

Human Resource Development Council District IX Strategic Plan 2021



HRDC
BUILDING A BETTER COMMUNITY

HRDC instills hope, develops resources, designs solutions and changes lives. We envision a place where poverty has no impact because opportunities and quality of life are equally afforded to everyone.



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Executive Summary

At HRDC, we envision a place where poverty has no impact because opportunities and quality of life are equally afforded to everyone. Through community engagement, collaboration, stewardship, and respect, we are committed to addressing the barriers preventing our community from thriving in the places they work, live, and recreate.

Every three years, we conduct a Community Needs Assessment to gather data to detail the specific, pressing domains of need as expressed by those directly impacted by these challenges. The HRDC Community Needs Assessment is a compilation of survey data, customer data, and census estimates that ultimately inform our strategic initiatives and organizational foci for the following three years. In addition to these pieces, the needs assessment relies heavily on supplemental sources available in our community such as housing assessments, health needs assessments and community outreach materials. The top five needs for our entire service area were averaged between the community need assessment surveys of nine communities. The top needs identified were housing, behavioral healthcare, childcare, healthcare, and transportation. Additionally, the 2021 Strategic Plan includes internal goals to address Diversity, Equity, Inclusion and Accessibility (DEIA) throughout our agency along with an updated organizational approach to integrated services, aiming to provide stronger wrap-around support for our customers.

The communities within our tri-county service area are diverse and developing in unique ways. While we are focusing on the overall top 5 needs across our service area, it is important to note additional top needs specific to several communities:

- **Youth Needs**
 - Youth Needs were identified as a concern for our west-end communities including Belgrade, Manhattan, and Three Forks. HRDC has piloted a west-end Streamline Route, specifically intended to explore the feasibility in increasing access to activities, resources and support for our youth population
- **Senior Needs**
 - White Sulphur Springs identified Senior Needs as their top priority with Livingston ranking it as a fourth concern overall. HRDC is exploring the need for a part time Senior Service Navigator in White Sulphur Springs, and is focused on increasing internal support for our Livingston Service Navigators to better support this population through our direct programming and resources



- **Workforce Development**

- To address Workforce Development in Livingston and Gardiner, we will work to partner with local employers to explore open opportunities for advancement and training. We will also increase outreach efforts to community members highlighting and amplifying the existing work and resources offered through our Economic Development Department

- **Food & Nutrition**

- With Big Sky highlighting Food & Nutrition as a top three need, we will prioritize providing education to this community and work to destigmatize utilization of Food Bank services

With the completion of HRDC's 2021 Strategic Plan, our agency will be equipped with a framework for implementation of existing and prospective programs aimed at serving our community through direct support and long-term education. Directed by our CEO and Strategic Planning Officer, subcommittees for each domain of need will be formed and charged with tracking progress of targets over the course of the plan's existence. While we aim to align our work as closely to our plan as possible, we are aware of our ever-changing community conditions and will remain diligent in delivering dynamic, creative approaches to our work. In doing this, we believe all community members residing in our service area will be able to secure stability and safety in all facets of life.

HRDC would like to thank all of our partners, volunteers, staff, and customers who participated throughout the strategic planning process. Due to the COVID-19 pandemic, our strategic planning process looked quite different this year. While we had to transition all discussions to online platforms, we were happily impressed with the engagement of our community throughout this process. Thank you!



The 4 P's Approach

HRDC's 2021 Strategic Plan is a continued commitment to providing careful, measured, broad-based solutions that aim to alleviate community challenges via multi-pronged approaches and continual evaluation. In the past two years, our communities have faced numerous challenges, with many existing issues and needs identified in our 2019 [Community Needs Assessment](#) exacerbated by the COVID-19 pandemic. The housing crisis is historically out of control and the need to connect our customers and community members to the services they so desperately need and deserve has never been more important. We cannot solve each identified need with services alone and recognize that in many cases we need to implement comprehensive solutions to these challenging and evolving community conditions. We plan to approach each priority need through four main perspectives: Program, Partnership, Promotion and Policy.

Program:

We will continue to prioritize what existing internal interventions work well and what on the ground services need shifting to meet the moment. We will prioritize extending and expanding our existing work to better improve mechanisms for meeting the needs of each community.

Partnership:

Much of our organizational success can be attributed to our strategic partners who support our existing work and those who complement our programs by offering unique opportunities outside our scope of practice. The complex solutions to our communities' needs require all of us and we cannot do this work alone.

Promotion:

We will continue to elevate existing campaigns, efforts, and education as they relate to each community's specific needs. We commit to continue promoting and strengthening the work of our partners to prevent duplicative efforts in our community.

Policy:

We understand the criticality of focusing on long-term goals of our customers by addressing underlying causes and conditions through policy change. HRDC commits to advocating for local, regional, state, and national policy objectives that positively affect change among the critical need areas identified across the populations we serve.



Domains of Need by Approach

1. Housing

Baseline Indicators

- **% and number of cost burdened households**
 - [Statewide, 28%](#) of households are considered cost burdened, or spending more than 30% of income on housing costs
- **# of affordable units per 100 people**
 - Statewide there are currently 39 affordable housing units for 100 households earning an extremely low income, or those below 30 percent of area median income. The state reports a shortage of [17,697](#) affordable and available rental homes for extremely low-income renters
- **Vacancy rate in subsidized and rent restricted units**
 - The vacancy rate in Gallatin County is almost at 0%, falling even lower than the concerning vacancy rate in [2019 of 3%](#). Renters are forced to choose between paying their rent or other essential bills. Many have been forced to leave the area and seek housing in outlying communities. However, those communities are also struggling to keep up with increased housing demand

Throughout HRDC's entire service area, housing needs were discovered as the primary concern, specifically regarding housing affordability and availability. The most notable cause of these challenges can be attributed to the regional population growth, with further stress imposed by the pandemic. The vast majority of this growth has been concentrated in a few areas of the state, including the area served by HRDC, which has experienced the most significant increases in housing costs. According to [Bozeman Real Estate Group](#), as of August 2021, the median sales price for a single-family home in Gallatin County sat around \$713,500, which is far out of reach for a significant portion of the community. This number is cause for major concern when compared to the median home price in 2019 of [\\$350,000](#), an increase of nearly 51% in just two years. Exacerbating the housing crisis further is a nearly 0% vacancy or inventory rate, regardless of rental or home ownership preference.

Additionally, housing costs have significantly outpaced household income increases. The [following table projects](#) the cost of living for Gallatin and Park County residents, and provides a glimpse into just how severe the housing crisis is in our communities:



<i>Cost of Living Estimates- MIT Data</i>	Hourly pay rate	Cost of rent/month	Annual income
One adult with no children	\$14.98	\$700	\$24K net \$31K gross
One adult with one child	\$31.11	\$990	\$50K net \$64K gross
One adult with two children	\$39.32	\$990	\$64K net \$80K gross

These estimates are simply not representative of the reality our community members currently face, with the average cost of rent alone sitting at \$1,875 for a [one-bedroom](#) rental unit and an average full-time salary of just [\\$48,305](#) or \$23 per hour. From 2000 to 2017, median wages in Gallatin County have increased by 26%, while median rents have increased by 71%. In the last year alone, rental costs have increased over 14%. In 2019, Gallatin County reported 30% of all renters spending more than 40% of their incomes on housing, which is well above the percentage to be considered cost burdened. This makes it increasingly difficult for college graduates and a growing workforce to maintain an affordable cost of living, let alone save for a down-payment on a home ([Prospera Economic Profile](#)). A similar number is seen in Park County, with 31% of households considered cost burdened. These numbers are staggering when compared to the state average of 27.87%. Only Meagher County with a rate of 28% is comparable, but housing quality and availability are more pressing here. Furthermore, many residents *do* qualify for housing programming based on earnings criteria, however there is insufficient programming to meet the demand. Tools that other communities may have access to are not yet available to us due to legality, requiring a more innovative approach in potential solutions. For example, we are not yet an entitlement community, but this may result in the coming years. Entitlement communities are allowed to create their own programming as well as funding priorities due to a population size of more than 50,000 residents. The housing crisis in our service area is intricate and extremely complex, requiring a community-wide approach and strategic programmatic interventions.

Program:

HRDC will continue to prioritize the development of homes that are affordable to the people that live and work in our communities. Additionally, we will focus heavily on preservation- both of existing subsidized units, as well as high-density affordable complexes. As HRDC works to develop rental units, we will also be developing supportive



housing units both through the rehabilitation of the Rodeway Inn as well as the completion of Housing First Village, and three supportive units in Livingston. Other rentals to be developed include one low income housing tax credit (LIHTC) project in Belgrade (40 units), 1 LIHTC project in West Yellowstone (20 units), 1 LIHTC project in Gardiner (24 units), as well as 3 supportive units in Livingston. HRDC will also work to expand shelter capacity in both the Bozeman and Livingston communities, with our ultimate goal in completing the Community First- Griffin Place Food Resource Hub and year-round emergency shelter, the first of its kind in our service area.

Partnership:

We will continue to coordinate our efforts with local partners and explore opportunities for growth in this area with a specific focus at attracting new partners to aid in the development and preservation of homes that are affordable to families that live and work here. HRDC will also partner with developers to expand our scattered site land trust model in many of our communities. HRDC will continue to support efforts of and engage with our new partners in Big Sky, the Big Sky Community Housing Trust, and Bozeman, the Headwaters Community Housing Trust.

Promotion:

As the housing crisis continues to grow, we will prioritize the coordination of existing campaign efforts and ensure continued education on the crisis impacts for our customers and community. HRDC will participate and advance the creation of local Regional Housing councils in conjunction with One Valley Community Foundation and advance the priorities of the Park County Housing Coalition. Within Meagher County, HRDC will work to complete the housing conditions study, needs assessment, and strategic plan which will influence our future presence, development and preservation in the area. Lastly, HRDC will advocate and amplify local campaigns that promote renting and selling to our workforce in the Tri-County service area.

Policy:

We will continue to explore and influence policy that requires a link between affordability and availability in our communities at a local, state, and federal level. Notably, we will advocate for more supportive housing and participate in community conversations on ways to create incentives for developers to promote the development of homes that are affordable for individuals and families who live and work here. Local efforts will also include gleaning voter support around housing policy and for leaders who prioritize and support innovative housing solutions. At a state and federal level, we will support policy forwarded from the Montana Housing Coalition and the National Low Income Housing



Coalition, promote legislation that enables state housing tax credits and advocate for increased Section 8 vouchers, the largest federal housing assistance program, helping families pay the cost of renting on the open market.

Proposed budget for Housing:

- Program Targets: \$13,440,000
- Partnership Targets: \$12,865,000
- Promotion Targets: \$125,000
- Policy Targets: \$180,00

Housing 3-year Budget	\$26,610,000
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2. Behavioral Healthcare

Baseline Indicator

- **# of individuals self-reporting fair/poor mental health status**
 - According to the [2020 Bozeman Health Needs Assessment](#), 18.3% of the surveyed area indicated they believe their mental health to be “fair” or “poor”. Comparatively, women, low-income residents, and respondents of other or unknown races were more likely to report “fair/poor” mental health

Behavioral healthcare was the second most identified need in our service area, primarily oriented around lack of availability and affordability. The need for affordable behavioral healthcare has only risen throughout the pandemic, with many individuals and families seeking care. Montana continues to have one of the highest suicide rates in the country which can be attributed to a myriad of factors including social isolation, lack of behavioral health services, stigma, and low socioeconomic status. One of the primary concerns in the area is a lack of affordable behavioral healthcare specific to substance abuse services and inpatient psychiatric care. While HRDC is not a licensed behavioral healthcare provider, we are focused on supporting our community by reducing common stressors that impact everyday life.

Program:

Our programming to address this need will come from the existing structures and programs we have in place that can aid in holistic approaches to health and security. We continue to hear from stakeholders and communities at large that we can have the most impact on behavioral healthcare if we continue to focus on housing development and



preservation, while aiding in the reduction of stresses to income through the provision of our programs and education. Examples of such programs include increasing food bank access in each community, leveraging energy assistance programs, and offering financial coaching through our holistic Service Integration Delivery model. We continue to build out our peer supported work at the day center and lead the FUSE (Frequent Users of Systems Engagement) initiative locally, which provides targeted support to community members who are most often using crisis services (shelters, jails, hospitals). Lastly, we will prioritize using existing HRDC buildings to offer space and technology for telehealth opportunities and provide de-escalation training for our community and team members.

Partnership:

We rely heavily on our partners in the behavioral health arena. We continue to be amazed by their work and will work to continue supporting and elevating our existing partnerships, as well as continuing to explore opportunities for new collaboration. We will also support increased crisis access through monthly educational pieces. Critically, we will support our partners in the successful implementation of the Community Health Improvement Plan as it relates to behavioral healthcare.

Promotion:

We will promote existing campaigns and partners who are leading the way in this need area. HRDC will continue to promote local campaigns and deliver consistent messaging from our key partners in this arena (Bozeman Deaconess, Community Health Partners, United Way etc.). Lastly, we will define a point person in our agency to stay current on existing behavioral health providers and how they can be accessed in each community.

Policy:

From a policy perspective, HRDC will focus on improving behavioral health policy at local, state, and federal levels. Notably, we will support the efforts of the Elevating Behavioral Health Steering Committee priorities, support increased funding for case management programming, and advocate for increased crisis access.

Proposed budget for Behavioral Healthcare:

- Program Targets: \$60,000
- Partnership Targets: \$47,500
- Promotion Targets: \$0- *Incorporated in Service Navigation operations budget*
- Policy Targets: \$14,400

Behavioral Healthcare 3-year Budget	\$121,900
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3. Child Care

Baseline Indicators

- **% of childcare coverage**
 - Existing major cities in Montana are only able to meet a fraction of the needed demand, in rural counties the statistic is even more grim with ability to meet demand at a shocking 30%.
- **# of licensed providers**
 - According to the Montana Department of Labor, only two of Montana's 56 counties have enough childcare slots to meet even 50% of existing demand. [57% of households](#) statewide are struggling to find affordable childcare.
- **Utilization of Best Beginnings Scholarships**
 - We would like to see an increase in our customers utilizing the [Best Beginnings Scholarship](#). This scholarship affords families who are working and earning less than 185% of the Federal Poverty Level to qualify. Effective June 1, 2021, co-payments have been set at ten dollars per eligible family.

Childcare was the third most frequently selected need in our tri-county service area. Many customers and community members feel that the childcare gap comes down to access, affordability, and quality. This need has only continued to rise throughout the onset of the pandemic, with many families and individuals forced to choose between care and maintaining employment. In 2020, the [State estimated 22,000](#) parents remained sidelined from work due to lack of childcare, and Montana only has enough capacity to care for 47% of children through licensed child care. This gap in care is felt everywhere, especially in our more rural communities who were already faced with a shortage of childcare options. Of what childcare is available, much of it is unaffordable to working families and individuals. Addressing care gaps and disparities in every community is a top priority for HRDC.

Program:

We will work to expand our Head Start capacity in a few of our communities while altering our existing configuration in Livingston to pilot an infant care program. We will evaluate our ability as an organization to feasibly offer childcare to our employees and/or assist with offsetting the cost. We commit to leading by example in finding an employer offered solution for assisting our team in accessing quality care for their children.



Partnership:

We will continue our critical partnership with Childcare Connections to stay up to date on current conditions, resources, and licensure requirements for child care providers. Additionally, we will partner with AWARE for expansion of 0-3 care. Where Head Start programs do not exist, HRDC will work to partner with school districts to establish affordable, quality care. We are highly focused on supporting our most rural communities and engaging in conversations to drive action forward that will support long-term childcare solutions. Lastly, we will explore opportunities for partnership with local employers to aid in the development of employer offered childcare.

Promotion:

We will continue to promote the objectives of the Early Childhood Council as well as promote existing low cost/no-cost childcare options available in each community.

Policy:

We will continue to advocate for public Pre-K programming and for increased income eligibility for Best Beginnings scholarships. Lastly, we will focus our efforts on quality by advocating for increased incentives for QRIS (Quality Rating and Improvement System) which is an approach to assess and improve the quality of early childhood education.

Proposed budget for Childcare:

- Program Targets: \$2,157,000
- Partnership Targets: \$19,800
- Promotion Targets: \$13,200
- Policy Targets: \$19,800

Childcare 3-year Budget	\$2,209,800.00
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4. Healthcare

Baseline Indicator

- **# of transportation services that access healthcare destinations**
 - As our larger communities expand, more residents are being forced out of city limits and further away from healthcare resources. For our more rural communities, this need has always and will continue to be an obstacle as many rural communities are hundreds of miles away from the nearest hospital



Healthcare was the fourth identified priority need within our service area, with primary concerns rooted in lack of affordability and accessibility to healthcare destinations, particularly in rural communities. Our [2019 Community Needs Assessment survey](#) revealed that despite healthcare being the fourth most pressing need identified, it was the most selected category of need survey respondents had difficulty with in the past year (41.0%). When asked what specific healthcare related needs respondents had difficulty with in the past year, paying for medical care was the most frequently selected response (33.4%), followed by paying for insurance premiums (25.7%) and access to dental care (17.7%). Our rural communities also noted additional psychosocial barriers identified including the lack of anonymity in a close community, and providers bias when seeking care. We can assume that if this survey had been administered during the COVID-19 pandemic, we may have seen healthcare surface even higher as the pandemic revealed the fractures within our healthcare system both nationally, statewide, and locally.

Program:

HRDC will focus our programming efforts on transportation to healthcare destinations, ensuring that all Galavan ride requests are met, and ensuring each Streamline route has access to a healthcare destination. HRDC will evaluate the proximity of transit stops as well as multi-modal options for increased access. As an organization, HRDC will continue to fund service navigators who can help community members understand and access state and federal programming that can offset medical care costs, such as accessing Medicaid, Medicare, SHIP, and CHIP. The creation and implementation of supportive housing will also continue to be a top initiative for tackling healthcare.

Partnership:

We are so thankful that we have such wonderful partners in the healthcare arena in our community. We will continue to support our partners in the implementation of the Community Health Improvement Plan and its initiatives.

Promotion:

We will promote our existing healthcare partners in each community as well as existing efforts and campaigns. Additionally, HRDC will continue to focus on promoting both Streamline and Galavan as reliable forms of transit to healthcare destinations.

Policy:

From a policy perspective, HRDC will advocate for equitable healthcare as well as further Medicaid expansions and continue exploring new policy and guidance as it is made



available so we can best serve our customers and help the community navigate available resources.

Proposed budget for Healthcare:

- Program Targets: \$840,000
- Partnership Targets: \$70,000
- Promotion Targets: \$0- *Incorporated into Senior Programming & Transit outreach budgets*
- Policy Targets: \$0- *Incorporated into Communications budget*

Healthcare 3-year Budget	\$910,000
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5. Transportation

Baseline Indicator

- **% of individuals residing within a half mile of a bus stop**
 - A transit customer's trip does not begin and end at the bus stop. With most customers needing to walk or bike to the bus stop, there is an increasing need to ensure these stops are proximal to other services and existing housing. By making stops more accessible, we aim to increase utilization

With our population growth and expanding communities, stress has been placed on our existing transit infrastructure, which requires us to rethink our existing public transportation options. According to the Downtown Improvement Plan, there needs to be an emphasis and incorporation of public transit in our future planning focusing on connecting surrounding neighborhoods to the city center. Serving Gallatin County, Streamline has been hugely successful. The bulk of our work in the transportation arena will be focused on the successful rollout of Redesign Streamline within year one. Short term goals include confirming route alignment changes, developing detailed schedules for proposed routes, conducting a stop audit for future improvements, developing strategy for informing the community of changes, and redesigning public information materials. Long term goals of Redesign Streamline include expanding service levels beyond our current operations. Expansion of service will include all seven year-round routes running bi-directionally, all routes running for 16 hours on weekdays and 12 hours on Saturdays and Sundays. Long term plans include establishing a working group of stakeholders for service strategy, scheduling vote for regular elections in 2022, and developing a transition plan from HRDC to the Urban Transportation District.



Program:

Our primary programmatic focus for transportation will be the successful implementation of Redesign Streamline’s 2020 Transit Development Plan (TDP). The main service strategies of the Redesign Streamline TDP includes matching transit service to market demand and improving customer experience. Proposed route updates include modifications to include bi-directional service on four year-round routes. We also hope to increase ridership of both Streamline and Galavan. Additionally, we want to prioritize evaluating and increasing the number of transit connection points to trails, healthcare, and local businesses, mapping out where key services are located. We will focus heavily on multi-modal transit options including trail systems and proper walking trails and infrastructure in rural communities.

Partnership:

HRDC will explore opportunities for new partnerships to synchronize multi-modal transit. In Bozeman, we will continue our partnership with Gallatin Valley Land Trust and their efforts to create a more connected Gallatin Valley.

Promotion:

HRDC will promote and educate the community on existing transportation options and structures that exist (trail systems, connector trails, etc.). HRDC will also redesign our public information materials including schedules and maps to be more accessible.

Policy:

We will explore and advocate for the creation of an Urban Transportation District (UTD) regarding our policy work. First steps for establishing a UTD will be determining the boundaries, surveying the community and conducting focus groups, as well as determining what the tax rates of a UTD would be. We will also continue to explore policy that increases transit funding locally and state-wide.

Proposed budget for Transportation:

- Program Targets: \$1,826,430
- Partnership Targets: \$0- *Included in Redesign Streamline budget*
- Promotion Targets: \$67,825
- Policy Targets: \$505,000

Transportation 3-year Budget	\$2,399,255.00
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6. Diversity, Equity, Inclusion and Accessibility

HRDC believes that black lives matter. We stand in solidarity with the BIPOC (Black, Indigenous, and People of Color) demanding justice in our community and nationwide. Our work at HRDC often involves addressing economic and societal inequalities in our community. We cannot fight for economic justice and equal opportunity if we do not also fight for racial justice.

As a Community Action Organization, our values assert, “We believe that all people should be treated with dignity and respect.” We recognize that structural racism and other systems of oppression have historically devalued BIPOC, and we must work to dismantle these structures in order to enact these values.



The words of the Community Action Promise articulate who we are and what we believe. Going forward, we will dedicate ourselves to elevating BIPOC voices in our community while we continue to listen and learn. We are committed to utilizing anti-racist resources to reflect on how our programs and staff can best meet the needs of everyone in our community. We will work to affect the positive social change needed to create a more equitable and just society. We will also prioritize evaluating, implementing, and improving accessibility across all of our programs, existing frameworks, and processes to ensure every customer, regardless of physical ability, language preference or proficiency can receive services and support.

The HRDC Racial Equity Task Force commits to leading our agency through these changes to deliver on our mission and values for equitable opportunity for all. This important work will not stop once this plan is implemented; we will continue to evaluate, educate, and adjust our policies and practices to ensure diversity, equity, inclusion, and access are incorporated into every fold of our agency.



Addressing diversity, equity, inclusivity, and accessibility as an organization will include a multi-pronged approach and orient focus to a few key objectives, initiatives, and goals:

	Action Items	Target
Program	Increase staff training opportunities for DEI, implicit bias and introductory Spanish classes	Provide trainings for HRDC staff, existing and newly hired, to better serve a broader range of community members
Partnership	Complete Racial Equity Action Plan in partnership with a certified DEI professional	Adoption and implementation to be approved by a certified DEI professional
Promotion	Develop our Racial Equity Work Group (REWG)	REWG to become a task force responsible with facilitating organization-wide improvements
	Assess accessibility of our existing programs, buildings, and infrastructure	Propose improvements that address hinderance to participating in our programs and services
Policy	Reduce customer barriers through the implementation of the HRDC Language Access Policy	Develop department-based goals in partnership with Montana Language Services for language reframing including: <ul style="list-style-type: none"> ● Documentation translations ● Interpreter services ● Bilingual website design ● Nondiscrimination statements
	Advocate for policy that increases equitable opportunities for traditionally underserved groups	Monitor and advocate for policy at the local level

Proposed budget for DEIA:

- Program Targets: \$30,000
- Partnership Targets: \$50,000
- Promotion Targets: \$7,500
- Policy Targets: \$13,600

DEIA 3-year Budget	\$101,000
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7. Service Integration Delivery

HRDC's Integrated Service Delivery refers to a holistic coaching approach that encourages overall economic stability for our customers. Through individual and household financial development and employment planning, this approach addresses immediate needs to help stabilize customers in crisis through income support, internal referrals, and external partnerships. By prioritizing short term stability through education and wrap-around services, our customers can forge their own paths to economic stability, and ultimately, economic mobility and wealth building long-term. We believe long-term financial planning, employment support, and asset building is a proven way to move customers into economic self-sufficiency. We are excited to incorporate this approach into every facet of the organization via our completed Griffin Place Resource Hub by the end of plan implementation.

1. Crisis Management and Mitigation

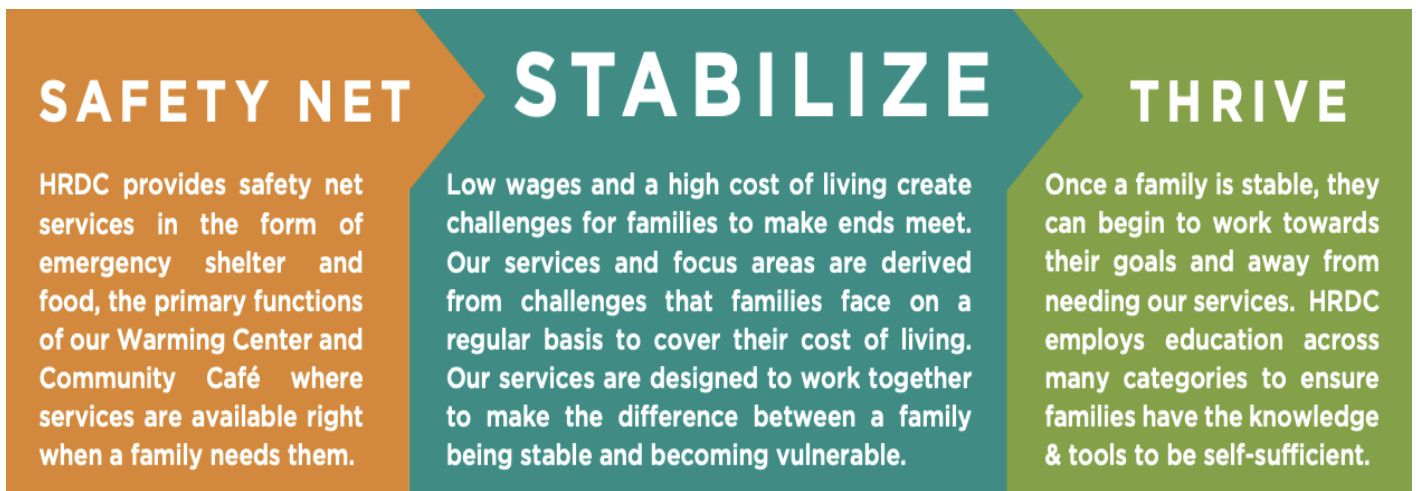
- a. Customers utilize an existing HRDC service or program and express concerns regarding income or financial status

2. Stabilization Services

- a. A trusted and trained HRDC staff member will meet with each family or individual to discuss income support strategies that best fit their unique circumstances

3. Pathway to Thriving

- a. Individuals and families takeaway tools and education to make income stabilizing choices for their futures, impacting their well-being and financial situation for years to come





Our goal is to integrate this holistic approach across every service within the organization, regardless of customer entry point, to increase the effectiveness of each program and bolster our collective community impact. We have overarching goals for each year our plan is in implementation:

Action Items	Target
Year 1- Analyze need and develop a process	Utilization of SID model by 75% of organizational departments
Year 2- Community Engagement	Develop and incorporate career and financial building tools into the delivery approach
Year 3- Measure Wealth Building	5% increase in net worth across customer-base through the use of our integrated services space in Griffin Place Resource Hub

Proposed budget for SID:

- Year 1 Targets: \$25,000
- Year 2 Targets: \$50,000
- Year 3 Targets: \$14,010,000

SID 3-year Budget	\$14,010,000
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Community Profiles

Data from each community in our tri-county service area were collected through means of surveys, community feedback, stakeholder interviews, community forums, and partner outreach. Each profile represents the specific action items determined to address the top five domains of need¹ in a three-year timeframe through the four perspective approaches.

1. Bozeman

Bozeman target highlights:

Within the existing housing action items, we will heavily prioritize the completion of Griffin Place, establishing a year-round shelter model, and emphasizing local housing campaigns to address the staggering number of active, temporary rentals blocking our community members from further housing opportunities. We will also work to identify creative solutions to affordable housing, such as hotel conversions, which we have seen other communities explore as ways to address housing. With on-going national conversations around Universal pre-K and the systemic challenges in childcare, we aim to focus a great deal of work in the childcare arena on preparing for this potential pivot and building rural partnerships to test creative models such as hybrid classrooms or spot conversion in existing childcare facilities. Another top priority is to determine how HRDC can directly support our own staff in securing childcare by exploring options in offsetting costs. Full implementation of the Redesign Streamline project will significantly impact our customers and families.

a. Housing

Approach	Action Items	Targets
Program	Preserve 100% of subsidized units	923 units
	Develop affordable home ownership opportunities	Evaluate and identify land acquisition for potential land trust development or acquisition of existing homes for scattered site land trust
	Develop affordable rentals	<ul style="list-style-type: none"> • 20 supportive housing units, 150-200 LIHTC units • Conversion of hotel to efficiency apartments, 42 units

¹ *As stated in the Executive Summary, some community priorities were outliers in comparison to the aggregated top five needs in our entire service area, and while they are being addressed by our agency, they have been omitted from the profile breakdown. Each community has targets for the top five need areas, even if not represented in tables below



	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
	Increase emergency shelter capacity	Transition from a seasonal shelter model to a year-round shelter
Partnership	Attract new partners to aid in development and preservation	3 partners
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	20 homes added to scattered site land trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level
	Participate and advance the creation of the Regional Housing Councils	Regional housing council established in conjunction with One Valley Community Foundation
	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 1. Increase utilization of housing choice vouchers and rental assistance programming) 2. Promote legislation that enables state housing tax credits 3. Support policy forwarded from the Montana Housing Coalition 4. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing



b. Behavioral Healthcare

Approach	Action Items	Targets
<p style="text-align: center;">Program</p>	<p>Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress</p>	<p>Increase program utilization by 10%</p>
	<p>Focus on delivering affordable housing solutions and decreasing housing instability</p>	<p>Detailed in Housing Plan</p>
	<p>Develop a career pathway for behavioral healthcare</p>	<p>Increase the number of regional skilled workers through direct career pathways into the behavioral health support field</p>
	<p>Utilize existing HRDC buildings to provide space and technology for telehealth opportunities</p>	<p>Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments</p>
<p style="text-align: center;">Partnership</p>	<p>Support priorities of Elevating Behavioral Health Steering Committee</p>	<ul style="list-style-type: none"> ● Ensuring Effective Crisis Intervention ● Enhancing Coordination ● Improving Access ● Advancing Awareness & Education ● Supporting Providers
	<p>Support goals of the Gallatin County Crisis Redesign Committee</p>	<p>Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs</p>
	<p>Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health</p>	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA) 4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)



Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation • Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level

c. Healthcare

Approach	Action Items	Targets
Program	Ensure that each Streamline route has access to a healthcare destination	Assess healthcare destinations along Reimagined Streamline routes and feasibility of expansion of future routes where necessary
	Ensure that every Galavan ride request is met	100% of Galavan ride requests met
	Develop our supportive housing initiatives	Completion of Housing First Village and the Rodeway property
Partnership	Forge new partnerships with local healthcare providers	Support successful FUSE implementation
	Support our partners in the implementation of the Community Health Improvement Plan as it relates to Healthcare	Successful implementation of Community Health Improvement Plans
Promotion	Promotion of programming that can help offset medical care costs (Medicaid, Medicare, SHIP, CHIP)	Re-posting, consistent messaging of existing programs
	Promote Streamline and Galavan as a reliable form of transit to healthcare destinations	Two educational pieces/month



Policy	Advocate for ACA and equitable healthcare	Two educational pieces/month
	Advocate for further Medicaid expansions allowing costs to support healthcare initiatives	Evaluate and promote Medicaid expansions to customers and community

d. Childcare

Approach	Action Items	Targets
Program	Expand capacity and reconstruct usage of Head Start	Expand Bozeman Head Start classroom to longer day model and expand private pay model
	Evaluate feasibility and implementation of the provision of childcare for employees or the assistance in off-setting childcare costs	Internal evaluation completed mapping out organizational plan for employee childcare assistance, whether that be provision of care or assistance with costs associated
	Increase available childcare slots for kids age 0-5	Increase by 5% through rural outreach initiatives
Partnership	Partner with local employers to identify ways in which they may implement employer offered childcare	Identify local employers who have successfully implemented employer offered childcare and/or those that may have the capacity to do so
	Collaborate with rural communities to explore pilot programs of universal pre-K and hybrid Head Start models	Coordinate efforts to discuss and aid in pilot programs of universal pre-K and/or hybrid Head Start models
	Collaborate with Childcare Connections to further expand programming and opportunities	Work with CCC to identify providers and individuals interested in obtaining childcare licensure, programming, and structure. Advocate for public pre-K programming
Promotion	Support Early Childhood Community Council objectives and priorities	<ul style="list-style-type: none"> • Attend council meetings on a regular basis • Contribute to data collection information organizational opportunities and common goal assessment



		<ul style="list-style-type: none"> Focus on vision and strategy, mobilizing funding, building public will and establishing shared measurement practices
	Promote initiatives of childcare connections to improve quality and increase quantity of licensed providers	Share out, re-post, and continue consistent messaging of Childcare Connections current initiatives and priorities
Policy	Advocate for continued and increased incentives for QRIS	Continue support of the expansion of Montana's Star Quality Child Care Rating System aimed at improving and offering professional development and infrastructure support to providers
	Advocate for increased income eligibility for Best Beginnings Scholarships	Advocate for continued evaluation of income eligibility as conditions change
	Advocate for statewide policy that supports and incentivizes increased care, affordability, and quality in local providers	Continue to monitor and support state policy as it arises supporting quality and affordability of providers

e. Transportation

Approach	Action Items	Targets
Program	Implement new service strategies from <i>Redesign Streamline 2020</i>	Successful implementation of service strategies via Redesign Streamline
	Increase ridership of Streamline and Galavan	Utilization increase of both Streamline and Galavan on a monthly and annual basis
	Evaluate and increase the # of connection points that have access to healthcare, trail systems, multi modal transit	Evaluation of connection points mapping completed
	Evaluate and map out where key community services are located	Community service mapping completed
Partnership	Identify and expand local partner base to synchronize multi modal transit	Partner with Gallatin Valley Land Trust to synchronize multi-modal transit



Promotion	Promote community awareness and education of existing transit services already available	Redesign public information materials (schedules, maps, etc) for Streamline
Policy	Develop and implement outreach efforts targeted at customer subpopulations	100% of Streamline materials are available in Spanish. Include youth and multi-modal efforts
	Advocate for the creation of an Urban Transportation District	<ul style="list-style-type: none"> • Determine boundaries of UTD • Survey community and conduct focus groups regarding UTD scenarios for boundaries and rates • Determine tax rate of UTD
	Advocate for policy that increases transit funding	Monitor and advocate for policy at local and national levels



2. Belgrade

Belgrade target highlights:

Due to proximity and community conditions, the target highlights in Bozeman will heavily impact the changes and progression in our Belgrade community. Important to highlight here, however, is the exploration of adding two more HeadStart classrooms. The addition of two new classrooms would be integral in supporting Belgrade’s childcare system, while adding support for the west-end overall, given the population increases here. The newly added Belgrade route of our Streamline service will hopefully open opportunities in this community with increased ridership and awareness of the new routes.

a. Housing

Approach	Action Items	Targets
Program	Preserve 100% of subsidized units	88 units
	Develop affordable home ownership opportunities	Evaluate and identify land acquisition for potential land trust development or acquisition of existing homes for scattered site land trust
	Develop affordable rentals	1 LIHTC project, 40 units
	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
	Increase emergency shelter capacity	Transition from a seasonal shelter model to a year-round shelter
Partnership	Attract new partners to aid in development and preservation	1 partner
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	20 homes added to scattered site land trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level



	Participate and advance the creation of the Regional Housing Councils	Regional housing council established in conjunction with One Valley Community Foundation
	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 1. Increase utilization of housing choice vouchers and rental assistance programming) 2. Promote legislation that enables state housing tax credits 3. Support policy forwarded from the Montana Housing Coalition 4. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing

b. Childcare

Approach	Action Items	Targets
Program	Expand capacity and reconstruct usage of Head Start	Explore the feasibility of adding two more Head Start classrooms in Belgrade
	Evaluate feasibility and implementation of the provision of childcare for employees or the assistance in off-setting childcare costs	Internal evaluation completed mapping out organizational plan for employee childcare assistance, whether that be provision of care or assistance with costs associated
	Increase available childcare slots for kids age 0-5	Increase by 5% through rural outreach initiatives
Partnership	Partner with local employers to identify ways in which they may implement employer offered childcare	Identify local employers who have successfully implemented employer offered childcare and/or those that may have the capacity to do so



	Collaborate with rural communities to explore pilot programs of universal pre-K and hybrid Head Start models	Coordinate efforts to discuss and aid in pilot programs of universal pre-K and/or hybrid Head Start models
	Collaborate with Childcare Connections to further expand programming and opportunities	Work with CCC to identify providers and individuals interested in obtaining childcare licensure, programming, and structure. Advocate for public pre-K programming
Promotion	Support Early Childhood Community Council objectives and priorities	<ul style="list-style-type: none"> • Attend council meetings on a regular basis • Contribute to data collection information organizational opportunities and common goal assessment • Focus on vision and strategy, mobilizing funding, building public will and establishing shared measurement practices
	Promote initiatives of childcare connections to improve quality and increase quantity of licensed providers	Share out, re-post, and continue consistent messaging of Childcare Connections current initiatives and priorities
Policy	Advocate for continued and increased incentives for QRIS	Continue support of the expansion of Montana's Star Quality Child Care Rating System aimed at improving and offering professional development and infrastructure support to providers
	Advocate for increased income eligibility for Best Beginnings Scholarships	Advocate for continued evaluation of income eligibility as conditions change
	Advocate for statewide policy that supports and incentivizes increased care, affordability, and quality in local providers	Continue to monitor and support state policy as it arises supporting quality and affordability of providers



c. Behavioral Healthcare

Approach	Action Items	Targets
<p style="text-align: center;">Program</p>	<p>Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress</p>	<p>Increase program utilization by 10%</p>
	<p>Focus on delivering affordable housing solutions and decreasing housing instability</p>	<p>Detailed in Housing Plan</p>
	<p>Develop a career pathway for behavioral healthcare</p>	<p>Increase the number of regional skilled workers through direct career pathways into the behavioral health support field</p>
	<p>Utilize existing HRDC buildings to provide space and technology for telehealth opportunities</p>	<p>Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments</p>
<p style="text-align: center;">Partnership</p>	<p>Support priorities of Elevating Behavioral Health Steering Committee</p>	<ul style="list-style-type: none"> ● Ensuring Effective Crisis Intervention ● Enhancing Coordination ● Improving Access ● Advancing Awareness & Education ● Supporting Providers
	<p>Support goals of the Gallatin County Crisis Redesign Committee</p>	<p>Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs</p>
	<p>Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health</p>	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA) 4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)



Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation • Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level

d. Healthcare

Approach	Action Items	Targets
Program	Ensure that each Streamline route has access to a healthcare destination	Assess healthcare destinations along Reimagined Streamline routes and feasibility of expansion of future routes where necessary
	Ensure that every Galavan ride request is met	100% of Galavan ride requests met
Partnership	Support our partners in the implementation of the Community Health Improvement Plan as it relates to Healthcare	Successful implementation of Community Health Improvement Plans
Promotion	Promotion of programming that can help offset medical care costs (Medicaid, Medicare, SHIP, CHIP)	Re-posting, consistent messaging of existing programs
	Promote Streamline and Galavan as a reliable form of transit to healthcare destinations	Two educational pieces/month
Policy	Advocate for ACA and equitable healthcare	Two educational pieces/month
	Advocate for further Medicaid expansions allowing costs to support healthcare initiatives	Evaluate and promote Medicaid expansions to customers and community



3. Manhattan

Manhattan target highlights:

Our west-end communities are seeing rapid population growth as our housing options in Bozeman and Belgrade continue to dwindle in quantity and exacerbate in cost. Focusing on subsidized and mobile home preservation, while examining partnerships for new low-income housing development will provide a stepping stone for our impact on housing in Manhattan. Evaluating the potential partnerships for childcare with local school districts will also be hugely beneficial in establishing a roadmap to addressing childcare. Additionally, we anticipate increased community support should a westward Streamline route expansion become implemented and utilized.

a. Housing

Approach	Action Items	Targets
Program	Preserve 100% of subsidized units	16 units
	Develop affordable home ownership opportunities	Evaluate and identify land acquisition for potential land trust development or acquisition of existing homes for scattered site land trust
	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
Partnership	Attract new partners to aid in development and preservation	1 partner
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	5 homes added to scattered site land trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level
	Participate and advance the creation of the Regional Housing Councils	Regional housing council established in conjunction with One Valley Community Foundation



	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 1. Increase utilization of housing choice vouchers and rental assistance programming) 2. Promote legislation that enables state housing tax credits 3. Support policy forwarded from the Montana Housing Coalition 4. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing

b. Childcare

Approach	Action Items	Targets
Program	Expand capacity and reconstruct usage of Head Start	Explore partnership with school district for space consideration
	Evaluate feasibility and implementation of the provision of childcare for employees or the assistance in off-setting childcare costs	Internal evaluation completed mapping out organizational plan for employee child care assistance, whether that be provision of care or assistance with costs associated
	Increase available childcare slots for kids age 0-5	Increase by 5% through rural outreach initiatives
Partnership	Partner with local employers to identify ways in which they may implement employer offered childcare	Identify local employers who have successfully implemented employer offered childcare and/or those that may have the capacity to do so
	Collaborate with rural communities to explore pilot programs of universal pre-K and hybrid Head Start models	Coordinate efforts to discuss and aid in pilot programs of universal pre-K and/or hybrid Head Start models



	Collaborate with Childcare Connections to further expand programming and opportunities	Work with CCC to identify providers and individuals interested in obtaining childcare licensure, programming, and structure. Advocate for public pre-K programming
Promotion	Support Early Childhood Community Council objectives and priorities	<ul style="list-style-type: none"> • Attend council meetings on a regular basis • Contribute to data collection information organizational opportunities and common goal assessment • Focus on vision and strategy, mobilizing funding, building public will and establishing shared measurement practices
	Promote initiatives of childcare connections to improve quality and increase quantity of licensed providers	Share out, re-post, and continue consistent messaging of Childcare Connections current initiatives and priorities
Policy	Advocate for continued and increased incentives for QRIS	Continue support of the expansion of Montana's Star Quality Child Care Rating System aimed at improving and offering professional development and infrastructure support to providers
	Advocate for increased income eligibility for Best Beginnings Scholarships	Advocate for continued evaluation of income eligibility as conditions change
	Advocate for statewide policy that supports and incentivizes increased care, affordability, and quality in local providers	Continue to monitor and support state policy as it arises supporting quality and affordability of providers



c. Healthcare

Approach	Action Items	Targets
Program	Ensure that every Galavan ride request is met	100% of Galavan ride requests met
Partnership	Support our partners in the implementation of the Community Health Improvement Plan as it relates to Healthcare	Successful implementation of Community Health Improvement Plans
Promotion	Promotion of programming that can help offset medical care costs (Medicaid, Medicare, SHIP, CHIP)	Re-posting, consistent messaging of existing programs
	Promote Streamline and Galavan as a reliable form of transit to healthcare destinations	Two educational pieces/month
Policy	Advocate for ACA and equitable healthcare	Two educational pieces/month
	Advocate for further Medicaid expansions allowing costs to support healthcare initiatives	Evaluate and promote Medicaid expansions to customers and community

d. Behavioral Healthcare

Approach	Action Items	Targets
Program	Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress	Increase program utilization by 10%
	Focus on delivering affordable housing solutions and decreasing housing instability	Detailed in Housing Plan
	Develop a career pathway for behavioral healthcare	Increase the number of regional skilled workers through direct career pathways into the behavioral health support field
	Utilize existing HRDC buildings to provide space and technology for telehealth opportunities	Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments



Partnership	Support priorities of Elevating Behavioral Health Steering Committee	<ul style="list-style-type: none"> • Ensuring Effective Crisis Intervention • Enhancing Coordination • Improving Access • Advancing Awareness & Education • Supporting Providers
	Support goals of the Gallatin County Crisis Redesign Committee	Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs
	Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA) 4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)
Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation • Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level



4.Three Forks

Three Forks target highlights:

Our west-end communities are seeing rapid population growth as our housing options in Bozeman and Belgrade continue to dwindle in quantity and exacerbate in cost. Focusing on subsidized and mobile home preservation, while examining partnerships for new low-income housing development will provide a stepping stone for our impact on housing in Three Forks. Evaluating the potential partnerships for childcare with local school districts will also be hugely beneficial in establishing a roadmap to addressing childcare. Additionally, we anticipate increased community support should a westward Streamline route expansion become implemented and utilized.

a. Housing

Approach	Action Items	Targets
Program	Develop affordable home ownership opportunities	Evaluate and identify land acquisition for potential land trust development or acquisition of existing homes for scattered site land trust
	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
Partnership	Attract new partners to aid in development and preservation	1 partner
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	5 homes added to scattered site land trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level
	Participate and advance the creation of the Regional Housing Councils	Regional housing council established in conjunction with One Valley Community Foundation



	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 5. Increase utilization of housing choice vouchers and rental assistance programming) 6. Promote legislation that enables state housing tax credits 7. Support policy forwarded from the Montana Housing Coalition 8. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing

b. Childcare

Approach	Action Items	Targets
Program	Expand capacity and reconstruct usage of Head Start	Explore partnership with school district for space consideration
	Evaluate feasibility and implementation of the provision of childcare for employees or the assistance in off-setting childcare costs	Internal evaluation completed mapping out organizational plan for employee childcare assistance, whether that be provision of care or assistance with costs associated
	Increase available childcare slots for kids age 0-5	Increase by 5% through rural outreach initiatives
Partnership	Partner with local employers to identify ways in which they may implement employer offered childcare	Identify local employers who have successfully implemented employer offered childcare and/or those that may have the capacity to do so
	Collaborate with rural communities to explore universal pre-K and hybrid Head Start models	Coordinate efforts to discuss and aid in pilot programs of universal pre-K and/or hybrid Head Start models



	Collaborate with Childcare Connections to further expand programming and opportunities	Work with CCC to identify providers and individuals interested in obtaining childcare licensure, programming, and structure. Advocate for public pre-K programming
Promotion	Support Early Childhood Community Council objectives and priorities	<ul style="list-style-type: none"> • Attend council meetings on a regular basis • Contribute to data collection information organizational opportunities and common goal assessment • Focus on vision and strategy, mobilizing funding, building public will and establishing shared measurement practices
	Promote initiatives of childcare connections to improve quality and increase quantity of licensed providers	Share out, re-post, and continue consistent messaging of Childcare Connections current initiatives and priorities
Policy	Advocate for continued and increased incentives for QRIS	Continue support of the expansion of Montana's Star Quality Child Care Rating System aimed at improving and offering professional development and infrastructure support to providers
	Advocate for increased income eligibility for Best Beginnings Scholarships	Advocate for continued evaluation of income eligibility as conditions change
	Advocate for statewide policy that supports and incentivizes increased care, affordability, and quality in local providers	Continue to monitor and support state policy as it arises supporting quality and affordability of providers



c. Behavioral Healthcare

Approach	Action Items	Targets
<p style="text-align: center;">Program</p>	<p>Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress</p>	<p>Increase program utilization by 10%</p>
	<p>Focus on delivering affordable housing solutions and decreasing housing instability</p>	<p>Detailed in Housing Plan</p>
	<p>Develop a career pathway for behavioral healthcare</p>	<p>Increase the number of regional skilled workers through direct career pathways into the behavioral health support field</p>
	<p>Utilize existing HRDC buildings to provide space and technology for telehealth opportunities</p>	<p>Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments</p>
<p style="text-align: center;">Partnership</p>	<p>Support priorities of Elevating Behavioral Health Steering Committee</p>	<ul style="list-style-type: none"> ● Ensuring Effective Crisis Intervention ● Enhancing Coordination ● Improving Access ● Advancing Awareness & Education ● Supporting Providers
	<p>Support goals of the Gallatin County Crisis Redesign Committee</p>	<p>Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs</p>
	<p>Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health</p>	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA) 4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)



Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation • Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level

d. Healthcare

Approach	Action Items	Targets
Program	Ensure that every Galavan ride request is met	100% of Galavan ride requests met
Partnership	Support our partners in the implementation of the Community Health Improvement Plan as it relates to Healthcare	Successful implementation of Community Health Improvement Plans
Promotion	Promotion of programming that can help offset medical care costs (Medicaid, Medicare, SHIP, CHIP)	Re-posting, consistent messaging of existing programs
	Promote Streamline and Galavan as a reliable form of transit to healthcare destinations	Two educational pieces/month
Policy	Advocate for ACA and equitable healthcare	Two educational pieces/month
	Advocate for further Medicaid expansions allowing costs to support healthcare initiatives	Evaluate and promote Medicaid expansions to customers and community



5. Livingston

Livingston target highlights:

Critical to the advancement of change in Livingston community conditions is HRDC's support and implementation of the Park/Meagher County housing action plan directives. Additional housing support will come from increasing capacity of the Livingston Warming Center and development of affordable, supporting housing units. Unique to Livingston will be to explore an opportunity for converting 50% of HeadStart slots to infant care slots, which will serve as a potential pilot program for other rural communities.

a. Housing

Approach	Action Items	Targets
Program	Preserve 100% of subsidized units	151 units
	Develop affordable home ownership opportunities	Evaluate and identify land acquisition for potential land trust development or acquisition of existing homes for scattered site land trust
	Develop affordable rentals	3 supportive housing units
	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
	Increase emergency shelter capacity	20 units
Partnership	Attract new partners to aid in development and preservation	1 partner
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	8 homes added to scattered site land trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level



	Participate and advance the creation of the Regional Housing Councils	Advance priorities of Park County housing coalition
	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 1. Increase utilization of housing choice vouchers and rental assistance programming) 2. Promote legislation that enables state housing tax credits 3. Support policy forwarded from the Montana Housing Coalition 4. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing

b. Behavioral Healthcare

Approach	Action Items	Targets
Program	Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress	Increase program utilization by 10%
	Focus on delivering affordable housing solutions and decreasing housing instability	Detailed in Housing Plan
	Develop a career pathway for behavioral healthcare	Increase the number of regional skilled workers through direct career pathways into the behavioral health support field
	Utilize existing HRDC buildings to provide space and technology for telehealth opportunities	Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments



Partnership	Support priorities of Elevating Behavioral Health Steering Committee	<ul style="list-style-type: none"> • Ensuring Effective Crisis Intervention • Enhancing Coordination • Improving Access • Advancing Awareness & Education • Supporting Providers
	Support goals of the Gallatin County Crisis Redesign Committee	Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs
	Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA) 4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)
Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level



c. Childcare

Approach	Action Items	Targets
<p>Program</p>	<p>Expand capacity and reconstruct usage of Head Start</p>	<p>Explore opportunity for conversion of 50% of HeadStart slots in Livingston to infant care slots</p>
	<p>Evaluate feasibility and implementation of the provision of childcare for employees or the assistance in off-setting childcare costs</p>	<p>Internal evaluation completed mapping out organizational plan for employee childcare assistance, whether that be provision of care or assistance with costs associated</p>
	<p>Increase available childcare slots for kids age 0-5</p>	<p>Increase by 5% through rural outreach initiatives</p>
<p>Partnership</p>	<p>Partner with local employers to identify ways in which they may implement employer offered childcare</p>	<p>Identify local employers who have successfully implemented employer offered childcare and/or those that may have the capacity to do so</p>
	<p>Collaborate with rural communities to explore pilot programs of universal pre-K and hybrid Head Start models</p>	<p>Coordinate efforts to discuss and aid in pilot programs of universal pre-K and/or hybrid Head Start models</p>
	<p>Collaborate with Childcare Connections to further expand programming and opportunities</p>	<p>Work with CCC to identify providers and individuals interested in obtaining childcare licensure, programming, and structure. Advocate for public pre-K programming</p>
<p>Promotion</p>	<p>Support Early Childhood Community Council objectives and priorities</p>	<ul style="list-style-type: none"> ● Attend council meetings on a regular basis ● Contribute to data collection information organizational opportunities and common goal assessment ● Focus on vision and strategy, mobilizing funding, building public will and establishing shared measurement practices
	<p>Promote initiatives of childcare connections to improve quality and increase quantity of licensed providers</p>	<p>Share out, re-post, and continue consistent messaging of Childcare Connections current initiatives and priorities</p>



Policy	Advocate for continued and increased incentives for QRIS	Continue support of the expansion of Montana's Star Quality Child Care Rating System aimed at improving and offering professional development and infrastructure support to providers
	Advocate for increased income eligibility for Best Beginnings Scholarships	Advocate for continued evaluation of income eligibility as conditions change
	Advocate for statewide policy that supports and incentivizes increased care, affordability, and quality in local providers	Continue to monitor and support state policy as it arises supporting quality and affordability of providers



6. Gardiner

Gardiner target highlights:

Top focus in Gardiner will be the development of home ownership opportunities in the way of 24 land trust homes, while also developing affordable rentals through a low-income housing tax credit project estimated to develop 24 total units. Our work with the Park/Meagher County Housing Action plan will further support the housing needs in this community. There is also a great opportunity to support Gardiner families by exploring a partnership with the school district for space consideration of 10 Head Start slots. As previously mentioned, we aim to utilize our Economic Development Department and their team’s services to address other need areas including Workforce Development, which we hope to in turn see an impact on Behavioral Healthcare.

a. Housing

Approach	Action Items	Targets
Program	Develop affordable home ownership opportunities	Develop 24 home land trust
	Develop affordable rentals	1 LIHTC Project (24 units)
	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
Partnership	Attract new partners to aid in development and preservation	1 partner
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	3 homes added to scattered site land trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level



	Participate and advance the creation of the Regional Housing Councils	Advance priorities of Park County housing coalition
	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 1. Increase utilization of housing choice vouchers and rental assistance programming) 2. Promote legislation that enables state housing tax credits 3. Support policy forwarded from the Montana Housing Coalition 4. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing

b. Behavioral Healthcare

Approach	Action Items	Targets
Program	Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress	Increase program utilization by 10%
	Focus on delivering affordable housing solutions and decreasing housing instability	Detailed in Housing Plan
	Develop a career pathway for behavioral healthcare	Increase the number of regional skilled workers through direct career pathways into the behavioral health support field
	Utilize existing HRDC buildings to provide space and technology for telehealth opportunities	Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments



Partnership	Support priorities of Elevating Behavioral Health Steering Committee	<ul style="list-style-type: none"> • Ensuring Effective Crisis Intervention • Enhancing Coordination • Improving Access • Advancing Awareness & Education • Supporting Providers
	Support goals of the Gallatin County Crisis Redesign Committee	Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs
	Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA) 4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)
Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation • Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level



c. Healthcare

Approach	Action Items	Targets
Partnership	Support our partners in the implementation of the Community Health Improvement Plan as it relates to Healthcare	Successful implementation of Community Health Improvement Plans
Promotion	Promotion of programming that can help offset medical care costs (Medicaid, Medicare, SHIP, CHIP)	Re-posting, consistent messaging of existing programs
Policy	Advocate for ACA and equitable healthcare	Two educational pieces/month
	Advocate for further Medicaid expansions allowing costs to support healthcare initiatives	Evaluate and promote Medicaid expansions to customers and community

d. Transportation

Approach	Action Items	Targets
Program	Evaluate and map out where key community services are located	Community service mapping completed
Policy	Advocate for policy that increases transit funding	Monitor and advocate for policy at local and national levels



7. Big Sky

Big Sky target highlights:

We will heavily prioritize and emphasize work for local housing campaigns to address the staggering number of active, temporary rentals blocking our community members from further housing opportunities. Big Sky suffers from this impact more than any other community with just under [1,000 total short-term rentals](#) sitting at an average of \$536 a night. HRDC will also focus on partnering with existing entities in Big Sky to jointly tackle issues of behavioral healthcare services and food & nutrition access through a new Resource Hub and space-sharing opportunities.

a. Housing

Approach	Action Items	Targets
Program	Develop affordable rentals	Support Big Sky Community Housing Trust
	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
	Increase emergency shelter capacity	2 units
Partnership	Attract new partners to aid in development and preservation	1 partner
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	Support work of Community Housing Trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level
	Participate and advance the creation of the Regional Housing Councils	Regional housing council established in conjunction with One Valley Community Foundation



	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 1. Increase utilization of housing choice vouchers and rental assistance programming) 2. Promote legislation that enables state housing tax credits 3. Support policy forwarded from the Montana Housing Coalition 4. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing
	Support community in creating incentives for developers to promote the development of homes for people who live and work here	Continue to evaluate policy and inform policy that will have positive impact on the creation of housing

b. Healthcare

Approach	Action Items	Targets
Partnership	Support our partners in the implementation of the Community Health Improvement Plan as it relates to Healthcare	Successful implementation of Community Health Improvement Plans
Promotion	Promotion of programming that can help offset medical care costs (Medicaid, Medicare, SHIP, CHIP)	Re-posting, consistent messaging of existing programs
Policy	Advocate for ACA and equitable healthcare	Two educational pieces/month
	Advocate for further Medicaid expansions allowing costs to support healthcare initiatives	Evaluate and promote Medicaid expansions to customers and community



c. Behavioral Healthcare

Approach	Action Items	Targets
<p style="text-align: center;">Program</p>	<p>Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress</p>	<p>Increase program utilization by 10% and complete a new, more accessible website design for the Resource Hub as a way to connect the community to holistic resource supports</p>
	<p>Focus on delivering affordable housing solutions and decreasing housing instability</p>	<p>Detailed in Housing Plan</p>
	<p>Develop a career pathway for behavioral healthcare</p>	<p>Increase the number of regional skilled workers through direct career pathways into the behavioral health support field</p>
	<p>Utilize existing HRDC buildings to provide space and technology for telehealth opportunities</p>	<p>Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments</p>
<p style="text-align: center;">Partnership</p>	<p>Partner with local organizations to collaborate on pathways to improved behavioral health</p>	<p>Develop a new Resource Hub to serve the community in reducing stressors to behavioral health while providing space for collaborative partnerships</p>
	<p>Support priorities of Elevating Behavioral Health Steering Committee</p>	<ul style="list-style-type: none"> ● Ensuring Effective Crisis Intervention ● Enhancing Coordination ● Improving Access ● Advancing Awareness & Education ● Supporting Providers
	<p>Support goals of the Gallatin County Crisis Redesign Committee</p>	<p>Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs</p>
	<p>Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health</p>	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA)



		4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)
Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation • Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level

d. Transportation

Approach	Action Items	Targets
Program	Evaluate and map out where key community services are located	Community service mapping completed
Promotion	Develop and implement outreach efforts targeted at customer subpopulations	100% of Skylines materials are available Spanish
Policy	Advocate for policy that increases transit funding	Monitor and advocate for policy at local and national levels



8. West Yellowstone

West Yellowstone target highlights:

It is important to note West Yellowstone reported extremely unique priority needs. Their order of needs is as follows: housing, healthcare, behavioral healthcare, youth needs and tied for 5th were food & nutrition, senior needs, and workforce development. We will continue to work with existing community partners in West Yellowstone to address all these concerns and increase outreach of other HRDC services via our frequently utilized programs in this area, such as our energy assistance program. Specifically in the way of housing, we aim to explore all options of preservation and future development opportunities.

a. Housing

Approach	Action Items	Targets
Program	Preserve 100% of subsidized units	39 units
	Develop affordable home ownership opportunities	Evaluate and identify land acquisition for potential land trust development or acquisition of existing homes for scattered site land trust
	Develop affordable rentals	1 LIHTC project, ~20 units
	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
Partnership	Attract new partners to aid in development and preservation	1 partner
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	3 homes added to scattered site land trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level



	Participate and advance the creation of the Regional Housing Councils	Regional housing council established in conjunction with One Valley Community Foundation
	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 1. Increase utilization of housing choice vouchers and rental assistance programming) 2. Promote legislation that enables state housing tax credits 3. Support policy forwarded from the Montana Housing Coalition 4. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing

b. Healthcare

Approach	Action Items	Targets
Partnership	Support our partners in the implementation of the Community Health Improvement Plan as it relates to Healthcare	Successful implementation of Community Health Improvement Plans
Promotion	Promotion of programming that can help offset medical care costs (Medicaid, Medicare, SHIP, CHIP)	Re-posting, consistent messaging of existing programs
Policy	Advocate for ACA and equitable healthcare	Two educational pieces/month
	Advocate for further Medicaid expansions allowing costs to support healthcare initiatives	Evaluate and promote Medicaid expansions to customers and community



c. Behavioral Healthcare

Approach	Action Items	Targets
<p style="text-align: center;">Program</p>	<p>Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress</p>	<p>Increase program utilization by 10%</p>
	<p>Focus on delivering affordable housing solutions and decreasing housing instability</p>	<p>Detailed in Housing Plan</p>
	<p>Develop a career pathway for behavioral healthcare</p>	<p>Increase the number of regional skilled workers through direct career pathways into the behavioral health support field</p>
	<p>Utilize existing HRDC buildings to provide space and technology for telehealth opportunities</p>	<p>Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments</p>
<p style="text-align: center;">Partnership</p>	<p>Support priorities of Elevating Behavioral Health Steering Committee</p>	<ul style="list-style-type: none"> ● Ensuring Effective Crisis Intervention ● Enhancing Coordination ● Improving Access ● Advancing Awareness & Education ● Supporting Providers
	<p>Support goals of the Gallatin County Crisis Redesign Committee</p>	<p>Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs</p>
	<p>Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health</p>	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA) 4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)



Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation • Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level



9. White Sulphur Springs

White Sulphur Springs target highlights:

In addition to focusing efforts on increasing Senior support in White Sulphur Springs, we will actively work to support and ultimately implement the needs outlined by the Park/Meagher County Housing Action Plan, and look into avenues forward for developing affordable rentals and preserving subsidized units.

a. Housing

Approach	Action Items	Targets
Program	Preserve 100% of subsidized units	18 units
	Develop affordable home ownership opportunities	Evaluate and identify land acquisition for potential land trust development or acquisition of existing homes for scattered site land trust
	Develop affordable rentals	Completion of a housing study to initiate affordable rental process
	Preserve existing large scale affordable housing units	1 mobile home park preserved; identify a strategy for preserving multi-family complexes at risk
Partnership	Attract new partners to aid in development and preservation	1 partner
	Coordinate with Neighborworks Montana for Mobile home park preservation	Plan adopted for preservation of remaining mobile home parks
	Revolving Loan Fund	Revolving Loan Fund to support Gallatin, Park and Meagher County
	Partner with developers to expand scattered site land trust model	2 homes added to scattered site land trust
Promotion	Increase awareness of housing crisis and supply shortage through education and campaign efforts	Evaluate and participate in existing campaigns at a local and state level
	Participate and advance the creation of the Regional Housing Councils	Complete housing conditions study, needs assessment and housing strategic plan for Meagher County/White Sulphur Springs



	Secure funding to support and implement a Rent/Sell local campaign	Reduce temporary rentals/increase long term rental following campaign establishment
Policy	Influence policy at the local level	Support community in creating incentives for developers to promote the development of homes for people who live and work here
	Influence policy at the state level	<ol style="list-style-type: none"> 1. Increase utilization of housing choice vouchers and rental assistance programming 2. Promote legislation that enables state housing tax credits 3. Support policy forwarded from the Montana Housing Coalition 4. Advocate for Section 8 Vouchers and more supportive housing models
	Influence policy at the federal level	Prioritize funding to development and service provision for supportive housing

b. Behavioral Healthcare

Approach	Action Items	Targets
Program	Expand the reach of our targeted income supports to address everyday living expenses as means to alleviate income-related household stress	Increase program utilization by 10%
	Focus on delivering affordable housing solutions and decreasing housing instability	Detailed in Housing Plan
	Develop a career pathway for behavioral healthcare	Increase the number of regional skilled workers through direct career pathways into the behavioral health support field
	Utilize existing HRDC buildings to provide space and technology for telehealth opportunities	Space identified for consistent and reliable access to technology for the purposes of scheduling/consultations for behavioral healthcare appointments



Partnership	Support priorities of Elevating Behavioral Health Steering Committee	<ul style="list-style-type: none"> • Ensuring Effective Crisis Intervention • Enhancing Coordination • Improving Access • Advancing Awareness & Education • Supporting Providers
	Support goals of the Gallatin County Crisis Redesign Committee	Aid CRC in ensuring residents receive behavioral health crisis services in the best and most-affirming environment appropriate to their needs
	Support our partners in implementation of Community Health Improvement Plan as it relates to Behavioral Health	<ol style="list-style-type: none"> 1. Support the Behavioral Health Steering Committee in decreasing adult suicide rate in Gallatin County 2. Reduce the percentage of high school students in Gallatin County who report attempting suicide 3. Decrease the number of people who report poor mental health days (as measured by the CHNA) 4. Increase the number of people who report receiving mental health care services (as measured by the CHNA)
Promotion	Assist customers with navigating available behavioral health resources	Define a point person to stay current on existing behavioral health providers and how to access
Policy	Advocate for expanded Medicare/Medicaid	Two educational pieces/month
	Improve policy at local level	Support and Enhance Behavioral Health Steering Committee priorities
	Improve policy at state level	<ul style="list-style-type: none"> • Develop cooperative strategy to defend Medicaid Expansion during 2021 Legislation • Evaluate, adapt & enforce Parity Law • Identify & support sustained funding for behavioral health
	Improve policy at federal level	Continue to monitor and support policy changes at a federal level



c. Healthcare

Approach	Action Items	Targets
Partnership	Forge new partnerships with local healthcare providers	Continue funding of public health nurse
	Explore partnerships to expand senior programming	Evaluate with White Sulphur Springs Senior Center on feasibility of senior programming expansion
Partnership	Support our partners in the implementation of the Community Health Improvement Plan as it relates to Healthcare	Successful implementation of Community Health Improvement Plans
Promotion	Promotion of programming that can help offset medical care costs (Medicaid, Medicare, SHIP, CHIP)	Re-posting, consistent messaging of existing programs
Policy	Advocate for ACA and equitable healthcare	Two educational pieces/month
	Advocate for further Medicaid expansions allowing costs to support healthcare initiatives	Evaluate and promote Medicaid expansions to customers and community

d. Transportation

Approach	Action Items	Targets
Program	Evaluate and map out where key community services are located	Community service mapping completed
Partnership	Identify and expand local partner base to synchronize multi modal transit	Evaluate walkability of White Sulphur Springs
Policy	Advocate for policy that increases transit funding	Monitor and advocate for policy at local and national levels



Next Steps

Strategic Plan subcommittee formation has begun, and preliminary meetings will begin between November and December, 2021. Committees will meet quarterly to report updates, roadblocks, or concerns on their domain areas. Additionally, we will have regular community meetings, with our Management Team leading the charge in designated cities to garner real time feedback from stakeholders and customers. All staff at HRDC will be welcome to sit on a committee per their interest areas, provided their schedules allow for consistency and commitment to the charge. The Strategic Planning Officer will provide regular updates to our Board of Directors and share progress annually with the entire agency.

We look forward to tackling the challenges ahead and giving our communities the best foothold to finding their paths to thrive. For questions regarding the 2021 Strategic Plan or the future of its implementation, please contact Krista Dicomitis, Strategic Planning Officer at kdicomitis@thehrdc.org



Supplemental Sources

Housing Sources:

1. [2019 Community Needs Assessment](#)
2. [2019 Bozeman Community Needs Assessment](#)
3. [2021 Gallatin Regional Housing Study](#)
4. [2021 Montana Housing Profile](#)
5. [Big Sky Community Housing Assessment and Needs](#)
6. [Affordable Housing in Montana](#)
7. [Quarterly Indicators, Gallatin County](#)
8. [‘They’re being Displaced’ Rent Hikes across Bozeman are Hitting Tenants Hard](#)
9. [Who can afford to live in the American west when locals can’t?](#)

Behavioral Healthcare Sources:

1. [Suffer Out Loud](#)
2. [2020 Community Health Needs Assessment](#)
3. [2020 Community Health Needs Assessment, Big Sky](#)
4. [2021 Community Benefit Strategic Plan, Bozeman Deaconess](#)
5. [2018-2020 Community Benefit Snapshot Report](#)
6. [Gallatin County Community Health Improvement Plan 2019-2021](#)
7. [Healthy Gallatin Mental Health Services](#)
8. [Montana Free Press, *In a community with an abundance of wealth, mental health options still scarce*](#)
9. [Strategic Alliance for Gallatin County Behavioral Health Crisis Enhancement](#)

Childcare Sources:

1. [Lost Possibilities Report](#)
2. [Missoula Current, *\\$112 M available: How will Montana spend big pot of federal funding?*](#)
3. [Best Beginnings Childcare Scholarship Program](#)
4. [Forbes, *Surviving The Pink Collar Recession: Three Steps Employers Should Take Today*](#)
5. [Bozeman Daily Chronicle, *Report: Lack of child care in Montana impacts families, businesses, economy*](#)
6. [Childcare Report 2020](#)
7. [U.S. News, *High Housing Costs, Limited Childcare, Hurt Bozeman Economy*](#)

Healthcare Sources:

1. [2020 Community Health Needs Assessment](#)
2. [2020 Community Health Needs Assessment, Big Sky](#)
3. [2021 Community Benefit Strategic Plan, Bozeman Deaconess](#)
4. [2018-2020 Community Benefit Snapshot Report](#)
5. [Gallatin County Community Health Improvement Plan 2019-2021](#)

Transportation Sources:

1. [Existing Service and Market Evaluation](#)
2. [Redesign Streamline 2020 Transit Development Plan](#)