HRDC helps families work towards and achieve self-sufficiency. We deploy services across a continuum from safety net to stabilize to thrive. The following information communicates our efforts in the stabilize category. For further information on our safety net and thrive services, please visit our website thehrdc.org.

HRDC provides safety net services in the form of emergency shelter and food, the primary functions of our Warming Center and Community Café where services are available right when a family needs them.

Low wages and a high cost of living create challenges for families to make ends meet. Our services and focus areas are derived from challenges that families face on a regular basis to cover their cost of living. Our services are designed to work together to move the difference between a family being stable and remaining vulnerable.

Once a family is stable, they can begin to work towards their goals and away from needing our services. HRDC employs education across many categories to ensure families have the knowledge & tools to be self-sufficient.

HRDC programs help by filling the gap between the cost of living and the wages a family earns. Individuals in this “gap” often have incomes too high to qualify for many means-tested public programs, yet too low to achieve intermediate or long-term economic security. HRDC’s programs and services are carefully crafted to help fill these gaps and simultaneously offer ladders to long-term economic security.

Our services are designed to work together to offer support across a wide variety of categories. By helping a little in each area, we can help fill the gap between a family’s earned wages and the cost of living.

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HRDC’s supportive housing programs are designed to help keep a family’s housing costs at 30% of their income, the ‘affordability target’ to help them maintain their home and budget.

More and more families are residing outside of the community in which they work. With an average commute of 17 miles daily, families can save up to $410 per month by using Streamline to get to and from work.

Families can access our Head Start and Running Start programs for 9 months of the year, saving an average of $429 per month in child care expenses.

The average family pays upwards of $250 to get their taxes prepared. Our VITA program not only eliminates that cost but also helps families maximize their return.

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HRDC’s Food Bank provides assistance equal to a 5-7 day food supply, a month for families short on resources. If a family also enjoys dinner at our Community Café just once per week, they can save even more.

WHAT COMES NEXT . . .

Once a family is stable, they can begin to work towards their goals and eliminate their need for our services. HRDC employs education across many categories to ensure that families have the knowledge and tools necessary to manage their budget within their means when accessing services in a purposeful manner.

WHAT REACHING STABLE MEANS

What does reaching stable mean? Being stable means that a family has the ability to manage their budget within their means when accessing services in a purposeful manner.
CELEBRATING 5 YEARS & AN EXCITING FUTURE

Our Community Café celebrates five years and more than forty thousand meals served in 2016 alone. Though it retains its earliest food security objectives, the Café has evolved into a destination restaurant that offers something for everyone. The restaurant provides a set, albeit uniquely crafted menu to everyone who comes through its doors from 5-7 pm Sunday through Friday. Freshly minted Head Chef Rick Hilles calls upon his Paris-based culinary education and years of experience for the creation of each evening's menu. Menus are made available in advance on our Café's website for those considering stopping in, but it can be fun to be held in a bit of suspense. Our Café also plays host to pop-up restaurant nights, bringing in the diverse talents (and dishes) of chefs from places like I-Ho's Korean Grill, Montana Ale Works, Feed Café, Community Food Co-op Olivelle and The Hummingbird's Kitchen.

Like Higher Ground, our Community Café has an interesting business model of its own. Dinner guests pay what they can. There's no waiting around for the bill or deciding what to tip. Diners have the option to pay what they can afford or what they'd typically spend on a meal outside their own kitchen. Our Café relies heavily on community and tableside donations, but no person will ever be turned away if they are unable to contribute.

In the fashion of that small town diner where the locals all come together, everyone has a seat at our Community Café table.

NEW TO HRDC - HIGHER GROUND COFFEE

Imagine a place where your morning coffee supports local roasters, promotes workforce experience, and directly benefits a neighbor in need. That is the definition of our Higher Ground Coffee Hut! Higher Ground “Coffee for a Cause” came to fruition with the ambition to help build a better community, one cup at a time. Higher Ground — located off N. 7th Ave. — offers customers excellent beverages, delicious breakfast items and a guarantee its product is as locally sourced as possible. The coffee hut’s construction and operability owes thanks to local businesses who donated services and materials, while the additional efforts of several others spearheaded the transformation from dream to reality.

Higher Ground operates under a social enterprise business model where profits directly benefit a community good. One hundred percent of the revenue is directed toward daily services at our Community Café. Our Café is the only restaurant in town where customers decide their meal’s price making it affordable dining for everyone.

Driving through Higher Ground and ordering your classic drip, tee, or specialty latte contributes to every third cup buying a neighbor in need a meal. Think of it as a punch card, only instead of getting a free drink for your continued patronage, you’re helping feed a family or an individual working toward success in our area. They will, in turn, go to bed with full bellies and the warm reminder they too are a part of this place we all are so lucky to call home.

Higher Ground is also defined by its vocational training program. Acting as mentors, the hut’s staff offer hands-on customer service and barista arts orientation, keeping in mind the eventual goal each trainee move on to positions at other coffee shops around town. Higher Ground serves as a bridge to the workforce — kids not only learn soft skills and gain experience, but do so in a space where growth is awarded based on achievements and lessons learned. Higher Ground will continue to offer this “beyond the resume” experience to more eager youth.

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Meet Dorothy, a Three Forks native whose favorite fuzzy pink hat is but a preview of her spirit and sense of humor. Regrettably, a recent stroke put these attributes to the test. The health scare hindered Dorothy’s ability to drive, but she still had the harsh schedule of a dialysis patient to consider, in addition to her position at Walmart where she has worked for 20 years. But fear not, she’s as resolute and quick-witted as ever.

The thirty-mile divide posed an obvious difficulty. Then came Sue, a Galavan driver extraordinaire and resident of Montana’s favorite small town, she is committed to helping Dorothy fulfill her health and professional obligations. “I ride six days a week — we only get Sundays off for good behavior,” says Dorothy with a hint of that wit. “Sue is my saving grace.”

Galavan launched in 1973 providing door-to-door transportation to seniors and disabled community members to allow them to continue healthy day-to-day activities. But Galavan does more than supply the means for an errand run or a ride to the doctor’s office — it gives rise to a fellowship between passengers and their driver, the companionship of our Three Forks duo that endures enough.

Family and friends of riders also benefit. A devotion to similarly long distances and multiple medical appointments in a single week can drain both patients and caregivers. No matter the situation, people need not feel afraid or ashamed to utilize this service. Galavan instills a sense of independence for its riders and gives loved ones a much-deserved day off.

Presented with the prospect of life without Galavan, a teary-eyed Dorothy admits with a cracked voice, “I would die.” Thanks to Sue’s servant heart and the scheduling flexibilities of both Galavan and her employer, she can rest easy. Dorothy can keep her commitments and continue to call Three Forks home.

GALAVAN STEERS CLEAR OF BARRIERS WITH EVERY TRIP, CONNECTING RURAL COMMUNITIES WITH OUR LITTLE EPICENTER BENEATH THE MOUNTAINS.

HRDC’s Transportation initiative connects the community and helps individuals maintain their independence. Our Public Transportation initiative, Streamline, provides free public transit in and around Bozeman with commuter routes to Belgrade, Livingston and Late Night services.

SENIOR EMPOWERMENT

HRDC’s Senior Empowerment initiatives keep our seniors, active, engaged, healthy and independent. We believe all seniors should be able to remain at home as long as safely possible. This becomes a reality when we work to provide each and every senior with wrap-around services that enable them to remain self-sufficient in their own homes and remaining active and involved in the community. We are able to give seniors access to reliable transportation, access to volunteerism, supplemental groceries, in-home health and housekeeping assistance and the increasingly important case management to help a senior navigate through the many opportunities available.

HRDC’s Para Transit initiative, Galavan, serves our senior citizen and disabled residents with a door-to-door, demand response, transportation system. Galavan allows individuals to remain active and involved in their community by providing transportation to and from work, volunteer commitments and appointments.

Impact Report Transportation

<table>
<thead>
<tr>
<th>Services Provided</th>
<th>Total</th>
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<tbody>
<tr>
<td>277,085 rides were provided on streamline</td>
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<tr>
<td>29,627 rides were provided to our senior and disabled customers</td>
<td></td>
</tr>
<tr>
<td>9,783 LateNight rides were provided</td>
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Impact Report Senior Empowerment

<table>
<thead>
<tr>
<th>Services Provided</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>86 seniors received in home health &amp; personal care services</td>
<td></td>
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<tr>
<td>464 seniors engaged in community volunteering</td>
<td></td>
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<tr>
<td>76,294 volunteer hours were invested in the community</td>
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<tr>
<td>2,109 seniors received supportive services to help them maintain their independence</td>
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<tr>
<td>865 seniors received monthly supplemental seniors grocery assistance</td>
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<table>
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<tr>
<th>Services Provided</th>
<th>Total</th>
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<tbody>
<tr>
<td>2934 meals were provided to seniors</td>
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COMMUNITY DEVELOPMENT

Southwest Montana may be defined by its friendly people and natural beauty, but life in the last best place is not without its challenges. Lack of access to affordable housing, transportation and other amenities confronts households and can represent a barrier to economic success.

Community Development is a process where citizens come together to identify community needs, generate solutions and create a pathway for collective action. In the early 1990’s HRDC began addressing housing needs with the establishment of Montana’s first Land Trust being our first project. Years later we continue focusing on affordable housing as our primary goal.

Last year's efforts focused on the development of affordable housing plans in Gardiner and West Yellowstone, to the creation of the Big Sky Community Housing Trust and the acquisition of Big Sky Villas in Belgrade. In 2017, HRDC has plans to develop housing units in Belgrade, Big Sky, West Yellowstone, Livingston and Bozeman and is exploring other opportunities throughout the service area.

At its core, affordable housing development is economic development. Economic growth is good news for our businesses and their employees, however, once employment has reported increasing difficulty in recruiting and retaining staff. The Chamber of Commerce Director in Big Sky, Britt Ide, notes, "With 83% of Big Sky’s employees leaving the area at the end of the day, the workforce housing challenge extends to residents of Belgrade, Four Corners, Manhattan and beyond. With so many commuters on such a difficult canyon road, our housing issue is also a transportation and safety issue."

Without affordable housing, families cannot put down the roots needed to build sustainable communities. Preserving and developing affordable housing options to serve households at varying stages of life helps to create and sustain strong communities where families are encouraged to work, live and thrive.

COMMUNITY DEVELOPMENT

HRDC’S COMMUNITY DEVELOPMENT DEPARTMENT WHOLEHEARTEDLY OFFERS THE CONTENTS OF ITS TOOLBOX TO THOSE WITH THE DRIVE AND DESIRE TO BUILD THEIR BETTER COMMUNITY.

ECONOMIC DEVELOPMENT

HRDC’s Economic Development initiative includes the Volunteer Income Tax Assistance (VITA) program that provided free tax preparation, our Youth Development programs that prepare youth to drive their own path to success and Economic Wellness opportunities that provided customers with knowledge that helps them make informed decisions with their financial resources.
Three-year-old Sam will soon walk into the Livingston classroom where his big sister Jewel and brother Hunter were students. He’ll arrive on his first day of preschool to follow in the footsteps of his earliest mentors, eager to make friends and ready to learn.

Livingston teacher Miss Kristi is similarly invested. Her son is a former Head Start student, Kristi seized the opportunity to become a classroom aide and now serves alongside her son in the classroom. Kristi faced certain hardships on the way, but says, “HRDC never let me give up. They have helped me build a life I am so proud of.”

Felicia — mom to our trifecta — struggled with the high costs of rent and preschool for three. Head Start was realized to be just what this family would need.

Thriving in the classroom, the kids brought home what they learned. “Taking turns, tasting new foods, loving to read, and a positive attitude,” Felicia lists, elated by the convergence of her kids’ school and home lives. “It is terrific — and I am not the only parent that feels this way.”

Felicia and her husband are now proud homeowners — made possible in part by HRDC’s Homeownership Center— and remain champions of Head Start. Now a member of its advisory board, Felicia is asked what life would have been like without Head Start. She responds quite plainly, “It would have been a nightmare!”

HEAD START WORKS TO FOSTER A BOND BETWEEN STUDENT, TEACHER AND PARENT WITH CLASSROOMS IN BOZEMAN, BELGRADE AND LIVINGSTON.

HRDC’s Early Childhood Care and Education initiative provide for the healthy development of children and the strengthening of families, ensuring children and families enter kindergarten prepared to learn and grow.

Head Start is a free preschool program available to children ages 3-4 living in lower income households. We serve children and families in Gallatin and Park counties. Our students receive quality education as well as nutrition, medical, disability and development screenings.

1,478 families received help with their winter heating bills

402 families received emergency heat assistance

92 homes were weatherized to improve safety and reduce monthly heating costs

2,100 families benefited from energy discounts saving $246,870 in energy costs

Impact Report
Education

Impact Report
Energy

PRESCHOOL Development

ENERGY PROGRAMS

HRDC’s Energy initiative combines emergency assistance, rent bill supplements and home weatherization.

Energy costs are a big part of monthly budgets in Montana and a larger than anticipated heat bill or heating system repair can easily throw a household budget off balance. HRDC offers the Low Income Energy Assistance Program (LIEAP), which provides financial assistance to eligible households to help pay for heating costs from October through April. When there is an energy related emergency, Energy Share of Montana may be able to provide a zero interest loan, these loans are funded by donations for people who are without or soon to be without heat or power. Home weatherization offers energy saving and safety measures to create safe and energy efficient homes.

153 families were able to obtain childcare for their children

180 families were able to obtain childcare for their children

2,100 families received energy discounts saving $246,870 in energy costs

180 families received help with their winter heating bills

1,478 families received help with their winter heating bills

92 homes were weatherized to improve safety and reduce monthly heating costs
HOMEOWNERSHIP

Lack of affordable housing in Southwest Montana continues to impact working families consistently priced out of the market, but homeownership in our area has a bit of a foothold. Buying a home—one of life’s greatest commitments—is by no means simple, but our HomeOwnership Center is available to help first-time homebuyers through the process. Mariah Smith’s is a story of success. A member of our Gallatin Valley Food Bank team, she moved to Bozeman when her husband accepted a position at a local lumber company. Because properties often were rented before they could schedule a showing, the couple struggled to find a place to live. They ultimately signed a lease sight unseen. Renting for $1000 per month, the 500 sq ft apartment where they ended up offered few amenities. Their initial exposure to area housing was less than ideal. The transplants then heard about our homebuyer education class designed to help participants become homeowners. But skepticism would precede their course registration. “We had pretty much written off the idea of homeownership as too unaffordable,” Mariah says. “We had never heard of 22-year-olds buying a house.” Homebuyer Education introduced them to the steps to homeownership, how to obtain a Realtor, current listings based on budget, one-on-one counseling and so much more. Mariah and her husband became proud homeowners quicker than they had ever anticipated with a mortgage only slightly higher than their previous rent. Homebuyer Education “is really helpful,” Mariah says. “Even if you’re not ready to buy a house, the class lets you know the steps you can take. It puts a face to a really intimidating process.” Homeownership was attainable for this young couple looking to build a life in our community. Homebuyer education is encouraged for anyone hoping to take that step.

HOMEOWNERSHIP BUILDS STABILITY, INCREASES HOUSEHOLD WEALTH, BOOSTS THE LOCAL ECONOMY AND ABOVE ALL ELSE, GIVES FAMILIES A PLACE THEY CAN UNDOUBTEDLY CALL HOME.

FOOD AND NUTRITION

HRDC’s Food and Nutrition initiative works to improve food security across the valley and surrounding areas. Through our Gallatin Valley, Headwaters Area and Big Sky Community Food Banks, food assistance is provided in the form of a 5-7 day food supply. Our Community Cafés provides delicious meals while giving the customer the ability to pay what they can. Our Healthy Kids Pack, Summer Lunch and Senior Grocery programs help ensure vital nutrition for our area’s vulnerable senior and child populations.

HRDC’s Housing initiative works across all levels of housing security, from homelessness to homeownership. Our Supportive Housing program works to ensure that every member of our community can afford to have a place to call home, whether it is in the form of emergency shelter, transitional housing, affordable rentals, rental subsidies, down payment assistance or home repairs. We incorporate our community development and strategic planning initiatives into a housing strategy to meet the needs of the community and our customers. Our housing initiative encompasses our Warming Center, Carriage House, Transition in Place Program, Home to Stay Program, Section 8 Rental Assistance, Rapid Re-housing, Resource Property Management and our Homeownership Center.
While varied initiatives promote the day-to-day successes of those it serves, HRDC’s network of donors allow the nonprofit to make an impact on the life of every person who walks through the door.

“Our motivation comes from the success of our customers and the generosity of our donors and volunteers,” says Kristin Hamburg, HRDC’s Marketing & Development Director. “I’ve been here 21 years and I am continually inspired by those who invest in HRDC.”

From her earliest days as a housing advocate, Kristin has invested her time and self, never losing that customer contact. The late Paul Forsythe was a veteran of WWII, Korea, and Vietnam. A subsidized apartment and additional HRDC services wrapped around Paul, allowing him to remain in his home, as long as safely possible. “Paul was alone and HRDC became his family and we were honored to take on that role,” Kristin says. “Paul was one of the first customers I was able to help with housing and he has a place in my heart forever.” Being even a small part of our customer’s lives is what keeps me here. I know that when a donor makes an investment in HRDC they are truly making a difference.

Investments are into a coordinated, collective effort to impact the lives of area families and individuals. Donations allow immediate response to community needs as they arise. The Warming Center opened only weeks after the loss of two homeless individuals. The Community Café helps guarantee food security, and the Youth House provides shelter to some of our most vulnerable citizens. None would have been possible without HRDC donations.

Last year over one million dollars in donations were raised to support HRDC initiatives. This fell short of fundraising goals and resulted in the loss of Amos House a critical resource for chronically homeless individuals. “We are focused on addressing all the needs of our customers and my job is to share our story and connect our community,” Kristin says. “Every donation evenly impacts our ability to respond, whether it’s a young person who comes in with their allowance, or someone who writes us a check for $10k. For all we are grateful.”

HRDC RELIES ON COMMUNITY DONATIONS TO RESPOND TO CRITICAL NEEDS HRDC POSITIVELY IMPACTED THE LIVES OF 11,652 PEOPLE INCLUDING 6,309 FAMILIES. THIS MEANS WE SERVED 1 IN 10 PEOPLE WITHIN OUR SERVICE AREA.

- 122,533 volunteer hours were invested in our programs and services (the equivalent of 59 full time employees)
- 16,360 volunteer hours were invested by low-income community members in our programs and services
- 592 partners engaged in our programs and services, creating over 800 partnerships
- 1,423 customers with disabilities were provided supportive services
- 26% of our customers have completed some post-secondary education
- 13% of families served were two parent households
- 60% of families served were single person households
- 8% families were experiencing homelessness, 30% owned their own home, and 62% were renters
- 57% of families served were surviving on an annual income less than $11,770
- 27% of our customers were children, 18% were seniors
HRDC IS GOVERNED BY A BOARD OF DIRECTORS AND ADVISED BY ADDITIONAL PROGRAM AND SERVICE AREA ADVISORY BOARDS. WE SINCERELY THANK OUR BOARD FOR DEDICATING THEIR TIME AND TALENTS TO OUR MISSION.

HRDC BOARD OF DIRECTORS

David Kack, Board Chair, Western Transportation Institute (MSU)
Mitch Bradley, Hebbs Grocery
Ron Brey, City of Bozeman, Retired
Chris Budeski, Madison Engineering
Scott Malloy, Montana Healthcare Foundation
Pierre Martinesau, West Yellowstone Town Council
Al Maurillo, Bozeman Job Service, Retired

Kris Moos, Moos Financial Services
Peter Schmidt, Big Sky Western Bank
Gene Townsend, Mayor of Three Forks, Retired
Billie Warford, MSU Early Childhood Project, Retired
LeRoy Wilson, Vice President of Senior Services, Bozeman Health
Linda Young, MSU Department of Political Science

HRDC WHAT YOU MAY NOT KNOW

• Even though we are often referred to as Bozeman's safety net, the large majority of our programs and services are designed to help families sustain and even improve economic stability.
• HRDC is a nonprofit Community Action Agency - NOT A GOVERNMENT AGENCY.
• Some of our programs are funded by State and Federal dollars, but many such as the Warming Center operate entirely on community donations.
• Our Community Café is NOT A SOUP KITCHEN, it is a restaurant where everyone is welcome.
• Young people under the age of 20 and seniors over the age of 60 struggle with homelessness.
• Streamline is not FREE transportation; the fares are paid for by multiple funding sources.
• The average cost of living for a senior citizen is $1,800 PER MONTH. The average monthly income for our senior customers is $764.
• Senior initiatives can extend the period for a senior to stay in their home safely by 3-5 YEARS.
• Our volunteers donated 122,000 HOURS of service - which is the equivalent of 58 full time employees.
• A donation to HRDC helps us respond quickly to community needs and support opportunities that are underfunded.
• The Gallatin Valley, Headwaters Area and Big Sky Community Food Banks are all a part of our Food and Nutrition Initiative.
• Our Energy Programs save lives every year through health and safety measures.
• HRDC depends upon $92 COMMUNITY PARTNERS to meet the needs of our customers.
• We serve more than Bozeman, our work extends throughout Gallatin, Park and Meagher Counties.

IN MEMORY

HRDC dedicates this report to the memory of Mary Martin. Mary was a part of HRDC for 33 years. She was a cornerstone for the agency who worked quietly and competently behind the scenes to assure the needs of our customers were met and the effectiveness and viability of HRDC remained strong. The enormous impact of Mary’s contributions will live on within the HRDC, the community and our customers for many years to come.
HRDC was established in 1975 as a private, not-for-profit Community Action Agency. Our work helps people of all ages and situations confront and overcome obstacles so that they can improve their lives. Our family of service strengthens our customers and community across these seven areas: Food and Nutrition, Housing and Homelessness, Child and Youth Development, Senior Empowerment, Transportation, Home Heating, Efficiency and Safety and Community and Economic Development. Through our innovative solutions, we foster sustainable results through practical, comprehensive approaches to social and economic challenges.

HRDC is a financially sound, private not-for-profit corporation exempt under Internal Revenue Code Section 501(c)(3).

HRDC is the 4th largest non-profit in the valley with an annual operating budget of around $10 million. That money comes from a variety of grants, contracts and other income sources, including a significant amount of private donations. We use this money to support a wide range of need-driven program services.