

# HRDC

FIVE YEAR  
PRIORITY NEEDS  
STRATEGIC  
PLAN



JULY 2008

# HUMAN RESOURCE DEVELOPMENT COUNCIL

Five Year HRDC Priority Needs Strategic Plan



July 2008

# HRDC PRIORITY NEEDS STRATEGIC PLAN

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Dear HRDC Board, Staff, Community Members and Partners,

It is with great pleasure that I present the five year strategic plan for the HRDC. This plan will guide our agency, through the next five years, in our efforts to serve the residents of Gallatin, Park and Meagher Counties.

As always the Community Needs Assessment process is an enlightening one. It has given the HRDC valuable insight into how our community is changing and how we must adjust to meet the needs of our customers. Whether that means strengthening community partnerships, advocating for our customers with legislators, or raising dollars to deliver needed services this plan will serve as our guide.

For those of you who participated in this process please accept my thanks. This process is truly community driven with full attention placed on the needs of our customers and the most appropriate response to those needs.

Please do not hesitate to contact the HRDC with any questions you may have.

Sincerely,  
Jeffrey Rupp  
CEO

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# HRDC PROGRAMS AND SERVICES

Work Force Investment Act (WIA)

Youth Development



Low Income Energy Assistance Program (LIEAP) and Weatherization

Head Start



Streamline Bus Service



Retired and Senior Volunteer Program (RSVP)



Homemaker Services

Gallatin Valley Food Bank



Headwaters Area Food Bank



Emergency Rental Assistance

Resource Property Management (RPM)

The Road to Home



Section 8 Housing

Energy Share

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**SECTION 1** Executive Summary



## **EXECUTIVE SUMMARY**

**HRDC is a leading not-for-profit corporation supporting and advancing the quality of people's lives through innovative and dedicated leadership in community development and human service.**

Human Resource Development Council, Inc. (HRDC) conducts a Community Needs Assessment every five years as a way of identifying the priority needs of its customers. The results of the 2007 HRDC Community Needs Assessment were intended as the primary research for the upcoming five year HRDC Strategic Plan. Two shining examples of outcomes from the 2002 strategic planning process are The Road to Home Program (a first time homeownership assistance program) and Streamline (free public transportation program).

The 2007 HRDC Community Needs Assessment determined the priority needs of the community. Similar to the 2002 project, HRDC utilized the primary research from the 2007 HRDC Community Needs Assessment, as well as secondary research from local, state and regional statistics, to determine the course of the next five years.

### **Purpose of Project**

The purpose of the project was to determine the quantifiable characteristics of HRDC customers, partners and staff, the level of awareness, use and satisfaction of HRDC programs and services, the priority needs within Gallatin, Park and Meagher counties, and concerns and suggestions regarding HRDC programs and services.

The results were then used to determine an appropriate set of goals and strategies for the next five years. The strategic planning process provided key HRDC representatives a way to analyze past, present, and future needs, trends, and issues; thus, developing a realistic approach to the complex needs across three counties.

### **Execution and Results of Research**

#### **Gathering of Data – Summer/Fall 2007**

HRDC contracted 45 Degrees North to provide a professionally conducted Community Needs Assessment. The research included surveys of past and current customers, community partners, staff and board members, and customer-centered focus groups. Focus groups were conducted in Bozeman and Livingston.

### **Data Snapshot Presented to HRDC Board of Directors – October 2007**

A snapshot of the collected data was presented to the HRDC Board of Directors by 45 Degrees North. The HRDC Community Needs Assessment received a 43 percent total response rate, the Staff and Board survey received a 49 percent response rate, and the Community Partner survey received a 39 percent response rate. Preceding a complete evaluation of the Customer, Staff and Community Partner survey results, a variety of specific needs surfaced including:

- Dental or Vision Care
- Dental or Vision Insurance
- Health Insurance
- Rent or Mortgage Payment Assistance
- Home Purchase Assistance
- Long Term Housing
- Financial Counseling or Budgeting
- Mental Illness or Depression
- Legal Services
- Child Care
- HRDC Awareness and Assistance
- Transportation
- Housing
- Health, Dental & Vision
- Education / Job Skills

### **Community Needs Assessment Presented to HRDC Board of Directors – December 2007**

After a thorough analysis of all results, the priority needs of Gallatin, Meagher and Park counties were revealed. The Board of Directors reviewed the findings and discussed available resources, community partnerships and the HRDC's ability to respond to the needs. The HRDC staff was available to answer questions for the Board. Utilizing all data presented in the 2007 Community Needs Assessment, the HRDC Board of Directors engaged in a selection process to determine which priority needs could be addressed by HRDC, and which needs should be addressed through the development or strengthening of community and state partnerships and community organizations. This process allowed HRDC to select six main categories to address the community's highest priority needs. Additional needs will be absorbed by existing HRDC programs, or indirectly addressed through partnerships with local, regional and state organizations. The six categories are:

- Housing
- Child Care
- Financial Counseling
- Youth
- Functional Realignment
- Internal and External Communication

### **HRDC Staff Review of Priority Needs – January 2008**

HRDC Staff members were given the opportunity to review the 2007 Community Needs Assessment and offer comments. All staff were given three weeks to review the Community Needs Assessment and interested staff, who were willing to participate, were asked to attend a strategic planning meeting. Staff also engaged in the discussion of the priority list, commented on HRDC's ability to respond and participated in the selection process to narrow the list of needs.

### **HRDC Strategic Planning Groups Formed – February/March 2008**

HRDC Staff and Board members formed planning groups for each of the six priority need areas. Leaders for each of the groups were identified.

- Housing – Heather Grenier
- Child Care – Christel Marks
- Financial Counseling – Tracy Menez
- Youth – Stephanie Gray
- Functional Realignment – Tim Trizinski
- Internal and External Communication – Kristin Hamburg

### **HRDC Strategic Planning Groups Meet – March/April 2008**

The strategic planning groups meet to develop goals, strategies, activities and expected outcomes for each of the six priority need areas.

### **Draft of the Strategic Plan Presented to HRDC Board of Directors – May 2008**

The HRDC Board of Directors review the plan with the staff and vote to approve the draft of the Five Year HRDC Strategic Plan.

### **Finalizing of the Strategic Plan with 45 Degrees North – May/June 2008**

### **Final Strategic Plan Presented to the Community and HRDC Board of Directors – July 2008**

# SECTION 2 Internal Analysis



# INTERNAL ANALYSIS

## **Mission Statement**

HRDC serves communities and people's needs by developing resources that provide opportunities and essential services such as health and nutrition, emergency services, affordable housing, Head Start, youth development, volunteer opportunities, transportation, energy assistance and conservation and community development.

## **HRDC Council History**

Created in 1975, the Human Resource Development Council is southwest Montana's leading human service and community development organization. The HRDC serves Gallatin, Park and Meagher Counties. Each county encompasses approximately 2,500 square miles. The area served by the Council is bordered on the west by the headwaters of the Missouri River and to the south by Yellowstone National Park. To the east and north begin the expanding valleys of the Missouri and Yellowstone Rivers. Historically the area's economy has been based on farming, ranching and the extraction and processing of natural resources. The past 20 years, however, have evidenced a significant shift to tourism and related services.

From the beginning the Council has addressed community needs by operating programs such as Head Start, Gallatin Valley Food Bank, homeless and emergency services, job training, Medicaid case management programs, HUD-based rental assistance, and energy assistance programs. Since the early 90's the Council's Community Development role has resulted in purchasing and developing affordable housing, including single-family home ownership and multi family rentals. In addition, it has created a property management division within the organization that currently manages around 200 units of low income and affordable rental housing.

### **Programs and Services**

- Youth Development: Youth Educational Opportunities and Development
- LIEAP & Weatherization: Low Income Energy Assistance and Weatherization
- Head Start: Early Childhood Development and Family Services
- Galavan: Elderly and Disability Transportation
- Streamline Bus Service: Public Transportation
- Retired Senior Volunteer Program: Volunteer Opportunities
- Homemaker Services: In Home Care for Elderly Population
- Gallatin Valley Food Bank: Emergency Food Services
- Emergency Rental Assistance: Homeless Prevention
- Section 8 Rental Assistance: Federal Subsidized Opportunities
- Resource Property Management: Low Income and Affordable Housing
- The Road to Home: Home Ownership Education and Assistance

### **Board Membership**

There are fifteen members of the HRDC Board of Directors. One-third of the members are elected public officials currently holding office, or their designated representatives. One-third of the members are low-income individuals or representatives of the low-income sector in the community. The remaining one-third represents business, industry, labor, education and other major groups of interest in the community. Members are solicited from the respective sectors and are asked to submit a letter of application. Board members review applications and appoint members to fill vacancies.

## **Strengths and Weaknesses (SWOT Analysis)**

### **Strengths**

- Parent organization serving the needs of low income families in Gallatin, Park and Meagher counties
- State and federally funded programs
- Successful programs have generated positive public perception and support
- 48% of the staff has been employed with the HRDC for at least three years
- 82% of partners have maintained relationships with the HRDC for over ten years

### **Weaknesses**

- Lack of coordinated marketing initiatives
- Lack of a streamlined customer-centered location for new clients to learn about and apply for multiple programs at one time
- Lack of consistent follow up with customers and community partners

### **Opportunities**

- High level of community support for non-profit organizations
- Strong political format for future HRDC growth
- Further enhance and develop good community partnerships

### **Threats**

- State and Federal funding not guaranteed
- Low-income population increasing rapidly; difficult to maintain current processes
- Expanded growth would require additional funding to meet increased needs
- Transient population will continue to increase with overall growth of town

## **GOALS**

Although many community needs were revealed in the 2007 Community Needs Assessment, the HRDC conducted a selection and strategic planning process to determine which priority needs could be met through HRDC services. This process allowed HRDC to select six main categories to address the community's highest priority needs. Additional needs will be absorbed by existing HRDC programs, or indirectly addressed through partnerships with local, regional and state organizations. These six categories included housing, child care, financial counseling, youth, functional realignment of service delivery, and communication.

### **Housing**

1. Support and participate in Community movement to increase transitional housing opportunities for vulnerable populations.
2. Increase affordable/low-income housing sites in outlying areas.
3. Reevaluate the effectiveness and structure of the rental assistance program.
4. Strengthen financial viability of the property management division.
5. Increase awareness of Road to Home program.
6. Expand home ownership opportunities to a larger customer base.

### **Childcare**

1. Strengthen partnerships with the community.
2. Explore opportunity for Child Care Co-ops in low-income housing complexes.
3. Research opportunities for local businesses to provide child care at place of work.

### **Financial Counseling**

1. Create and execute a financial counseling and resource curriculum to be used in a 24-month pilot for 20 HRDC customers.
2. Develop and implement a financial counseling product/process based on pilot program for implementation into all HRDC services.

**Youth**

1. Address factors contributing to an increase in homeless youth populations.
2. Determine prevention activities to reduce homeless youth populations.
3. Provide services that increase youth's ability to live independently.

**Functional Realignment of Service Delivery**

1. Improve responsiveness of emergency services delivery within HRDC.
2. Integrate "Agency Navigator" position into HRDC to improve inter-program capacities for more comprehensive customer assistance.
3. Maximize effectiveness and efficiency of all HRDC programs, organization structure, and staff.
4. Reconstruct the HRDC website to provide online capacities for service delivery.
5. Review and update contents of the HRDC website.
6. Create online capacity for employee recruitment and application.
7. Create community link pages to publicize HRDC Programs and community resource information.
8. Create public relations capacity on website.
9. Train HRDC staff to utilize website for customer assistance and community outreach applications.

**Communication**

1. Improve asset utilization within the HRDC.
2. Increase awareness in the social service community.
3. Strengthen community awareness of HRDC Programs and Services.
4. Strengthen customer service skills.
5. Strengthen employee connection to HRDC.
6. Establish partnerships with other state Community Action Agency organizations.

# SECTION 3 Situation Analysis



## **SITUATION ANALYSIS**

### **HRDC Customers**

HRDC provides services to low-income individuals and families throughout Gallatin, Park, and Meagher counties. Due to the expanse of programs, HRDC customers include individuals of all ages, genders, and ethnic backgrounds with a complex range of challenges.

### **Target Market**

The results of the Community Needs Assessment revealed that 77% of the respondents were from Gallatin County, and 23% were from Park and Meagher counties. Within Gallatin county 48% of the participants were 50 years of age and older, and in Park and Meagher counties this number rose to 77%. Both areas showed a significant number of elderly respondents, which could be due to the transitory nature of low-income families under the age of 50. 45 Degrees North initially selected a sample of 834 individuals, but 262 (or 31%) were deemed incorrect addresses. The elderly population appears to be less transient and has a higher rate of home-ownership. Thus, it is important to reflect upon these factors when analyzing the market segments.

The majority (75%) of the respondents are female, 98% said English is their primary language, 91% are Caucasian, and 50% noted their highest level of education to be either a high school diploma or GED. More than half (53%) reside in a house, condo or townhouse, and 51% of the participants own and 45% rent their home. An alarming rate (41%) said they do not have health insurance, and 55% said they are unemployed. 80% of the respondents reported an annual income of less than \$29,000, demonstrating a need for an integrated and comprehensive approach to service provision.

### **HRDC Community Partners**

HRDC's community partners have been a key component in creating the success of the various programs. The Community Needs Assessment revealed that 82% of the partners have collaborated with HRDC for over ten years. Partners include health organizations, local businesses, private individuals and public organizations.

# **SECTION 4** Strategies, Implementation and Timeline



# HOUSING

**Goal 1: Support and participate in community movement to increase transitional housing opportunities for vulnerable populations.**

This strategy will allow HRDC to partner with the community of service providers, and develop a solid network of support systems for persons facing housing challenges. This strategy allows HRDC to utilize resources at hand, promoting and ensuring the sustainability of existing programs and options for expansion. This strategy will begin immediately and continue throughout the full five years.

**Goal 2: Partner with Rural Development, HomeWORD, and other development based organizations to increase affordable / low-income housing sites in outlying areas.**

This strategy will allow HRDC to develop mentor opportunities from established and successful community development organizations, which will increase the level of staff training in regards to community development. This strategy will work to increase affordable housing in Gallatin, Park and Meagher counties, specifically Livingston and Three Forks. Developing partnerships, needs assessment and feasibility studies will begin in year one and extend through to year three. The development of affordable housing options will begin in years three, four and five.

**Goal 3: Reevaluate the effectiveness and structure of the Emergency Rental Assistance Program.**

This strategy will strengthen the existing Emergency Rental Assistance program. The program has a solid foundation and is in high demand; therefore, a revision will improve the viability of the program and allow the program to serve a greater purpose for the low-income community. Evaluation of the effectiveness of the current program will occur in year one, followed by revamping the program, adding case management services, implementing a tiered rental assistance approach, and securing funding in year three. The restructured program will continue to be developed in years three through five.

**Goal 4: Strengthen the financial viability of the property management division.**

Updating the business plan, restructuring the mortgage for the west Babcock property, and exploring creative rent structures will all begin in year one. These strategies will work to provide a competitive edge and the ability to expand current services. By year three HRDC will explore the possibility of adding resident services and creating mixed income projects. By decreasing overhead and increasing occupancy rates, the program will increase sustainability.

**Goal 5: Increase awareness and expand opportunities within the Road to Home program.**

In year one HRDC will begin by cross-training staff and developing a public relations plan. Both strategies will directly impact the current program. Although a very successful program for those whom have participated, 79% of the Community Needs participants were not aware of the program. In year three HRDC will have secured additional staff trained in foreclosure counseling, and by year five HRDC will have conducted a thorough evaluation of options for program expansion to reach a larger customer base.

**Goal 6: Increase home-ownership opportunities for limited income households.**

Continuing partnerships with the City of Bozeman on inclusionary zoning will allow the HRDC to be much more progressive, working with existing programs to further support the needs of the low-income community. Additionally, HRDC will explore opportunities in our local community surrounding the addition of a Community Development Financial Institution, providing credit and financial services to limited income households. These strategies would result in increased economic opportunities and improved quality of life for HRDC's customer base.

## **CHILDCARE**

**Goal 1: Strengthen Head Start's partnerships with the community.**

Partner with existing programs and participate in local continuums to help develop a strong foundation for the future of child care service programs. Head Start seeks to strengthen ties with Child Care Connections, the School Readiness Group, the Montana Early Childhood Advisory Committee and other providers to create a unified voice in supporting local and state legislative efforts regarding child care policies.

**Goal 2: Explore opportunity for Child Care Co-ops in limited income housing complexes.**

In response to a shortage of available child care, barriers to accessing child care services, and income restrictions within state funded programs, Head Start proposes to take the lead in the community in researching, designing, and assisting with the implementation of on site child care services in locations where significant numbers of limited income households reside. These strategies will result in decreased barriers to employment for families and individuals with younger children.

**Goal 3: Research opportunities for local businesses to provide child care at place of work.**

In response to the same barriers mentioned previously, Head Start will take the lead in conducting needs assessment and feasibility of on site child care services for local employers. If results indicate an overall success in forecasted outcomes, Head Start will work towards promoting and developing a pilot that can be easily reproduced for placement in many area businesses. Evaluation will take place in years one and two, and program development will begin in year three.

## **FINANCIAL COUNSELING**

**Goal 1: Create and execute a financial counseling and resource curriculum to be used in a 24-month pilot for 20 HRDC customers.**

HRDC will conduct research and provide a pilot counseling program in years one and two, and then begin to build a foundation of support services to assist the low-income communities to build their own foundations of financial security and stability. The pilot will be evaluated with pre and post financial reports for all households involved. Financial management is commonly an underlying issue for many households seeking emergency services from HRDC. It is HRDC's intention to help address the underlying issues in addition to meeting the emergency needs of each family.

**Goal 2: Develop and implement a financial counseling product/process based on pilot program for implementation into all HRDC services.**

This will provide a progressive approach to financial coaching and resource development. Upon completion of the pilot program, HRDC will evaluate the specific outcomes of the project and make recommendations for implementation of the full program. By year three, HRDC will be armed with the funding, staff and program foundation to integrate this service into each individual program. This strategy will provide the groundwork for assisting our customers in achieving financial security and encourage fewer occurrences in accessing emergency services.

## YOUTH

### **Goal 1: Address factors causing an increase in the area's homeless youth population.**

HRDC's Youth Development Program aims at creating a task force comprised of area youth service providers in order to address the growing concern surrounding homeless youth and youth in transition. The task force would work to identify factors causing or resulting in youth without shelter. The task force will encourage the local Continuum of Care, addressing homelessness at the local level, to incorporate youth into their target population. This strategy will result in a collaborative force providing a solid support system and a voice for area youth.

### **Goal 2: Determine prevention activities to reduce homeless youth and increase youth's ability to live independently.**

HRDC will lead the youth task force in conducting research surrounding homeless prevention for youth and best practices in prevention throughout years one and two, and by year three the HRDC will research associated funding opportunities. It is intended that the Task Force create a foundation/tool for prevention and resources for transitioning youth in the service area.

## FUNCTIONAL REALIGNMENT OF SERVICE DELIVERY

### **Goal 1: Improve responsiveness of emergency services delivery within HRDC.**

This strategy will assist dramatically with the delivery of emergency services. Providing an integrated approach, all programs providing an emergency service will be cross-trained to deliver all services also under the category of emergency. This requires a uniform intake process and in-depth knowledge regarding levels of service and associated eligibility/household requirements. With the ability to deliver a variety of services via one staff person or physical location, HRDC is lessening the barriers that prohibit families from accessing all available services and decreasing the incidence of repeat customers in their emergency programs.

**Goal 2: Integrate “Agency Navigator” position into HRDC to improve inter-program capacities for more comprehensive customer assistance.**

The first strategy for this goal is to determine the agency and program limitations to providing a well-coordinated and effective service to HRDC customers. This strategy creates the opportunity to improve the overall capability and efficiency of all programs. An agency navigator would assist individuals and families through the myriad of programs and services offered by HRDC and the community of service providers, contributing substantial time in properly aligning the needs of the customer with the resources available. This will result in a drastic decrease in ineffective referrals, customer time in traveling from service location to service location, and in completing associated paperwork for each individual program. This will also strengthen internal communications and case management in working with families facing multiple challenges in providing for their family, thus improving the overall customer service of our organization. The impact of the agency navigator position will be reviewed via targeted customer service focused evaluation methodologies.

**Goal 3: Maximize effectiveness and efficiency of all HRDC programs, organization structure and staff.**

In a time of funding reductions, cost increases, competition for local dollars, and increased organizational accountability, it is imperative that HRDC create and implement a program evaluation tool. The tool will provide recommendations for cost savings in administration and efficiencies in operations. This approach provides an avenue for an objective, focused view of each individual program and creates the highest level of accountability to the community in providing those programs. Development of the tool will begin in year one and implementation of the evaluation process will begin in years 2 and 3.

**Goal 4: Reconstruct the HRDC website to include design that will allow for staff updates, employee recruitment and application processes, linkages to other community resources, interagency communications, public relations opportunities, and community outreach options.**

This strategy will allow HRDC to progress with the implementation of multi-media capabilities. As more and more individuals are turning to the internet for information, the website provides a dynamic, inexpensive way to promote all programs at one time. Providing a site that can be updated by HRDC staff will provide the opportunity to alert HRDC customers of new programs and changes as deemed necessary. The bid process and formatting will occur in year one. The addition of employee recruitment

tools will increase the flexibility and time efficiency when searching for new employees. The website will also provide a user-friendly system for all customers. Per the Community Needs Assessment the topic of “a need for a customer-centered” site was prevalent. This strategy directly challenges the problem with a viable solution. The Community Needs Assessment also revealed a strong need to increase the awareness of HRDC programs and services. Although the needs are high among current and potential customers, the overall awareness regarding specific services was low. The website will also add the ability for programs to communicate within the organization, sharing application forms, income restrictions, availability of services, etc. Once all systems are implemented, the website will deliver a consistent, strong message to the community that HRDC is a community-centered organization, and customers can view up to date information on the website.

## **COMMUNICATION**

### **Goal 1: Improve asset utilization within the HRDC.**

Staff newsletters, All Staff Meetings, and full day new employee orientations will provide a long-term solution to internal and external communication issues. Although easy solutions, it requires a great deal of organization and follow through to be effective, but the results will have a strong impact on the overall efficiencies of HRDC. Additionally, HRDC plans to create a portfolio identifying key information for each individual service offered by HRDC and an on-line in-house resource list for all staff to be placed on the HRDC server and made accessible to everyone. These strategies will create avenues for up to date internal communications for all staff, increasing the efficiency of our referral process and improving the overall depth of knowledge distributed to potential customers.

### **Goal 2: Increased awareness in the social service community.**

In order to effectively serve the needs of limited income households, every service organization must be equipped with the tools to create access to valuable resources of other agencies, the community, and industry resources. HRDC is dedicated to be represented within all local community and collaborative groups in an effort to generate an informed community of service providers.

**Goal 3: Strengthen community awareness as an organization.**

This strategy provides a way to connect with the community as a third party support of HRDC. Obtaining public support, and utilizing third party references, will enhance the overall value of HRDC. Programs will coordinate to submit joint press releases and post announcements via the HRDC website, contact local media outlets to introduce and provide information regarding HRDC, and utilize free opportunities for exposure of the HRDC within the community. The community needs assessment process strongly indicated that both partners and customers are unaware of the full spectrum of services provided by HRDC programs.

**Goal 4: Improve customer service experience.**

Customer service issues were discussed at length in the Community Needs Assessment, and will continue to be an issue as the low-income community grows throughout the valley. By getting ahead of the curve and utilizing all resources, including training sources, HRDC staff and board members will obtain a stronger connection to its customers, alleviate internal and external frustrations, and gain efficiencies. Many additional strategic planning goals are inter-related to improving customer service on many levels.

**Goal 5: Optimize statewide partnerships.**

Developing partnerships throughout the state has proven highly effective over time. HRDC's have been instrumental in developing programs to address community needs, often issues affecting other communities have already been approached here in the valley. HRDC plans to utilize the existing Community First Fund to provide mentorship, advance partnerships, and assist with training and technical support in laying the groundwork for similar program start-ups in our neighboring communities across the state.

# SECTION 5 Financial Statement



## HRDC FINANCIAL OVERVIEW

The HRDC is a private non-profit corporation exempt under Internal Revenue Code Section 501 (c)(3). HRDC provides essential services such as affordable housing, case management services, community development, emergency rental assistance, employment assistance, energy assistance and conservation, Gallatin Valley and Headwaters Area Food Bank services, Head Start Program services, home health care, local transportation, community first fund opportunities, resource property management, and the Retired Senior Volunteer Program. The HRDC employs over a hundred people and has an annual operating budget of around \$6 million. Funding comes from a variety of grants, contracts and other income sources including private contributions.

The HRDC receives a Community Services Block Grant (CSBG) from the federal government to support a wide range of need-driven programs of which a small portion supports agency operations. A requirement of CSBG is to engage community discussion on issues facing low income, disabled and elderly residents. In order to best identify current issues facing limited income households, a Community Needs Assessment is conducted every five years. That assessment helps the agency determine how to best utilize CSBG funds to combat the effects of poverty and fulfill its mission.

The strategic plan summarizes what needs the HRDC feels it can effectively address and identifies areas where forming partnerships and collaborations would better serve the target population. The HRDC will determine the budget for each set of strategies as funding is made available for specific projects. The highest priority needs will receive initial funding and attention. All proposed strategies are subject to funding. If funding is lacking, specific strategies may be cut or altered to allow higher priority strategies to be implemented.

*Audited financial statements are available upon request.*

# SECTION 6 Evaluation



## EVALUATION OF STRATEGIES

The HRDC is strictly bound by two forms of project evaluation: internal and external.

Annual internal program evaluations allow the HRDC to determine if a program is achieving its predetermined goals, operating efficiently, and meeting customer needs.

The Community Services Block Grant (CSBG) requires each Community Action Agency to report annually on their efforts to combat the effects of poverty within their community. Federally designed performance indicators, or Results Oriented Management Accountability (ROMA), ensure that individual programs meet or exceed expected outcomes.

This strategic plan and individual program performance plans demonstrate our accountability to the community in investing Community Service Block Grant funds and other funding sources into our programs and services.

