

Human Resource Development Council, District IX Strategic Plan 2023-2025



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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OVERVIEW

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 families and individuals from thriving. Every three years we conduct a Community Needs Assessment (CNA) to collect data from residents living and working in Gallatin, Park and Meagher counties to understand the needs causing the greatest difficulty for them individually, and within their respective communities. Further data analysis is completed to determine the degree of each need to better inform potential solutions that get to the root of the issues. The following were identified as the most pressing community needs in 2022:

- 1. Lack of affordable HOUSING**
- 2. Limited access to MENTAL HEALTHCARE**
- 3. Expensive and low-quality options for CHILDCARE**
- 4. High cost of FOOD & GROCERIES**
- 5. Limited local, quality, affordable HEALTHCARE SERVICES**
- 6. Cost and unsafe conditions of TRANSPORTATION**

The data provided in the assessment, along with extensive feedback gathering, informed every component of HRDC's 2024 Strategic Plan. With the adoption of our newest plan, we are now equipped with a three-year framework for implementing existing and prospective programs, collaboration efforts, and educational opportunities rooted in community voice. While we aim to align our work closely to our plan, we are aware of our ever-changing community conditions. We will remain diligent in delivering dynamic, creative approaches to support our community. 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.

While our strategic plans typically focus on only the top community needs identified in the needs assessment, unique challenges at the individual and family level continue to rise in ranking each assessment cycle. Given these trends, it is important to address them now as they will greatly impact the work we do at the community level. It is critical to note that while we have differentiated challenges across our service area by need type, many of these needs are deeply interrelated, making solutions that much more complex. In this plan, we have also included action items for diversity, equity inclusion, and accessibility (DEIA) and a sense of community. Specific needs categorized geographically can be reviewed in our [2022 Community Needs Assessment](#).



STRATEGIES & APPROACH

HRDC's Strategic Plan is a continued commitment to providing data-driven, broad-based solutions to alleviate poverty and strengthen our community via multi-pronged approaches and continual evaluation. We cannot solve each identified need with services alone and recognize that, in most cases, we need to implement comprehensive solutions to these challenging and interconnected community conditions. We achieve our mission by 1.) upholding Community Action Agency standards, 2.) evaluating our work through strategic performance goals, and 3.) addressing community needs through four main approaches: **programs, partnerships, promotions, and policy.**

1. Community Action Agency Standards

HRDC is committed to upholding the national Community Action Agency standards of operation to optimize our work in mitigating poverty in our community by:

1. Prioritizing prevention and long-term stability
2. Addressing root causes of poverty
3. Promoting self-sufficiency through coordinated, flexible, and timely service
4. Contributing to innovative, non-duplicative community-driven solutions
5. Fostering civic engagement

2. National Performance Goals & Indicators

As a Community Services Block Grant (CSBG) eligible entity, we are committed to creating positive change for individuals and families and the community at large by aligning with the following three goals. We do this by providing services designed to address the root causes of poverty, instability, and/or need in our specific communities and collecting accurate, timely data to reflect the outcomes of these services.

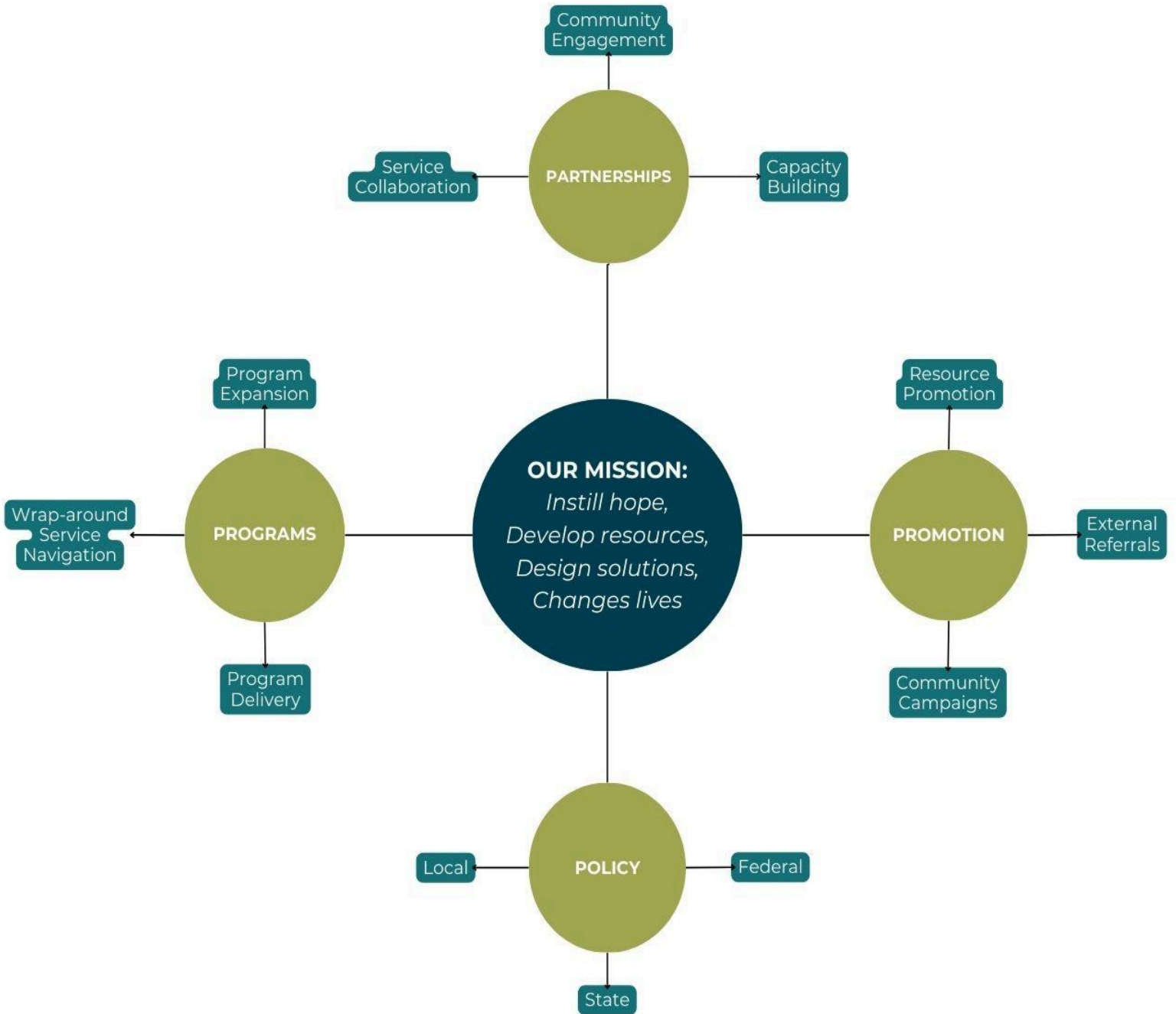
GOAL 1: Stability and economic mobility for individuals and families

GOAL 2: Thriving communities that offer economic opportunity for all

GOAL 3: Increased civic engagement and community commitment



3. Four P's Approach





Programs:

We commit to prioritizing resources and energy toward existing interventions proven to reach the desired community and family-level outcomes that align with our mission. We will streamline our existing wrap-around approach when supporting families and individuals in navigating all potential services available to them while ultimately allowing them to advocate for their needs. We will explore opportunities to expand our program offerings without duplicating work by community partners.

Partnerships:

Complex needs require solutions grounded in community involvement. We are committed to working alongside community partners from all sectors, in particular those that offer services outside our scope, to ensure supportive resources are shared timely and accurately with all persons seeking help. We will build capacity in existing partnerships when possible to ensure services are provided logically and effectively.

Promotion:

We will continue to elevate existing campaigns, programs, and educational opportunities as they relate to each community's specific needs. We commit to promoting and strengthening the work of our partners to bolster a smooth, integrated approach to referral pathways. We will continue strategically appointing staff to relevant campaign committees and/or coalitions that align with the areas of community need.

Policy:

We understand that addressing the underlying causes and conditions of poverty often requires changing out-of-date or restrictive policies. HRDC commits to advocating for local, regional, state, and national policy objectives that positively affect change among the critical need areas identified across our populations. We further recognize the impact internal policies have on our other approaches.

*As stated previously, it is important to note that while some goals are labeled under one need type, many actions and desired outcomes will impact more than one need area. **The following targets, actions, and community level metrics are listed in no particular order.** While the listed metrics reflect community level impacts, we will continue to collect and analyze programmatic data as they relate to the various action items. Definitions, calculations, living wage indicators¹ and other data sources informing community conditions can be found in the Appendix.*



1. HOUSING

The housing continuum ranges from homelessness to market-rate home ownership. Our goal is to support all persons, no matter where they may fall on this continuum, in securing safe and affordable housing, with an emphasis on **preserving** affordable housing, **producing** new affordable housing, and **protecting** tools and resources that support affordable housing initiatives.

TARGET 1: increase affordable housing opportunities across our service area

APPROACHES: Programs, Partnerships, Policy

- **ACTION 1:** preserve existing and naturally occurring affordable housing
- **ACTION 2:** increase shelter and supportive housing capacity
- **ACTION 3:** build & develop programs and facilities to meet shelter and transitional housing
- **ACTION 4:** develop affordable rentals
- **ACTION 5:** develop affordable homeownership opportunities
- **ACTION 6:** acquire land for affordable development

HOUSING METRICS		2023 Baseline	2024 Progress	2025 Final
% of cost-burdened homeowners	Gallatin	28%		
	Park	29%		
	Meagher	12%		
% of cost-burdened renters	Gallatin	44%		
	Park	33%		
	Meagher	13%		
Ratio of median single family home price to median household income	Gallatin	8.36		
	Park	6.36		
	Meagher	7.22		
Ratio of median condo/townhome price to median household income	Gallatin	5.39		
	Park	3.76		



HOUSING METRICS		2023 Baseline	2024 Progress	2025 Final
Homeless population Point in Time Counts²	Bozeman	213		
	Livingston	48		
Deficit or surplus of available and affordables units³ at or below: <i>30% AMI</i>	Gallatin	-3,060		
	Park	-180		
	Meagher	5		
Deficit or surplus of available and affordables units³ at or below: <i>50% AMI</i>	Gallatin	-2,455		
	Park	-200		
	Meagher	25		
Deficit or surplus of available and affordables units³ at or below: <i>80% AMI</i>	Gallatin	5,515		
	Park	70		
	Meagher	995		
Deficit or surplus of available and affordables units³ at or below: <i>100% AMI</i>	Gallatin	50		
	Park	23		
	Meagher	80		
Average 2-bedroom rental costs as a % of total household income based on AMI⁴	Gallatin	29%		
	Park	31%		
	Meagher	15%		



2. MENTAL HEALTHCARE

Demand for mental health programs and interventions such as counseling, psychiatric care, prescription management and crisis response continue to rise. While HRDC is not a mental healthcare provider, our goal is to support our **community partners** who are already doing this work and **advocate for policy** changes needed to expand what is currently available.

TARGET 2: advocate for the expansion of mental health services in our service area

APPROACHES: Partnerships, Policy, Programming, Promotion

- o **ACTION 1:** staff engagement in community campaigns and coalitions
- o **ACTION 2:** develop partnerships for on-site mental health services to expand integrated behavioral health services in the community
- o **ACTION 3:** partner in development of peer support model and expansion of Drop-In Center operations to ensure integrated community supports
- o **ACTION 4:** build capacity for integrating services into HRDC programs
- o **ACTION 5:** partner in the development of the Gallatin County Youth Campus
- o **ACTION 6:** support community efforts for Mobile Crisis Response and expansion of community stabilization services
- o **ACTION 7:** streamline referral pathways, care and insurance navigation

MENTAL HEALTH METRICS	2023 Baseline	2024 Progress	2025 Final
% of people reporting fair or poor mental health status	31%		
% of customer referrals to mental health services	No data at this time		
Average # of law enforcement responses to behavioral health calls	262		
Average % of 988 MH calls that are MH crisis calls	28%		



3. CHILDCARE & YOUTH

Our goal is to continue partnering with key members of local government and the business community to promote available and affordable **quality childcare** as means of positively impacting **economic growth and stability**. HRDC will continue to offer childcare via our Head Start programs in ways that better address the specific needs of our service area.

TARGET 3: enhance quality opportunities for childcare in the community

APPROACHES: Program, Partnerships, Policy

- **ACTION 1:** preserve slots in Head Start classrooms for co-enrollment
- **ACTION 2:** partner with school districts in developing programming
- **ACTION 3:** develop strategies, tools and metrics for school readiness
- **ACTION 4:** monitor House Bill 352 for 4-year old literacy program expansion
- **ACTION 5:** support expansion of Best Beginning Scholarship utilization
- **ACTION 6:** participate in design and implementation of Quality Rating Improvement System (QRIS)

CHILDCARE METRICS		2023 Baseline	2024 Progress	2025 Final
Number of preserved co-enrollment slots	Gallatin	3		
	Park	5		
% of children under 6 for which there is enough licensed childcare coverage	Gallatin	41%		
	Park	38%		
	Meagher	26%		
% of children under 6 with all parents working that can be served by regulated childcare	Gallatin	49%		
	Park	48%		
	Meagher	31%		
% of 3rd graders with proficient English Language Arts levels	Gallatin	22%		
	Park	22%		
	Meagher	22%		



CHILDCARE METRICS		2023 Baseline	2024 Progress	2025 Final
# of Best Beginning Scholarships utilized	Gallatin	298		
	Park	29		
Average childcare costs as a % of total household income⁵	Gallatin	25%		
	Park	33%		
	Meagher	38%		



4. FOOD & GROCERIES

Our goal is to continue providing critical food & nutrition services to ensure **basic needs are met for all** in our service area, and as a way to offset increased living costs. With our new space in Market Place, we look to offer opportunities for all ages in cooking, nutrition and gardening, while reaching **new populations** in innovative ways.

TARGET 4: increase community utilization and accessibility of food services

APPROACH: Program

- **ACTION 1:** provide accessible food as means of offsetting costs of living
- **ACTION 2:** evaluate food access to rural areas, vulnerable populations and households not currently utilizing services
- **ACTION 3:** increase nutrition-based educational opportunities

FOOD & GROCERY METRICS		2023 Baseline	2024 Progress	2025 Final
Average grocery costs as a % of total household income ⁶	Gallatin	21%		
	Park	21%		
	Meagher	19%		
SNAP benefit utilization compared to SNAP benefit eligible households ⁷	Gallatin	21%		
	Park	43%		
	Meagher	30%		
Pay on an average job compared with the cost of living ⁸	Gallatin	¢0.64 to \$1		
	Park	¢0.53 to \$1		
	Meagher	¢0.42 to \$1		



5. HEALTHCARE

Healthcare challenges largely revolve around the high cost of services, difficulties with insurance coverage, and severe gaps in accessibility. While HRDC is not a healthcare provider, our goal is to support our **community partners** already doing this work and **advocate for policy** changes needed to improve the offerings available.

TARGET 5: promote existing programs and supportive services in healthcare

APPROACHES: Promotion, Partnership, Policy

- **ACTION 1:** staff engagement in community campaigns and coalitions
- **ACTION 2:** promote existing services of community partners
- **ACTION 3:** partner with Bozeman Health to expand Medical Respite
- **ACTION 4:** streamline access to healthcare and insurance navigation
- **ACTION 5:** develop partnerships for on-site health services
- **ACTION 6:** monitor public transportation proximity to healthcare sites
- **ACTION 7:** aid in development of the Health Transportation Coalition

HEALTHCARE METRICS		2023 Baseline	2024 Progress	2025 Final
% of customers reporting skipped check-up appointments		25%		
% of customer referrals to healthcare services		No data at this time		
Number of people per primary care physician	Gallatin	1,282		
	Park	923		
	Meagher	980		
Average healthcare costs as a % of total household income	Gallatin	No data at this time		
	Park			
	Meagher			



6. TRANSPORTATION

With the formation of the Urban Transportation District (UTD), our goal is to support the governing body and continue to **advocate for accessibility** in and utilization of public transportation.

TARGET 6: support full transition to UTD with completed access of FTA funding

APPROACH: Partnership, Programming, Policy

- **ACTION 1:** identify and secure resources for long-range transportation plan implementation
- **ACTION 2:** complete Transit Development Plan
- **ACTION 3:** develop strategy for education and support of public transit
- **ACTION 4:** secure Small Transit Intensive Cities funding

TRANSIT METRICS	2023 Baseline	2024 Progress	2025 Final
% of public support for future funding and route expansion	60%		

TARGET 7: expand reach of public transportation to meet community transit needs

APPROACH: Promotion

- **ACTION 1:** support safe ridership initiatives
- **ACTION 2:** promote ease of use and increase outreach and education to improve ridership among seniors, rural residents and LEP customers
- **ACTION 3:** promote Metropolitan Planning Organization transit goals

TRANSIT METRICS		2023 Baseline	2024 Progress	2025 Final
Change in ridership on Streamline and Galavan	Streamline	137,888 rides		
	Galavan	18,949 rides		
Share of income spent on transportation ⁹	Gallatin	27%		
	Park	32%		
	Meagher	48%		



7. SENIORS NEEDS

As the senior population continues to rise, our goal is to expand on our current services, which meet customers where they are and impact their ability to age in place **with dignity**.

TARGET 8: develop service processes to keep seniors where they're at

APPROACH: Program, Policy

- **ACTION 1:** Ensure internal case management and service navigation is accessible for seniors to include technical assistance, visual and/or hearing impairment supports
- **ACTION 2:** advocate for increased income eligibility limits
- **ACTION 3:** expand benefit utilization as a way of offsetting costs of living
- **ACTION 4:** collaborate with partners to develop homeless prevention programming for seniors

SENIOR METRICS		2023 Baseline	2024 Progress	2025 Final
Ratio of average monthly costs for basic needs for seniors to average monthly Supplemental Security Income ¹⁰	Gallatin	2.6		
	Park	2.5		
	Meagher	2.3		
Homeless senior population Point in Time Count ²	Bozeman	45		
	Livingston	10		



The 2024 Strategic Plan also includes internal goals to address Diversity, Equity, Inclusion and Accessibility (DEIA) throughout our agency along with a designated organizational approach to civic engagement in an effort to better address the decrease in Sense of Community expressed in the 2022 Community Needs Assessment.

8. DIVERSITY, EQUITY, INCLUSION AND ACCESSIBILITY

We honor, respect, and welcome all individuals that make up our community. As our work often involves addressing economic inequalities, we cannot fight for economic justice and equal opportunity if we do not fight for **social justice, inclusion** and **accessibility for all**. While these targets are internal to HRDC operations, it is a critical component of how we conduct our work and achieve the other targets detailed in this plan.

TARGET 9: reduce barriers to service access across our service area

APPROACH: Program, Policy

- **ACTION 1:** expand DEIA policy outcomes programmatically
- **ACTION 2:** advocate for increased income eligibility limits
- **ACTION 3:** targeted outreach to engage isolated and vulnerable populations
- **ACTION 4:** incorporate Social Determinants of Health in programming
- **ACTION 5:** partner with Clearwater Credit Union to expand financial services for Spanish speaking customers

9. SENSE OF COMMUNITY & CIVIC ENGAGEMENT

Sense of community is a need that has not been addressed in years prior, and will therefore require a unique approach as we look to make an impact on how the community engages with one another. We recognize a strong, healthy and thriving community requires all of us, and our goal is to bring community members together through **volunteerism, education,** and **outreach**.

TARGET 10: increase community awareness and engagement with greatest needs

APPROACH: Program, Policy

- **ACTION 1:** staff engagement in community campaigns and coalitions
- **ACTION 2:** develop coordinated communication for needs and solutions
- **ACTION 3:** develop a targeted outreach protocol to reach isolated and vulnerable populations better
- **ACTION 4:** mechanisms for ensuring customer voice in decision-making



APPENDIX A- Data & Definitions

1. Affordability comparisons for a 3-person household

Percentages reflect an average of our tri-county data.

Affordability Index of monthly income	Housing	Childcare	Groceries	Transportation	Healthcare
	< 30%	< 7%	< 15%	< 10%	< 8%
Average % of monthly income based Living Wage Estimates	25%	32%	14%	21%	N/A
Average % adjusted for cost of living	77%	32%	21%	35%	N/A

2. Community Data:

Household Information Updated 2023	Average Household Size	Area Median Income (AMI) <small>3 person household</small>	80% AMI (considered Low Income) <small>3 person household</small>	Living Wage Annual Income <small>3 person household</small>
Gallatin County	2.83	\$94,700	\$75,750	\$77,574
Park County	2.63	\$86,500	\$63,000	\$73,806
Meagher County	2.70	\$68,500	\$60,500	\$75,648

Average Median Sale Prices Single family homes <small>Provided by Gallatin Association of Realtors</small>	2023 January - December	2024 January - December	2025 January - December
Gallatin County	\$792,000		
Park County	\$550,000		
Meagher County	\$495,000		



Average Median Sale Prices Townhomes and condos <i>Provided by Gallatin Association of Realtors</i>	2023 January - December	2024 January - December	2025 January - December
Gallatin County	\$510,000		
Park County	\$325,000		

3. External Data Sources:

Housing:

- National Low Income Housing Coalition*
- Gallatin Association of Realtors*
- Coordinated Entry System*
- HUD Annual Income Limits*
- MIT Living Wage Calculations*
- Cost of Living adjustments*
- Rental Market Trends*
- Census Bureau County Profiles*

Mental Healthcare:

- Gallatin Behavioral Health Coalition*

Childcare:

- The Annie E. Casey Foundation*
- Growth and Enhancement of Montana Students*
- Childcare Connections*

Food & Groceries:

- Department of Public Health & Human Services Montana (DPHHS)*

Healthcare:

- Urban Institute | Upward Mobility Initiative*

Transportation:

- Gallatin Valley Urban Transportation District Voter Survey*

Senior Needs:

- Elder Index*

4. Definitions:

AMI: area median income

Cost-burdened: households spending more than 30% of total income on housing

Rural: service area communities less than 5,000 by population

Service: an interaction or acquisition of a good or product

ESL: English as a second language

Senior: Individuals 65 years or older



APPENDIX B- Footnotes

1. Living Wage Calculations

The Living Wage Calculator's estimates are based on the costs of eight components, each of which represents a basic need. These calculations are established based on the assumption that families select the lowest cost option that enables them to meet each of these basic needs at a minimum but adequate level. As such, the living wage calculations reflect a lower standard of living than what is likely reality in our service area.

2. Point in Time Count

A Point-in-Time (PIT) count is a count of people experiencing homelessness on a single night in a community federally required annually by The U.S. Department of Housing and Urban Development (HUD). The count includes both people who are sheltered and unsheltered. This count, while valuable in providing a snapshot of people experiencing homelessness, does not provide context for length of homelessness, causes of homelessness or barriers to permanent supportive housing.

3. Available and Affordable Housing Data

Data reflective of a 5-year sample. Reliability may be impacted due to rural or low population areas from a limited sample size. Data provided by the National Low Income Housing Coalition.

4. Rental costs as a % of income

Based on the average rental costs available via Zillow Rental Manager reports

5. Average childcare costs as a % of total household income

Based on the most current data available which was collected in 2021

6. Household grocery estimates

Based on living wage plus 7% increase for cost of living adjustment

7. SNAP eligibility

Based on DPHHS dashboard of monthly utilization average for the calendar year and Census data determining best estimation of individuals within income limit eligibility for SNAP benefits.

8. Pay on an average job compared with the cost of living

Based on earnings for an average job divided by the cost of basic expenses needed for a three person household to afford the local cost of living.

9. Share of income spent on transportation

This metric is the percentage of income spent on transportation among an average household earning 80 percent of the area median income for a community's region. These households also have the regional average household size and average number of commuters per household

10. Ratio of average monthly costs for basic needs for seniors to average monthly Supplemental Security Income

Based on Elder Index estimations for a single renter in good health