

STATE OF MONTANA ROMA LOGIC MODEL

Community Services Block Grant Work Plan for the Year 2013-2014

Agency Name & Address	Phone Number	
HRDC District IX, Inc. 32 South Tracy Avenue Bozeman, MT 59715	(406) 587-4486	Jeff Rupp Heather Grenier

GOAL: Low income people become more self-sufficient (FAMILY)

Service or Activity	Goal	Outcome	Indicator	NPI	Measurement
<i>Identify the activity and briefly describe how it will be accomplished. Be sure to provide the # of clients served or the units offered.</i>	<i>Primary National Goal</i>	<i>Result of intervention.</i>	<i># and % of clients/units to achieve each outcome.</i>	<i>National Performance Indicator</i>	<i>Describe how outcome will be measured (i.e., data source and/or collection procedures).</i>
Key Needs Assessment Finding: 65% of HRDC Staff and 67% of Community Partners surveyed indicated Long-Term Housing as a key priority need within the community.					
A) 425 families use Section 8 vouchers to secure housing	1	Obtained permanent rental housing of choice	403 of 425 (95%) families obtained permanent rental housing of choice 22 of 425 (5%) are in the process of locating permanent rental housing of choice	1.2.H	MDOC Section 8 Database; Client Files
Key Needs Assessment Finding: 87% of HRDC Staff and 86% of Community Partners surveyed indicated Emergency or Crisis Housing as a key priority need within the community.					
B) Administer Continuum of Care HUD Grant to provide transitional housing to families at imminent risk of becoming homeless or currently experiencing homelessness	1	Obtained safe and affordable housing	3 of 4 (75%) families participating in the transitional housing program will assume the unit lease within one year (transition to permanent housing)	1.2.H	HMIS; Client Files
C) Administer Continuum of Care HUD Grant to provide transitional housing to individuals at imminent risk of becoming homeless or currently experiencing homelessness	1	Obtained safe and affordable housing	8 of 16 (50%) individuals residing at Amos House-transitional housing program will exit to permanent housing within 6 months.	1.2.H	HMIS; Client Files
Key Needs Assessment Finding: Only 34% of HRDC customers under the age of 51 are full, part, or self-employed					
D) 90 At-risk youth ages 14-21 will enroll and be provided with assessment, employment skills, educational and support services, case management, academic support, work experience, leadership development, counseling, and follow up services	1	Unemployed persons obtained employment	27 of 90 (30%) enrolled youth are exited into employment.	1.1.A	Payroll reports
		Obtained skills/competencies required for employment	68 of 90 (75%) enrolled youth complete BEST Training and receive certificate	1.2.A	Client Files. MT Works
		Completed ABE/GED and received certificate or diploma	27 of 90 (30%) exited program youth will have received their high school diploma or GED.	1.2.B	Client files, MT Works
		Barriers to initial/continuous employment are reduced or eliminated	27 of 90 (30%) enrolled youth are exited into post-secondary education or advanced training/occupational skills.	1.2	Client files
			9 of 90 (10%) enrolled youth are exited into military service	1.2	Client files

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Key Needs Assessment Finding: 35% of HRDC customers surveyed reported needing assistance with utility expenses					
E) Weatherize 260 homes	1	Households will have safe, energy efficient, warmer homes	Overall 10% reduction in fuel consumed for weatherized households	1.2.K	Northwestern Energy, Department of Energy, Health and Human Services, Energy Share of Montana
Key Needs Assessment Finding: 80% of HRDC customers surveyed reported an annual household income of less than \$29,000					
F) Partner with the VITA Program to provide free tax preparation assistance for low-income households	1	low-income households achieve an increase in financial assets by accessing the EITC	140 of 200 (70%) of those receiving tax preparation assistance qualify for and access EITC	1.3.E.3	Client and tax files
Key Needs Assessment Finding: Home Purchase Assistance ranked 5th among top 10 community needs indicated across the customer, staff, and partner survey; 41% of customers under the age of 51 indicated needing home purchase assistance					
G) Operate the Road to Home Program providing homebuyer education, pre- and post-purchase counseling, foreclosure prevention counseling, and down payment assistance.	1	low-income households achieve an increase in financial assets and/or skills	22 of 22 (100%) RTH down payment assistance customers opened a savings account and met their minimum buyer contribution	1.3.U.3	Client files, Counselor Max
			18 of 22 (82%) RTH down payment assistance customers purchased a home with accumulated savings	1.3.U.4.c	Client files, Counselor Max
			22 of 22 (100%) RTH down payment assistance customers leveraged their minimum buyer contribution to obtain MATCH requirement and benefit		
			41 of 50 (82%) RTH foreclosure prevention customers achieve loan modification; accomplish short sale, minimize impact of foreclosure on credit rating	1.3	Client files, Counselor Max
			157 of 157 (100%) RTH Homebuyer Education customers increase their financial skills through completion of Homebuyer Education Coursework.	1.3	Pre/Post Test Evaluations; Client Files
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GOAL: The Conditions in which low-income people live are improved (COMMUNITY)

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Key Needs Assessment Finding: 55% of HRDC Customers reported being unemployed

A) Operate HRDC programs and services at current levels, retaining 100 employees	2	Accessible living wage jobs created, or saved, from reduction or elimination within the community	80 of 100 (80%) HRDC employment opportunities at current 'living wage' or higher.	2.1.B	HR records
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Key Needs Assessment Finding: Rent was ranked as the number one expense prohibiting stability across all households surveyed

B) Increase affordable/low-income housing opportunities in Bozeman area	2	Increase in the number of safe and affordable housing units in	24 units of additional family low income housing units in the City of Bozeman	2.1.C	Rental property listings; project files
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Key Needs Assessment Finding: Rent was ranked as the largest expense across all households surveyed

C) Operate Property Management Division providing affordable housing opportunities for more than 300 families	2	Safe and affordable housing units in the community preserved	260 of 260 (100%) affordable housing units offered through RPM are preserved for low-income housing opportunities 3.5% of available funds will be set aside for property reserves	2.1.D	Yardi Property Management Software ORION accounting software
D) Administer the Community Affordable Housing Advisory Board	2	Improve the quality of life in low-income neighborhoods	City Adoption of the International Property Maintenance Code to promote safe, decent housing	2.2.A	City Code

Key Needs Assessment Finding: HRDC customers surveyed ranked Dental or vision care, Dental or vision insurance, Health insurance as the top 3 community need priorities

E) Utilize CSBG dollars to provide public health nursing services for low income residents in Meagher County	2	Increase in/Preservation of accessible and affordable health care services for low-income people	91 hours of nursing services including child protection activities and senior companion activities	2.1.E	Contract billing
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Key Needs Assessment Finding: 65% of HRDC staff and 76% of Community Partners ranked child care as a top community need priority

F) Create child care co-ops in low income housing communities	2	Accessible safe and affordable child care or child development placement opportunities for low-income families created	2 additional child care providers in lower income communities in Gallatin Valley	2.1.F	Child Care Connections database
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G) Partner with local providers to increase full day full summer child care services available	2	Accessible safe and affordable child care or child development placement opportunities for low-income families created	Increase full day, full summer care opportunities by 100 slots.	2.1.F	Child Care Connections database
Key Needs Assessment Finding: 18% of HRDC customers surveyed indicated utilization of Streamline					
H) Operate Streamline Transit System to provide fare free public transportation to the Greater Gallatin Area	2	Accessible fare free public transportation saved from reduction	1 of 6 (17%) weekday routes restored to full service	2.1.H	route maps/schedules
		Expanded public transportation resources available to low-income individuals	1 of 5 (20%) weekday Belgrade routes re-established		
Key Needs Assessment Finding: Only 14% of HRDC customers (under the age of 51) surveyed have completed any level of post-secondary education					
I) Partner with the Bozeman School District to operate the Summer Enrichment Program for homeless and other at-risk youth.	2	Increase in the educational opportunities available for low-income youth	13 of 15 (87%) students complete the Summer Enrichment Program, earning .5 high school credit	2.1.I	Program/Client Files
Key Needs Assessment Finding: 29% of all households surveyed indicated a need for grocery assistance					
J) KIDS PACK PROGRAM	2	Increase in the availability of community services to improve public health and safety	Increase in program delivery/utilization from 747 of 2,988 (25%) to 1,046 of 2988 (35%).	2.2.C	School Reports
Key Needs Assessment Finding: 87% of HRDC Staff and 86% of Community Partners surveyed indicated Emergency or Crisis Housing as a key priority need within the community.					
K) Fund and Operate the Warming Center	2	Emergency shelter available during the winter months	115 of 115 (100%) emergency shelter requests are met	2.2.C	community resources; contract completion
Key Needs Assessment Finding: Focus groups noted concerns including an overwhelming concern for the “what ifs” in life. For instance, what if something major happened, who would help them?					
L) Establish and implement emergency disaster relief mass feeding and spontaneous food donation management capacity	2	Increase in the availability of community services to improve public health and safety	100% response rate to requests for assistance issued through Gallatin County Voluntary Organizations Active in Disaster Response Team. 5 staff members and 10 volunteers trained, practiced, and performing in emergency capacity operations	2.2.C	Food Bank Inventory/Distribution records Staff/Volunteer training records; emergency response activity reports
Key Needs Assessment Finding: Focus groups noted solutions for improving this situation included an outreach program to inform the community of available programs, who to contact and how to qualify					

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M) Implement Mobile Outreach Unit service distribution	2	Increase in the availability of community services to improve public health and safety	12 of 12 (100%) outlying communities have direct access to HRDC services through the Mobile Outreach Unit including: Three Forks, Manhattan, Gardiner, Emigrant, Wilsall, Clyde Park, White Sulphur Springs, Gateway, Belgrade, Big Sky, West Yellowstone, and Livingston	2.2.C	Mobile Outreach Service Logs
			3 of 3 (100%) partners secured to provide health services in collaboration with the HRDC mobile outreach unit		Memorandum of Understanding
			6 of 6 (100%) partner sites (including HAFB and BSFB) trained to provide HRDC services outside of mobile outreach days/effort		Training records
			Increase in participation in HRDC programs by low-income residents in outlying areas by 10%		CAP60, CDS
Key Needs Assessment Finding: 77% of HRDC Customers residing in Park and Meagher counties are over the age of 51; 55% of those are unemployed or retired					
N) Operate the RSVP Program to provide volunteer opportunities to individuals age 55 and older	2	Increase in the number of community members working with Community Action to improve conditions in the Community	2,000 of 74,000 (3%) volunteer hours will be in direct or indirect service to organizations focused in early childhood education.	2.3	RVSP Database
			35,000 of 74,000 (47%) volunteer hours will be designated to organizations focusing on senior independence and self-sufficiency.		
			26,000 of 74,000 (45%) volunteer hours will be designated to organizations providing services towards human needs/supportive services		
			11,000 of 74,000 (15%) volunteer hours will be designated to Community and Economic Development		
			120 partners will benefit from placement of volunteers		
			575 volunteers will be provided with coordinated volunteer placement services.		
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Key Needs Assessment Finding: 55% of HRDC Customers surveyed are over the age of 51					
A) RSVP will partner with no less than 100 non-profit, government, and healthcare organizations in Gallatin and Park counties	3	Community realizes an increase in volunteer hours donated to community action organizations serving low income persons	230 of 575 (40%) of RSVP volunteers are low-income individuals contributing volunteer hours to organizations that provide services to low income individuals/families At least 37,000 of 74,000 (50%) volunteer hours will be contributed to organizations that provide services to low income individuals/families	3.1	Montana State Unit on Aging Demographic Data RSVP Partner Organization Timesheets
Key Needs Assessment Finding: N/A					
B) Administer the Head Start Policy Council	3	Low-income people mobilized as a direct result of Head Start to engage in activities that support and promote their own well-being and that of the community	XXX of Head Start Policy Council members represent the low-income community and are actively involved in Policy Council activities and Head Start governance.	3.2.A	Policy Council and Head Start records
Key Needs Assessment Finding: N/A					
C) Administer the HRDC Board of Directors in compliance with CSBG rules and regulations	3	Low-income people mobilized as a direct result of HRDC to engage in activities that support and promote their own well-being and that of the community	5 of 15 (33%) HRDC Board of Directors members are or represent low-income communities and are actively involved in HRDC governance.	3.2.A	HRDC Board roster

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Key Needs Assessment Finding: Home Purchase Assistance ranked 5th among top 10 community needs indicated across the customer, staff, and partner survey; 41% of customers under the age of 51 indicated needing home purchase assistance					
D) Operate the Road To Home program providing homebuyer education, counseling, down payment assistance and/or set aside assistance	3	Low and moderate income households achieve homeownership	45 of 284 (16%) RTH clients will purchase a home; 26 of 45 (57%) purchasing homes will utilize an RTH financing program	3.2.C	Client files
E) Administer and Implement Phase III of the Neighborhood Stabilization Program Grant	3	Low and moderate income households achieve homeownership	6 of 24 (25%) of available condominium units will be sold to households at or below 50% of the area median income; 18 of 24 (75%) of available condominium units will be sold to households at or below 100% of the area median income	3.2.C	Client files

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GOAL: Partnerships among supporters and providers of services to low-income people are achieved (AGENCY)

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Key Needs Assessment Finding: 87% of HRDC Staff and 86% of Community Partners surveyed indicated Emergency or Crisis Housing as a key priority need within the community.					
A) Support and participate in the community movement to address homelessness at all levels		4 Expand resources and opportunities in order to achieve family and community outcomes	Active participation in local Continuum of Care (GGHAC); lead agency in annual Homeless Survey and Gaps Assessment	4.1	CoC minutes; Homeless Survey results; Gaps Assessment results
Key Needs Assessment Finding: (Partner Survey Comment) Perception is that your partners are good for HRDC and that you have good program directors; HRDC could improve services by being a better partner back to the community, to listen more, to be more inclusionary					
B) HRDC Programs and Staff partner and support the following agencies or programs		4 Expand resources and opportunities in order to achieve family and community outcomes	Partnerships with 37 non-profit organizations; 15 faith based organizations; 9 local government organizations; 9 State government organizations; 6 Federal government organizations; 201 for-profit business corporations; 3 Housing Consortiums, 6 School Districts, 4 Institutions of Post-Secondary Education; 3 Health Service Institutions; 5 State wide associations	4.1	HRDC partnerships
Key Needs Assessment Finding: Home Purchase Assistance ranked 5th among top 10 community needs indicated across the customer, staff, and partner survey; 41% of customers under the age of 51 indicated needing home purchase assistance					
C) Administer the Community Affordable Housing Advisory Board		4 Expand resources and opportunities in order to achieve family and community outcomes	Enforce and continue to develop Inclusionary Zoning ordinance for the City of Bozeman	4.1	CAHAB minutes
Key Needs Assessment Finding: Not Determined					
D) Participate on the Economic Development Committee for the City of Bozeman		4 Expand resources and opportunities in order to achieve family and community outcomes	Assist in the development of community development initiatives for the City of Bozeman to promote sustainable community efforts	4.1	Committee minutes

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GOAL: Agencies increase their capacity to achieve results (AGENCY)

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Key Needs Assessment Finding: 65% of HRDC staff and 76% of Community Partners ranked child care as a top community need priority					
A) Head Start will be fully enrolled with 168 children throughout the school year, enrolling new children within 30 days after a child withdraws from the program	5	Agency obtains a level of excellence in organizational quality in the form of operational management	160 of 168 (95%) available Head Start slots will be filled with eligible children throughout the school year	5.5.B	Child Plus Reports
B) Head Start will successfully solicit required in-kind match for federal grant requirements	5	Increase agency capacity to achieve family and community outcomes	20% of federal grant award is secured via in-kind contributions	5.1.H	In-Kind tracking systems
Key Needs Assessment Finding: N/A					
C) The Human Resource Department will coordinate and implement Drug and Alcohol and Sexual Harassment training for all program managers	5	Agency obtains a level of excellence in organizational quality in the form of human resources	100% of supervisors trained in Sexual Harassment and Drug and Alcohol Abuse identification to increase awareness and reduce company liability	5.5.E	training attendance
D) The Human Resource Department will implement a new employee review process focused more on performance appraisal	5	Agency obtains a level of excellence in organizational quality in the form of human resources	100% managers trained in utilization of new employee evaluation process; 75% utilization rate among programs	5.5.E	Completed Performance Appraisals
Key Needs Assessment Finding: N/A					
E) The Fiscal Department will work to increase staff retention	5	Agency obtains a level of excellence in organizational quality in the form of Finance and Budget	3 of 4 (75%) existing staff retained for a period of one year	5.5.E	HR Records
F) The Fiscal Department will offer and fund training for departmental staff	5	Agency staff obtain credentials that improve their capacity to achieve results	3 of 4 (75%) fiscal staff obtain continuing education credits within the year	5.6.I	Certificates of completion
G) The Fiscal Department staff will be cross-trained in critical fiscal functions	5	Agency obtains a level of excellence in organizational quality in the form of Finance and Budget	3 of 4 (75%) fiscal staff will be cross-trained to complete critical fiscal functions including payroll, accounts payable, and cash receipts	5.5.E	Fiscal Records
H) The Fiscal Department will improve program and financial support for program managers in the form of timeliness, visibility, accessibility, and cash available for operations.	5	Agency obtains a level of excellence in organizational quality in the form of Finance and Budget	100% programs budgets will be entered into the HRDC financial system for comparison to actual results on an ongoing basis.	5.5.E	ORION software
			Fiscal staff will continue to implement additional Orion features to improve HRDC financial system efficiency and improve information results		
			Fiscal staff will effectively manage cash flow, generating an average rate of return of 4% on all available cash and investments		

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Key Needs Assessment Finding: Awareness of HRDC programs and services was a concern noted across focus groups, customer survey, staff and board survey, and partner survey

I) Increase awareness regarding HRDC Programs and Services within the Community by conducting community presentations, hosting 4th Annual Commitment to Community Event, utilization of website for enhanced communication, implementation of monthly e-newsletter, utilization of social media avenues, and creation of effective visual presentation materials	5	Increase in resources available to HRDC in order to preserve and/or increase agency capacity to provide services	10% increase in non-program specific resources available to HRDC	5.5.C	Resources available
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Key Needs Assessment Finding: Home Purchase Assistance ranked 5th among top 10 community needs indicated across the customer, staff, and partner survey; 41% of customers under the age of 51 indicated needing home purchase assistance

J) Conduct overview of Land Trust Program and propose any necessary changes	5	Increase in resources available to HRDC in order to preserve and/or increase agency capacity to provide services	Financial plan adopted ensuring continued operations for the duration of the affordability period.	5.5.C	Land Trust financial plan
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Key Needs Assessment Finding: N/A

K) Actively maintain Board Member Representation in accordance with HRDC Bylaws	5	Agency obtains a level of excellence in organizational quality in the form of Board and Governance	13 of 15 (85%) Board slots are filled by the proper representatives of the low-income, public, and private sectors in compliance with the Community Services Block Grant	5.5.A	Board Member Listing/Recruitment Documentation
			Facilitate Board Development training		Board Training Hours
L) Actively recruit and maintain Board member representation in compliance with CHDO certification requirements	5	Agency obtains a level of excellence in organizational quality in the form of Board and Governance	Successful CHDO compliance review	5.5.A	MDOC Approval

Key Needs Assessment Finding: Awareness of HRDC programs and services was a concern noted across focus groups, customer survey, staff and board survey, and partner survey

M) Utilize ROMA trainer to facilitate ROMA training at all levels	5	Agency has provided Results-Oriented Management and Accountability Training	10 of 15 (67%) Board members have completed Introduction to ROMA training; 24 of 120 (20%) of Agency Staff have completed introduction to ROMA training; 10 of 12 (83%) program managers/directors have completed Introduction to ROMA training	5.3.A	ROMA Certifications
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N) RTH staff training	5	Agency staff obtain credentials that improve their capacity to achieve results	1 RTH staff person will receive continuing education certification and/or certification training	5.6.I	Certificates of completion
Key Needs Assessment Finding: Awareness of HRDC programs and services was a concern noted across focus groups, customer survey, staff and board survey, and partner survey					
O) Finalize and distribute the Agency Five Year Strategic Plan based on extensive community needs assessment.	5	Agency obtained a level of excellence in organizational quality in the form of Planning and Community Investment	Community is aware of partnership opportunities and staff are aware of agency wide strategic goals	5.5.C	Strategic Plan
Key Needs Assessment Finding: Awareness of HRDC programs and services was a concern noted across focus groups, customer survey, staff and board survey, and partner survey					
P) Operate administrative functions within HRDC and provide programs with grant administration and program support	5	Agency improves its ability to mobilize resources and maintain level funding	Total dollars mobilized each year by the agency as compared with CSBG dollars	5.1.A-E	ORION software
Key Needs Assessment Finding: (Preservation of units) 76% of staff and board members surveyed indicated a need for short-term housing and 65% indicated a need for long-term housing					
Q) Strengthen financial viability of Property Management Division	5	Agency obtains a level of excellence in organizational quality in the form of operational management	Vacancy rates at 5% or less; contribute to RPM reserves at \$5,000 annually.	5.1.B	YARDI accounting software
Key Needs Assessment Finding: When asked about their level of overall satisfaction with HRDC programs and services, they (focus groups) unanimously agreed on the term "deficient."					
R) Improve delivery of emergency service programs	5	Agency obtains a level of excellence in organizational quality in the form of operational management	Collaborative customer service outcomes generated among emergency service programs within HRDC; collaborative program delivery 100% attendance rate of the collaborative with the Gallatin Valley Services Navigator group (actual name tbd)	5.2.B	Outcome scale and system developed among emergency service programs and providers.
S) Maximize effectiveness/efficiency of all HRDC programs/service deliveries	5	Agency has capacity to compare cost of service with cost of the outcome, measuring both efficiency and effectiveness	Conduct one in-depth program assessment and evaluation annually, culminating in recommendations for improvements being offered for consideration to the HRDC Board and Management Staff	5.2.E	Program Evaluation and Recommendations
T) RTH staff training	5	Agency staff obtain credentials that improve their capacity to achieve results	1 RTH staff person will receive continuing education certification and/or certification training	5.6.I	Certificates of completion

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GOAL: Agencies increase their capacity to achieve results (AGENCY)

Service or Activity	Goal	Outcome	Indicator	NPI	Measurement
<i>Identify the activity and briefly describe how it will be accomplished. Be sure to provide the # of clients served or the units offered.</i>	<i>Primary National Goal</i>	<i>Result of intervention.</i>	<i># and % of clients/units to achieve each outcome.</i>	<i>National Performance Indicator</i>	<i>Describe how outcome will be measured (i.e., data source and/or collection procedures).</i>
U) Increase collaborative efforts of Housing Department across programs to address customer needs	5	Increase capacity of Housing Department to support customers in increasing their housing stability	100% of Housing Departments programs will participate efforts to support customers in transitioning along the housing continuum		Housing Department Meeting Minutes
			80% of Customers participating in Housing Department programs will increase their Outcome Matrix score in the housing dimension		CAP 60; Client Files
			Create systems to identify and transition eligible Housing customers to next tier of housing programs.		Housing Department Meeting Minutes
			Create curriculum to teach Housing Customers life skills which will increase their overall self-sufficiency and capacity for housing stability.		CAP 60; Client Files
V) Retain/Re-establish the ability to provide home safety repairs for low-income homeowners	5	Negotiate contract with MDOC	Secure contract with MDOC for the purposes of providing home rehab/safety repairs		Contract
W) Conduct cost analysis of efficacy of mobile outreach activities in various communities	5	Determine impact of operations	Align program with improved outcomes		Cost Analysis report and revised programmatic goals

Explanation/Discussion (if necessary):

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GOAL: Low-income people, especially vulnerable populations achieve their potential by strengthening family and other support systems (FAMILY)						
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Key Needs Assessment Finding: 41% of HRDC Staff and Board members indicated In-Home Services for Seniors as a top priority need						
A) Through the Homemaker Program provide supportive services including homemaker, nurse case management, medication management to low-income seniors	6	Individuals remain independent in their own home and avoid institutionalization	33 of 33 (100%) receive Homemaker services	6.1.A; 6.4.D	weekly homemaker logs	
			33 of 33 (100%) receive Nurse Case Management Services			monthly nursing reports
			10 of 33 (30%) receive Medication Management Assistance			nursing notes
Key Needs Assessment Finding: 77% of HRDC Customers residing in Park and Meagher counties are over the age of 51; 55% of those are unemployed or retired						
B) RSVP will provide no less than 575 individuals age 55 and older with meaningful volunteer opportunities.	6	Individuals age 55 and older participate more fully in their community reducing isolation and inactivity	517 of 575 (90%) volunteers report their experience as an RSVP volunteer adds additional purpose to their life	6.1.A	RSVP volunteer evaluation; RSVP database	
			517 of 575 (90%) volunteers report their experience as an RSVP volunteer provides opportunities to learn new things.			
			517 of 575 (90%) volunteers report RSVP helps them to stay active.			

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Key Needs Assessment Finding: HRDC Customers over the age of 51 reported transportation and other supportive services for seniors as their top 2 concerns						
C) Galavan will provide transportation services to senior, disabled, and low income persons	6	vulnerable populations maintain an independent living situation	8,050 of 23,000 (35%) Galavan rides are for medical or dental appointments	6.1.A-B; 6.4.C	Galavan database/CDC	
			6,440 of 23,000 (28%) Galavan rides are for employment, including volunteer opportunities			
			5,060 of 23,000 (22%) Galavan rides are for congregate meal service or grocery shopping			
			3,450 of 23,000(15%) Galavan rides are for social or business obligations			
			64% of Galavan rides are provided to seniors			6.1.A
			34% of Galavan rides are provided to persons with disabilities			6.1.B
			36% of Galavan rides are provided to low-income customers			6.1.A-B
Key Needs Assessment Finding: 29% of HRDC customers surveyed indicate a need for grocery assistance						
D) Operate the Gallatin Valley Food Bank to improve food security throughout the service area	6	emergency food needs are ameliorated	14,000 of 14,000 (100%) emergency food requests are fulfilled	6.2.A	Food Bank database	
			14,000 of 14,000 (100%) emergency food requests are fulfilled	6.5.A		
Key Needs Assessment Finding: 35% of HRDC customers surveyed reported needing utility assistance						
E) Provide emergency utility payments through the Energy Share Program	6	households avoid utility termination or fuel crisis through agency payment	250 of 300 (83%) households in danger of losing their heat will have assistance with heating bills so their power is not disconnected	6.2.B	CDS	

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Key Needs Assessment Finding: 22% of HRDC customers surveyed reported needing rent paymet or mortgage assistance					
F) Operate the Home To Stay Program to provide advice/assistance regarding locating, securing, maintaining residence in rental housing	6	Homeless Prevention	45 of 300 (15%) households complete financial counseling/assistance resulting in entering debt management plan 75 of 300 (25%) households provided with counseling/assistance resulting in locating more affordable permanent housing 180 of 300 (60%) households provided with counseling/assistance resulting in obtaining temporary rental assistance and remained in current housing for more than 90 days.	6.2.C; 6.4.E	HMIS; CDS; HUD Counseling Forms; Client Files
G) Operate the Home To Stay Program to provide advice/assistance regarding shelter or services for the homeless	6	Homeless Placement	10 of 100 (10%) households provided with counseling resulting in emergency shelter placement 60 of 100 (60%) households provided with counseling/assistance resulting in securing permanent housing 20 of 100 (20%) households provided with counseling resulting in transitional housing placement 10 of 100 (10%) households provided with counseling resulting in the household remaining homeless	6.2.C; 6.4.E	HMIS; CDS; HUD Counseling Forms; Client Files

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Key Needs Assessment Finding: 35% of HRDC customers surveyed reported needing utility assistance					
H) Provide emergency appliance or heating system replacement/repair through LIEAP and the Energy Share Program	6	Households avoid utility crisis through heating system replacement or repair	80 of 100 (80%) of households without heat or with heating system emergencies are provided with systems and/or repairs	6.2.D	CDS
Key Needs Assessment Finding: 87% of HRDC Staff and 86% of Community Partners surveyed indicated Emergency or Crisis Housing as a key priority need within the community.					
I) Collaborate with GGHAC to generate funds from the community and administer the Warming Center	6	Households/individuals have access to emergency shelter facilities	115 of 115 (100%) persons seeking emergency shelter will be provided with a warm, safe place to sleep	6.2.E	HMIS; CDS; HUD Counseling Forms; Client Files
Key Needs Assessment Finding: 29% of HRDC customers surveyed indicate a need for grocery assistance					
J) In collaboration with the State Office of Public Instruction, operate the Summer Lunch Program, providing nutritious lunches to area children	6	Child health and physical development are improved as a result of adequate nutrition	Obtain 70 of 70 (100%) participation in the summer lunch program through serving at the summer rec program in Three Forks Increase daily attendance by 10% over previous year's numbers at Bozeman area sites Increase daily attendance by 10% over previous year's numbers at Belgrade area sites	6.3.A.2	Daily site meal logs; SFSP site contracts
Key Needs Assessment Finding: 29% of HRDC customers surveyed indicate a need for grocery assistance					
K) Operate the Healthy Kids Pack Program to supply low-income children with nutritious foods for weekends and holidays during the school year when school meals are not available	6	Child health and physical development are improved as a result of adequate nutrition	1,195 of 2,988 (40%) of children eligible for free and reduced lunch program services access the healthy kids pack program	6.3.A.2	Food Bank Files

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Key Needs Assessment Finding: 76% of Community Partners surveyed indicated child care as top priority community need					
L) Head Start will provide early childhood development and family services to 168 children and their families	6	Infants and children obtain age appropriate immunizations, medical, and dental care	151 of 168 (90%) enrolled children will receive their yearly physical and dental exams	6.3.A.1	CC ports/assessments completed 3 times per year
		Infants and child health and physical development are improved as a result of adequate nutrition	168 of 168 (100%) enrolled children will receive nutritionally balanced meals and snacks upon attendance	6.3.A.2	Child Plus Reports
		Children participate in pre-school activities to develop school readiness skills	168 of 168 (100%) enrolled children will show an improvement in their gross motor, social, emotional, and literacy skills	6.3.A.3	Child Plus Reports
		Children who participate in pre-school activities are developmentally ready to enter Kindergarten or 1st grade		6.3.A.4	
		Parents and other adults learn and exhibit improved parenting skills	118 of 168 (70%) of families will attend family and parenting skills trainings	6.3.C.1	
		Parents and other adults learn and exhibit improved family functioning skills	118 of 168 (70%) of families will attend family and parenting skills trainings	6.3.C.2	Child Plus Reports
Key Needs Assessment Finding: 36% of HRDC customers surveyed (under the age of 51) indicated needing help with finding a job, learning new job skills, or continued education coursework					
M) Operate the Youth Development Program and Summer Enrichment Program providing assessment, employment skills, educational and support services, case management, academic support, work experience, leadership development, counseling, and follow up services	6	Youth participate in the Summer Enrichment Program and Youth Development Program and achieve program goals	72 of 90 (80%) Youth improve health and physical development	6.3.B.1	Client files; MT Works
			72 of 90 (80%) Youth improve social/emotional development	6.3.B.2	
			72 of 90 (80%) Youth avoid risk-taking behavior for a defined period of time	6.3.B.3	
			72 of 90 (80%) Youth have reduced involvement with criminal justice system	6.3.B.4	
			72 of 90 (80%) Youth increase academic, athletic, or social skills for school success	6.3.B.5	

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Key Needs Assessment Finding: 87% of HRDC Staff and 86% of Community Partners surveyed indicated Emergency or Crisis Housing as a key priority need within the community.

N) Provide transitional housing opportunities within the community	6	Parents and other adults learn and exhibit improved family functioning skills	2 of 3 (67%) families move to permanent housing	6.3.C.2	Carriage House files; individual family work plans
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Key Needs Assessment Finding: 13% of HRDC customers surveyed (over the age of 51) indicated a need for grocery assistance

O) Operate the Senior Grocery Program by distributing food packages to low income seniors residing in Park, Gallatin, and Madison counties	6	barriers to family/household stability are reduced	350 of 350 (100%) state contract slots remain occupied at all times 500 of 825 (61%) eligible seniors in the service area receive supplemental food supplies as a collaboration between the Senior Grocery Program and the Emergency Food Box Program of GVFB 30 of 30 (100%) seniors on waiting list are provided with supplemental services via state contract funds or grant monies	6.4.F	CSFP Records; Application Forms, State Approval and Contract
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Key Needs Assessment Finding: Customer Focus Group Comments: The new bus system is FABULOUS and fills a vital need. However, it needs to be expanded to include weekends and evenings. It seems like it is designed for individuals who work a 9-5 type shift, but many people work odd hours/days.

P) Operate Streamline Transit to provide fare free public transportation	6	barriers to family/household stability are reduced	300,000 rides provided	6.5.D	Transit records
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Explanation/Discussion (if necessary):