision.

Increase independent living program funding	<ul style="list-style-type: none"> <li>• Get general fund dollars</li> <li>• Direct solicitation</li> <li>• In-kind partnership</li> <li>• Technology funding</li> <li>• Marketing services to generate income</li> <li>• Funding for housing repairs</li> </ul>
Focus on technology and education	<ul style="list-style-type: none"> <li>• Assessment of CIL technology needs and capabilities</li> <li>• Funding for technology needs</li> <li>• Use technology to share and plan</li> <li>• Develop, maintain, and coordinate web-based resource directory</li> <li>• Utilize technology more efficiently</li> <li>• Share the “how to” not the result               <ul style="list-style-type: none"> <li>○ Sharing what works and what hasn't</li> <li>○ Share what's working through classes etc.</li> </ul> </li> <li>• Mimic the Kohn University model – online free university – use this as a model for skill training</li> <li>• ILRU (Independent Living Research University) – use these resources (<a href="http://www.ilru.org">www.ilru.org</a>)</li> <li>• ADA training in the contracting and licensing process</li> </ul>

	<ul style="list-style-type: none"> <li>• CILs offer specific employment training for people with disabilities</li> <li>• Identifying with strengths and interests of those at other CILs</li> <li>• Explore best practices</li> <li>• Educates advocates – teach others what we know before issues arise</li> <li>• Continue webinar format regarding technology, education, and other topics</li> <li>• Don't reinvent the wheel – learn from those who have some where we want to go</li> </ul>
Organize at the grassroots level	<ul style="list-style-type: none"> <li>• Invite general public to discussions (e.g. town halls)</li> <li>• Rally locally in conjunction with each center – same time, same day in each location</li> <li>• Promote passion over labels</li> <li>• Building partnerships – private and public: <ul style="list-style-type: none"> <li>○ Civic clubs</li> <li>○ Business community</li> <li>○ Health care industry</li> <li>○ Schools</li> <li>○ Colleges</li> <li>○ Agencies</li> </ul> </li> <li>• Recognition for doing something right (construction, employers, individuals) – similar to green building award</li> <li>• Being part of your community through volunteer work</li> <li>• Expand/utilize task force technology research methods</li> <li>• Community involvement with non-disability organizations/functions</li> </ul>
Market creatively	<ul style="list-style-type: none"> <li>• Identify partnerships/participants to create branding strategy</li> <li>• More commercials like Guinness</li> <li>• High profile PR spots – commercials, radio</li> <li>• Maintain promotion living/working well with a disability</li> <li>• Be politically savvy in communication with radio and TV stations</li> <li>• Work with advertisers to get free advertising</li> <li>• Creative marketing – i.e. visibility awareness</li> <li>• Develop statewide independent living PSA – who we are and what we do – we need you!</li> <li>• Effective advertising</li> <li>• Statewide abilities expo</li> </ul>
Leverage guiding ideas	<ul style="list-style-type: none"> <li>• Just do it</li> <li>• Walk a mile in my shoes</li> <li>• Be the change you want to see!</li> <li>• Offer ideas to go with problems</li> <li>• Inspire others with an understanding that disability is a civil rights issue on par with other minority groups – African Americans, etc.</li> </ul>

	<ul style="list-style-type: none"> <li>• Evaluate our commitment – work harder</li> <li>• Act now when possible</li> <li>• Don't be afraid to make a mistake</li> <li>• Encourage acceptance of all disabilities</li> <li>• Encourage responsible use of benefits – in an environment of limited resources, have central tenets of accountability and responsibility</li> <li>• Inspire others through our actions</li> <li>• Clearly delineate assignments among participants – including everyone</li> </ul>
Focus on political strategy and legislative advocacy	<ul style="list-style-type: none"> <li>• Creating a MTCIL 501(c)4 to be politically involved</li> <li>• Educate politicians on fiscal savings of HCBS</li> <li>• Electing educated advocates, leaders, legislators</li> <li>• Expand legislative activity through interim when not in session</li> <li>• Consult with past independent living lobbyists to get their input</li> <li>• Legislative priorities in EPP: <ul style="list-style-type: none"> <li>○ Commitment from DPHHS to adequately fund community services</li> <li>○ <u>CLEAR</u> IL priorities</li> </ul> </li> <li>• Disability is a non-partisan issue</li> <li>• Allying with supportive legislators and organizations</li> <li>• Creating a statewide Olmstead implementation council</li> </ul>
Increase government and community leadership	<ul style="list-style-type: none"> <li>• Consumer leadership in government and management positions (getting individuals hired/elected to leadership positions or IL Emily's List)</li> <li>• Have an ADA architectural code inspection – for enforcement</li> <li>• More involvement in local governments – be the voice!</li> <li>• Networking and collaborating – keep it fresh</li> <li>• Be an advocacy presence for youth in our schools and communities</li> <li>• Get involved in the process</li> <li>• Promoting inclusion of people with disabilities in perceived non-traditional roles</li> </ul>

## First Year Accomplishments

The group defined specific, measurable accomplishments for the first year for the strategic directions. The strategic direction, “leverage guiding ideas” was combined with creative marketing. Participants added employment as a strategic direction for the work plan.

Strategic Direction	First Year Accomplishments
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Strategic Direction		First Year Accomplishments	
1	Increase independent living program funding	Q4 13	1.1 Independent living surveys conducted backed with hard data – needs assessment 1.2 Improve brand – analyze and determine whom to market to – creative ideas – focus on funding this work 1.3 Research grants that fit the mission and the product
		Q1 14	1.4 Host webinar – housing funding specific to our community needs – who/how/what/why – in collaboration with Community Living Task force 1.5 Host webinar – building relationships and partnerships – how and who – the art of the ask – best practices – includes community, CIL staff, and board meetings 1.6 Research additional funding mechanisms to increase funding for CILs and offset cuts caused by sequestration
		Q2 14	1.7 Write grants 1.8 Discuss potential statewide fundraising activities
		Q3 14	1.9 Write grants
		Future	1.10 Plan and hold statewide funding discussion 1.11 Write grants
2	Focus on technology and education	Q1 14	2.1 Form a workgroup 2.2 Conduct resource assessment of technology to identify capacities in CILs to get baseline, and identify needs and potential costs
		Q2 14	2.3 Host webinar to share results and identify next steps
		Q3 14	2.4 Query needs of centers in terms of staff training
		Future	2.5 Use technology for training for better communication between centers: <ul style="list-style-type: none"> <li>○ Sharing our resources</li> <li>○ Supporting legislative advocacy</li> </ul>
3	Organize at the grassroots level	Q4 13	3.1 Contact campus coordinators to schedule ILC training for various schools – for pre-graduate students in targeted schools e.g. nursing and social work (Mike Beers)
		Q1 14	3.2 Each CIL identify a business to recognize twice a year – coordinate among centers to promote/network (Shyla Patera) 3.3 Identify a veterans group in the area and make contact (Ann Tuss)

Strategic Direction	First Year Accomplishments	
	Q2 14	3.4 Follow up with veterans agency in area – schedule/conduct presentation (Ann Tuss) 3.5 LIFTT Peer mentor CILS – how to develop a “mens” civic group (Dan Gates) 3.6 Conduct IL history and philosophy to pre-grad students in each CIL area (Mike Beers)
	Q3 14	3.7 Each CIL recognize business in region (Shyla Patera) 3.8 Schedule/conduct presentation with veterans agency (Ann Tuss)
	Future	3.9 Follow up with veterans agency on regular basis (Ann Tuss)
4 Increase employment for people with disabilities	Q1 14	4.1 Collaborate with legislative committee to address employment barriers 4.2 Conduct marketing and education regarding the Medicaid for Workers with Disabilities (MWD) program – for employees and Offices of Public Assistance (OPAs) 4.3 Conduct employment training for employers about reasonable accommodations as well as about hiring practices (so the best person for the job, disability or not, is hired)
	Q3 14	4.4 Employment benefits education meet Work Incentives Plan Assistance (WIPA) benchmarks (Community Work Incentives Coordinators)
	Future	4.5 Develop employment transition checklist 4.6 Design employment training for people with disabilities – identify gaps in existing programs and develop holistic approach 4.7 Hold disability mentoring day inclusive of employment focus with participants from all four centers
5 Market creatively and leverage guiding ideas	Q4 13	5.1 Work with funding committee to improve brand and analyze who to market to – generate creative ideas
	Q1 14	5.2 Work with youth/employment task force regarding Medicaid for Workers with Disability marketing campaign for employees and OPAs
	Q2 14	5.3 Present independent living services and guiding ideas on public TV, radio, newspaper 5.4 Explore increasing volunteers through marketing media – interns, schools, etc.
	Q3 14	5.5 Share powerful stories and information through newsletters, websites, YouTube, Facebook, etc.

Strategic Direction		First Year Accomplishments
6 Focus on political strategy and legislative advocacy	Q4 13	<p>6.1 Recruit buy in from other groups on independent living issues</p> <p>6.2 Increase participation in interim committees, including testifying</p> <p>6.3 Hold quarterly meetings with DPHHS director – bi-weekly email communications – self-determination task force</p> <p>6.4 Meet with Governor’s policy advisor regarding HCBS funding</p>
	Q1 14	<p>6.5 Provide executive planning process (EPP) process recommendations to DPHHS</p> <p>6.5.1 Funding for HCBS Waiver</p> <p>6.5.2 Medically Needy spend down limit increase</p> <p>6.5.3 More SDMI waiver slots</p> <p>6.5.4 Additional Medicaid provider rate increase</p> <p>6.5.5 Direct care giver wage increase</p>
	Q2 14	<p>6.6 Educate lawmakers by developing educational tools</p> <p>6.7 Develop statewide training/education campaign to combat disability stigma/discrimination &amp; increase self-determination</p> <p>6.8 Approach governor’s office regarding establishment of Olmstead implementation council</p> <p>6.8.1 If governor’s council is unsuccessful, go to legislature regarding Olmstead implementation council</p> <p>6.9 Get DPHHS or legislature to conduct study on raising spend down limit</p>
	Q3 14	<p>6.10 Develop advocate education tools</p> <p>6.11 Work with DPHHS and CMS on HCBS community setting definition for assisted living</p> <p>6.12 Work with DPHHS to encourage them to solicit EPP input via MetNet or other open forum settings</p>
	Future	<p>6.13 Work with DPHHS to amend MWD and other regulations to change how they handle retirement accounts once person retires and moves off MWD</p> <p>6.14 Analyze options for increasing resource limits (Medicaid eligibility and MWD)</p> <p>6.15 Expand outreach to/collaboration with older adult advocates/organizations to ensure older adults have adequate access to services (Medicare, home health)</p> <p>6.16 Explore 501(c)4 rules, advantages, limitations</p>

Strategic Direction			First Year Accomplishments
7 Increase government and community leadership  (Work included in this strategic direction will be completed by the newly created government and leadership committee, unless otherwise noted)	Q4 13	7.1	Create broader awareness of local election process and requirements; ensure election laws/bills protect the right to a private ballot for people with disabilities
		7.2	Discuss and understand what leadership means to committee members
		7.3	Identify ADA committees' members and meeting schedules in order to monitor compliance (David Poole)
	Q1 14	7.4	Consumer/elected official relationship building at city and local level (identified Centers for Independent Living ambassadors)
		7.5	Participate in city, county, and state government meetings (identified Centers for Independent Living ambassadors)
	Q2 14	7.6	Engage with local and state government in alternate communication modes to overcome transportation barriers – i.e. through newsletters, community TV, interactive websites, IT options (Centers for Independent Living staff and consumers)
	Q3 14	7.7	Identify and acknowledge examples of leadership success to facilitate a peer approach

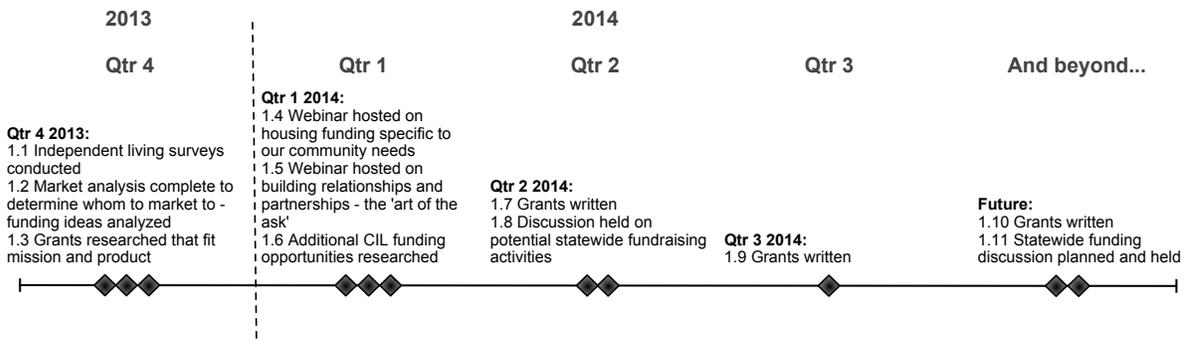
The work outlined within the strategic directions above does not include some current initiatives underway within the Montana Centers for Independent Living task forces. The tables below are organized by task force to include accomplishments defined by the task force webinars in advance of the symposium in addition to the new work identified at the symposium. Some work does not fall within existing task force structures. That will work is represented using the organizational structure outlined by symposium participants.

**1: Funding Committee** – Joe Burst will create the funding committee and lead funding-related work (between 6 and 8 people).

Group			First Year Accomplishments
1 Funding Committee	Q4 13	1.1	Independent living surveys conducted backed with hard data – needs assessment
		1.2	Improve brand – analyze and determine whom to market to – creative ideas – focus on funding this work
		1.3	Research grants that fit the mission and the product

Group		First Year Accomplishments
	Q1 14	1.4 Host webinar – housing funding specific to our community needs – who/how/what/why – in collaboration with Community Living Task force 1.5 Host webinar – building relationships and partnerships – how and who – the art of the ask – best practices – includes community, CIL staff, and board meetings 1.6 Research additional funding mechanisms to increase funding for CILs and offset cuts caused by sequestration
	Q2 14	1.7 Write grants: CILs will write their own grants 1.8 Discuss potential statewide fundraising activities
	Q3 14	1.9 Write grants
	Future	1.10 Plan and hold statewide funding discussion 1.11 Write grants

Funding Committee Timeline:

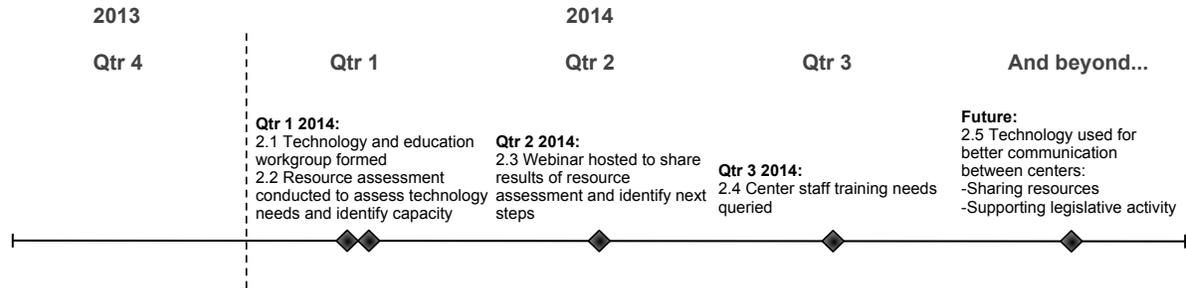


**2: Technology and Education Workgroup** – Mike Mayer will formulate and lead this workgroup (containing at least all center directors).

Group		First Year Accomplishments
2 Technology and Education Workgroup	Q1 14	2.1 Form a workgroup 2.2 Conduct resource assessment of technology to identify capacities in CILs to get baseline, and identify needs and potential costs
	Q2 14	2.3 Host webinar to share results and identify next steps
	Q3 14	2.4 Query needs of centers in terms of staff training

Group	First Year Accomplishments	
	Future	2.5 Use technology for training for better communication between centers: <ul style="list-style-type: none"> <li>○ Sharing our resources</li> <li>○ Supporting legislative advocacy</li> </ul>

Technology and Education Workgroup Timeline:



**3: Community Living Task Force** – This task force was previously called the Housing Task Force. It was renamed Community Living to reflect a broader focus on community accessibility. Joe Burst and Larry Ketchum will co-chair the Community Living Task Force.

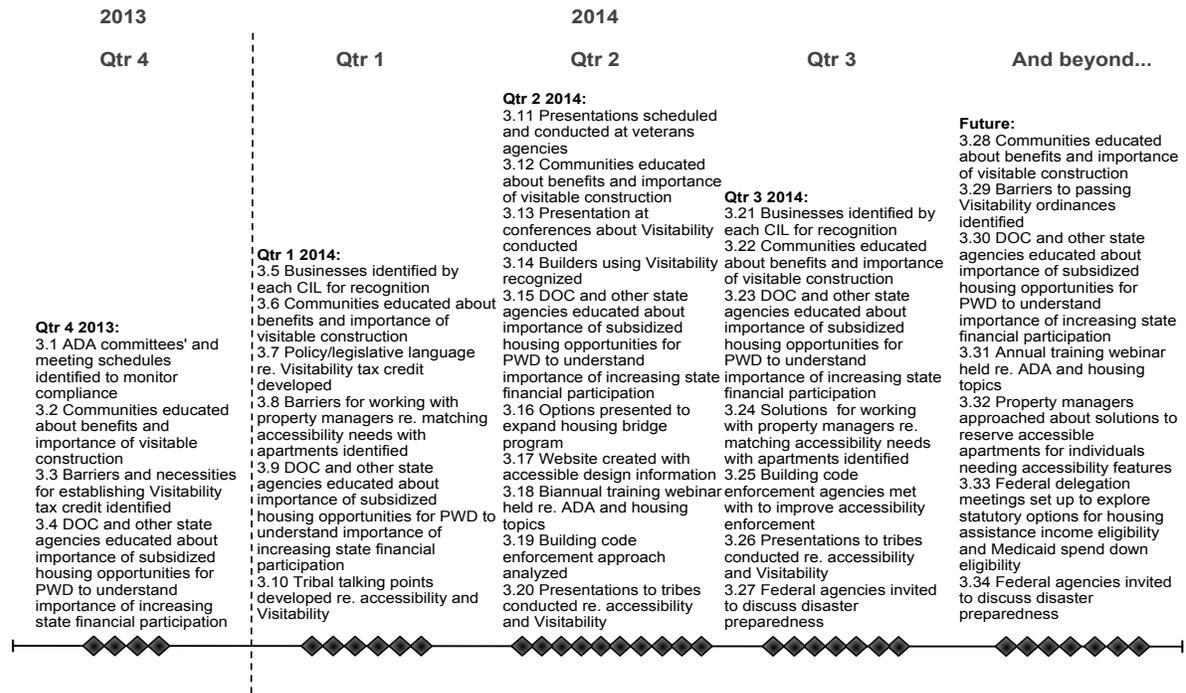
Group		First Year Accomplishments
3	Community Living Task Force	<p>Q4 13</p> <p>3.1 Identify ADA committees’ members and meeting schedules in order to monitor compliance (David Poole)</p> <p>3.2 Local communities and community leaders will be educated about the benefits and importance of visitable construction features</p> <p>3.3 Identify barriers and necessities for establishing a Visitability tax credit at the state level</p> <p>3.4 The Department of Commerce (DOC) and other pertinent state agencies will be educated about the importance of subsidized housing opportunities for individuals with disabilities such as the 811 housing program, the housing bridge program, and other subsidized housing programs and will understand the importance of increasing state financial participation in these areas</p>
		<p>Q1 14</p> <p>3.5 Each CIL identify a business to recognize twice a year – coordinate among centers to promote/network (Mike Beers)</p> <p>3.6 Local communities and community leaders will be educated about the benefits and importance of visitable construction features</p> <p>3.7 Develop policy/legislative language regarding Visitability tax credit</p> <p>3.8 Identify barriers to working with property managers to create a rule/policy for reserving fully accessible apartments for individuals really needing accessibility features</p> <p>3.9 The Department of Commerce (DOC) and other pertinent state agencies will be educated about the importance of subsidized housing opportunities for individuals with disabilities such as the 811 housing program, the housing bridge program, and other subsidized housing programs and will understand the importance of increasing state financial participation in these areas</p> <p>3.10 Develop talking points document (PowerPoint) regarding benefits of Visitability and accessible housing for Tribes</p>

Group	First Year Accomplishments	
	02 14	<p>3.11 Follow up with veterans agency in area – schedule/conduct presentation (Ann Tuss)</p> <p>3.12 Local communities and community leaders will be educated about the benefits and importance of Visitable construction features</p> <p>3.13 Present to at least one conference (architects or housing conference) about Visitability features/benefits</p> <p>3.14 Award/recognize builders who build using Visibility</p> <p>3.15 The Department of Commerce (DOC) and other pertinent state agencies will be educated about the importance of subsidized housing opportunities for individuals with disabilities such as the 811 housing program, the housing bridge program, and other subsidized housing programs and will understand the importance of increasing state financial participation in these areas</p> <p>3.16 Present TF options on expanding the housing bridge program</p> <p>3.17 Create webpage with accessible design information (i.e. Home Choice Coalition site)</p> <p>3.18 Hold at least two training webinars each year with expert presenters on various ADA and housing topics</p> <p>3.19 Find out how building code enforcement agencies enforce accessibility regulations</p> <p>3.20 Members (NATF w/ CLTF) present to their respective tribes benefits of Visitability and accessible housing</p>

Group	First Year Accomplishments	
	Q3 14	<p>3.21 Each CIL recognize business in region (Mike Beers)</p> <p>3.22 Local communities and community leaders will be educated about the benefits and importance of Visitable construction features</p> <p>3.23 The Department of Commerce (DOC) and other pertinent state agencies will be educated about the importance of subsidized housing opportunities for individuals with disabilities such as the 811 housing program, the housing bridge program, and other subsidized housing programs and will understand the importance of increasing state financial participation in these areas</p> <p>3.24 Identify solutions to working with property managers to create a rule/policy for reserving fully accessible apartments for individuals really needing accessibility features</p> <p>3.25 Meet with building code enforcement agencies to discuss how to improve enforcement of accessibility regulations</p> <p>3.26 Members (NATF w/ CLTF) present to their respective tribes benefits of Visitability and accessible housing</p> <p>3.27 Invite federal agencies (division of emergency services, public health emergency, red cross, FEMA, etc.) to talk about their disaster preparedness programs and establish relationships (Meg Traci)</p>

Group	First Year Accomplishments	
	Future	<p>3.28 Local communities and community leaders will be educated about the benefits and importance of Visitable construction features</p> <p>3.29 Identify barriers to passing Visitability ordinances</p> <p>3.30 The Department of Commerce (DOC) and other pertinent state agencies will be educated about the importance of subsidized housing opportunities for individuals with disabilities such as the 811 housing program, the housing bridge program, and other subsidized housing programs and will understand the importance of increasing state financial participation in these areas</p> <p>3.31 Hold at least two training webinars each year with expert presenters on various ADA and housing topics</p> <p>3.32 Approach property managers about solutions for reserving fully accessible apartments for individuals really needing accessibility features</p> <p>3.33 Set up meetings with federal delegations to explore federal statutory options to address which income is counted for eligibility for housing assistance programs when an individual must pay a spend down for Medicaid eligibility</p> <p>3.34 Invite federal agencies (division of emergency services, public health emergency, red cross, FEMA, etc.) to talk about their disaster preparedness programs and establish relationships (Meg Traci)</p>

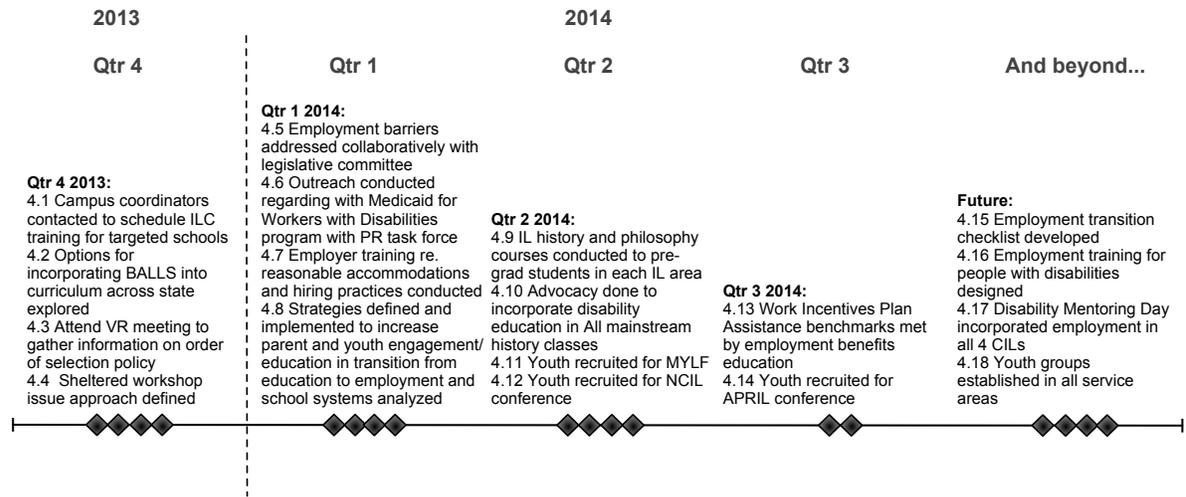
## Community Living Task Force Timeline:



**4: Youth and Employment Task Force** – This task force was renamed to incorporate employment in its focus and will be chaired by Mike Beers and Cara Wherley.

Group		First Year Accomplishments
4 Youth and Employment Task Force	Q4 13	<p>4.1 Contact campus coordinators to schedule ILC training for various schools – for pre-graduate students in targeted schools e.g. nursing and social work (Mike Beers)</p> <p>4.2 Explore incorporating BALLS or other similar curriculum in schools across the state</p> <p>4.3 Advocate against Vocational Rehabilitation’s (VR’s) order of selection policy – YETF chairs attend next VR council meeting to gather more info on policy</p> <p>4.4 Address sheltered workshop issue – move to competitive employment</p>
	Q1 14	<p>4.5 Collaborate with legislative committee to address employment barriers</p> <p>4.6 Conduct outreach campaign regarding the Medicaid for Workers with Disabilities (MWD) program – for employees and Offices of Public Assistance (OPAs) (in collaboration with PR task force) – one CWIC from each center</p> <p>4.7 Conduct employment training for employers about reasonable accommodations as well as about hiring practices (so the best person for the job, disability or not, is hired)</p> <p>4.8 Brainstorm and implement strategies to get more parents and youth engaged and educated regarding transition and employment and take a look at school systems</p>
	Q2 14	<p>4.9 Conduct IL history and philosophy to pre-grad college (nursing &amp; SW) students in each CIL area (Mike Beers)</p> <p>4.10 Push for Disability Education for All in mainstream history classes</p> <p>4.11 Recruit Youth for MYLF (ongoing)</p> <p>4.12 Recruit Youth for NCIL Conference (ongoing)</p>
	Q3 14	<p>4.13 Employment benefits education meet Work Incentives Plan Assistance (WIPA) benchmarks (Community Work Incentives Coordinators) – participation by each center</p> <p>4.14 Recruit Youth for APRIL Conference (ongoing)</p>
	Future	<p>4.15 Develop employment transition checklist</p> <p>4.16 Design employment training for people with disabilities – identify gaps in existing programs and develop holistic approach</p> <p>4.17 Hold Disability Mentoring Day inclusive of employment focus with participants from all four centers – annually</p> <p>4.18 Establish youth groups in all service areas</p>

Youth and Employment Task Force Timeline:

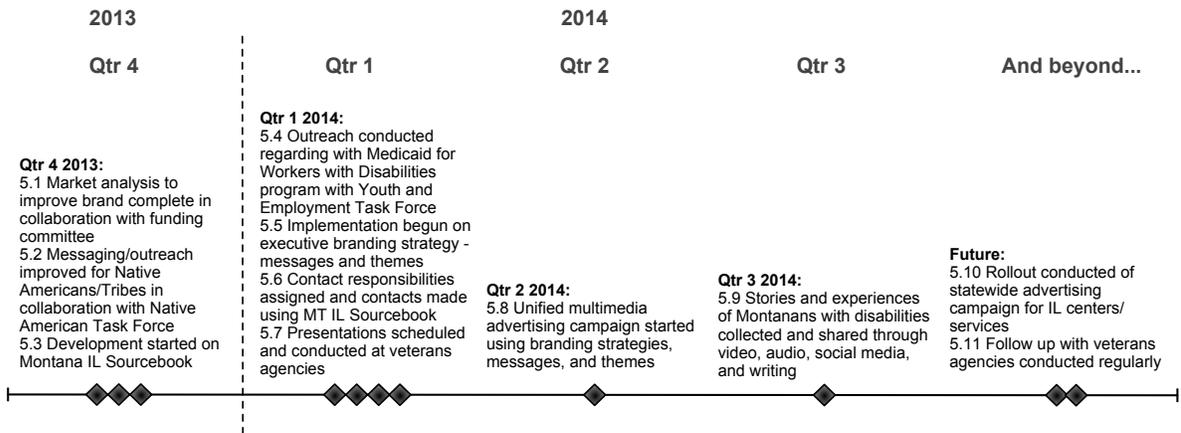


**5: Public Relations Task Force** – This task force’s name is unchanged and will be chaired by Justice and Jed.

Group		First Year Accomplishments
5 Public Relations Task Force	Q4 13	5.1 Work with funding committee to improve brand and analyze who to market to – generate creative ideas 5.2 Work with Native American TF to improve messaging/outreach to Natives & reservation 5.3 PR Task Force will begin developing a “Montana IL Sourcebook,” which will be a master document/data base that will contain contact and other relevant information for each resource.
	Q1 14	5.4 Work with Youth and Employment task force regarding Medicaid for Workers with Disabilities outreach campaign 5.5 PR Task Force will continue working with funding committee in executing branding strategy agreed upon (5.1) developing basic themes and messaging 5.6 Using Sourcebook, PR Task Force will divide contact responsibilities and begin making tailored contacts with each sector to present IL to the different segments of Montana society 5.7 Schedule/conduct presentation with veterans agency (Ann Tuss)
	Q2 14	5.8 Using branding strategy, basic themes and messaging, PR Task Force will begin developing a unified multimedia advertising campaign for IL Centers/Services

Group	First Year Accomplishments	
	Q3 14	5.9 Ahead of 2015 Montana Legislature and also for other uses, PR Task Force will begin collecting and publishing the stories and experiences of Montanans with disabilities through video, audio, social media, and writings
	Future	5.10 Q1 2015 Roll out of statewide advertising campaign for IL centers/services 5.11 Follow up with veterans agency on regular basis (Ann Tuss)

**Public Relations Task Force Timeline:**

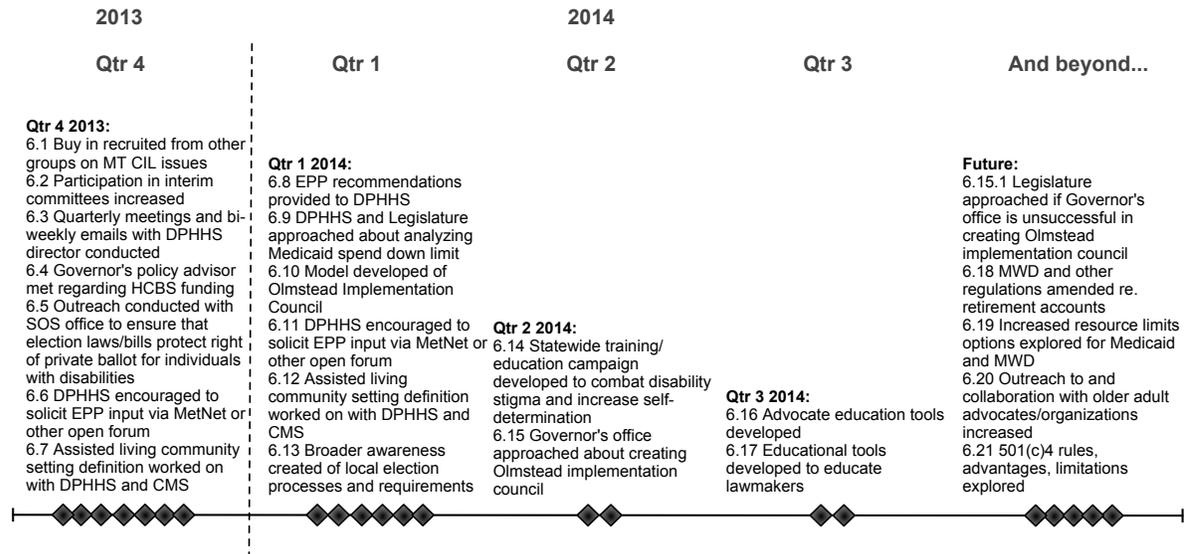


**6: Self-Determination Task Force** – This task force’s name is unchanged and will be chaired by Mike Mayer.

Group		First Year Accomplishments
6 Self-Determination Task Force	Q4 13	<p>6.1 Recruit buy in from other groups on independent living issues (all task forces)</p> <p>6.2 Increase participation in interim committees, including testifying (all task forces as needed)</p> <p>6.3 Hold quarterly meetings with DPHHS director – bi-weekly email communications – self-determination task force</p> <p>6.4 Meet with Governor’s policy advisor regarding HCBS funding (independent living lobbyist)</p> <p>6.5 Begin outreach to SOS office to ensure election laws/bills protect the right to a private ballot for people with disabilities (legislative session)</p> <p>6.6 Work with DPHHS to encourage them to solicit EPP input via MetNet or other open forum settings</p> <p>6.7 Work with DPHHS and CMS on HCBS community setting definition for assisted living</p>
	Q1 14	<p>6.8 Provide executive planning process (EPP) process recommendations to DPHHS (legislative advocacy committee)</p> <p>6.9 Get DPHHS or legislature to conduct study on raising spend down limit (Q1 DPHHS, Q3 Legislature if DPHHS not successful)</p> <p>6.10 Develop model of what the Olmstead Implementation Council would look like, what responsibilities would be</p> <p>6.11 Work with DPHHS to encourage them to solicit EPP input via MetNet or other open forum settings</p> <p>6.12 Work with DPHHS and CMS on HCBS community setting definition for assisted living</p> <p>6.13 Create broader awareness of local election process and requirements (ongoing efforts: voter registration drives, candidate forums, connection w/ secretary of states office, election judge training, etc.)</p>
	Q2 14	<p>6.14 Develop statewide training/education campaign to combat disability stigma/discrimination &amp; increase self-determination (in collaboration with Youth and Employment and Public Relations Task Forces)</p> <p>6.15 Approach governor’s office regarding establishment of Olmstead implementation council</p> <p>6.15.1 If governor’s council is unsuccessful, go to legislature regarding Olmstead implementation council</p>

Group		First Year Accomplishments
	Q3 14	6.16 Develop advocate education tools 6.17 Educate lawmakers by developing educational tools
	Future	6.18 Work with DPHHS to amend MWD and other regulations to change how they handle retirement accounts once person retires and moves off MWD 6.19 Analyze options for increasing resource limits (Medicaid eligibility and MWD) 6.20 Expand outreach to/collaboration with older adult advocates/organizations to ensure older adults have adequate access to services (Medicare, home health) 6.21 Explore 501(c)4 rules, advantages, limitations

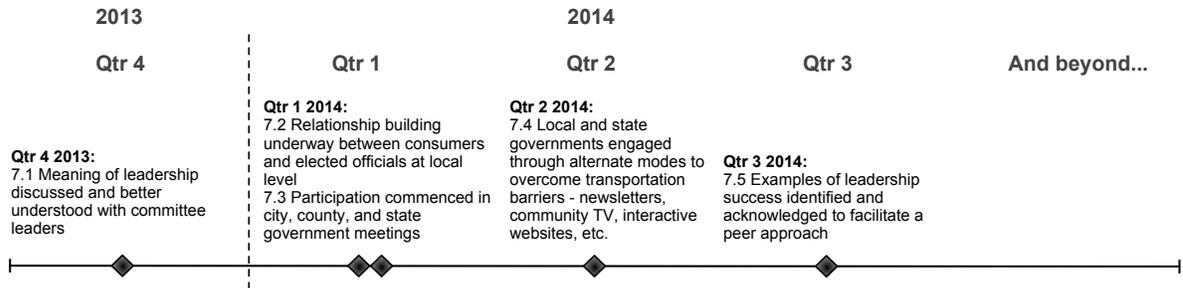
Self-Determination Task Force Timeline:



**7: Government and Community Leadership Committee** – Bob Maffit will create and lead the government and community leadership committee.

Group		First Year Accomplishments	
7	Government and Community Leadership Committee	Q4 13	7.1 Discuss and understand what leadership means to committee members
		Q1 14	7.2 Consumer/elected official relationship building at city and local level (identified Centers for Independent Living ambassadors) 7.3 Participate in city, county, and state government meetings (identified Centers for Independent Living ambassadors)
		Q2 14	7.4 Engage with local and state government in alternate communication modes to overcome transportation barriers – i.e. through newsletters, community TV, interactive websites, IT options (Centers for Independent Living staff and consumers)
		Q3 14	7.5 Identify and acknowledge examples of leadership success to facilitate a peer approach

Government and Community Leadership Committee Timeline:

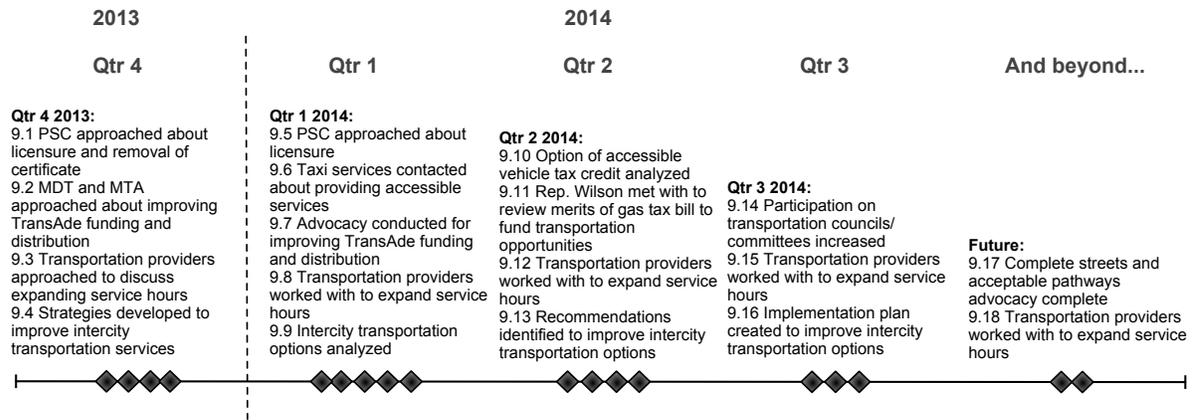




**9: Transportation Task Force** – The Transportation Task Force will be chaired by Shyla Patera and Colleen Forrester.

Group		First Year Accomplishments
9 Transportation Task Force	Q4 13	9.1 Approach PSC regarding licensure and removal of certificate 9.2 Approach MDT and MTA to work on legislative options/strategies (rental car tax) to increase TransADE funding and equalize funding between districts 9.3 Approach public transportation providers to begin discussions on opportunities for expanded service hours (evenings & weekends) 9.4 Develop strategies for improving intercity (between cities) transportation services
	Q1 14	9.5 Approach PSC regarding licensure and removal of certificate 9.6 Contact all taxi services interested in providing accessible taxi services (with Pat Sanders) 9.7 Advocate for increased TransADE funding and equalize funding between districts 9.8 Work with transportation providers to expand service hours (evenings & weekends) 9.9 Analyze strategies for improving intercity transportation options
	Q2 14	9.10 Look at option of accessible vehicle tax credit 9.11 Meet with Rep. Wilson to review merits of a gas tax bill aimed at securing additional funds for transportation opportunities 9.12 Work with transportation providers to expand service hours (evenings & weekends) 9.13 Identify recommendations for improved intercity transportation options
	Q3 14	9.14 Increase CIL participation on transportation councils and project committees (i.e. STAC, TAC, and other specific redesign committees) to influence accessibility of services and project designs 9.15 Work with transportation providers to expand service hours (evenings & weekends) 9.16 Create implementation plan for improvements to intercity transportation options
	Future	9.17 Advocate complete streets concept and acceptable pathways 9.18 Work with transportation providers to expand service hours (evenings & weekends)

## Transportation Task Force Timeline:



## Implementation Steps

The Montana Centers for Independent Living task force, committee, workgroup, and staff members will define activities or implementation steps required to achieve the milestones. The organization will use these work plans to guide their work. Because they are actively managed and often modified, these work plans are maintained separately from the strategic plan.