



# 2019

Annual Report

A large, curved photograph that dominates the right side of the cover. It shows a landscape with snow-covered evergreen trees in the foreground, a valley with some buildings in the middle ground, and a range of mountains in the background under a sky with orange and yellow hues from the setting or rising sun. Several utility poles with power lines are visible, running diagonally across the frame.

*"There is no power  
for change greater than a  
community discovering what  
it cares about."  
– Margaret J. Wheatley*



# H O P E R E S P E C T D R E A M C H A N G E

District 7 Human Resources Development Council is proud to be one of 10 Montana Community Action Agencies (CAA's). Since 1964, the "Equal Opportunity Act" has positioned the Community Action Partnership to assist tens of millions of individuals and families break the cycle of poverty and achieve economic independence. Through a network of over 1,000 local CAA's, covering 99% of US counties, the partnership has worked to improve and revitalize communities across America. Each Community Action Agency is charged with the task of solving area problems related to poverty and community, using local resources and solutions to break the cycle.

Community Action embodies the spirit of hope, improves communities, and makes South Central Montana and America a better place to live by creating and implementing workable local solutions. The board of Trustees for each CAA is structured to include members from Business, Local Government, and the low-income community. This tripartite structure ensures representation for all community stakeholders.

The board structure includes members from Business, Government, and the low-income community.

## BOARD OF TRUSTEES

**Vera Jane He Does It**  
**Troy Boucher**  
**Dennis Shupak**  
**Leon Pattyn**  
**Sidney Fitzpatrick**  
**James (JV) Moody**  
**Jim Thompson**  
**Mary Cameron**  
**Lara Strickland**  
**Joe Aguilar**  
**Jon Brown**  
**Mark Vinger**  
**Tamara Good**

Board Chair, Big Horn County  
Board Vice-Chair, Boucher & Associates  
Stillwater County Commissioner  
Board Sec./Treasurer, Southwest Corridor Task Force  
Big Horn County Commissioner  
Sweet Grass County Commissioner  
Yellowstone County Commissioner  
Carbon County Commissioner / Red Lodge MHC  
Stillwater County  
Yellowstone County  
Farmers Union Utilities  
Montana-Dakota Utilities  
RiverStone Health



## HRDC's VISION

is "To implement programs that increase access to opportunity for all people regardless of race, creed, sexual orientation, religion, culture, or political beliefs and to assist them to achieve self-reliance and economic independence."

Working with community partners, the agency's

## MISSION

is "To empower people in need through mobilizing and developing community resources by creating opportunities for success in Big Horn, Carbon, Stillwater, Sweet Grass, and Yellowstone counties."

## The agency's CORE VALUES

are focused on the elimination of barriers that impede economic self-reliance. HRDC is committed to mitigate prejudice and the long standing economic and environmental barriers that inhibit the growth and prosperity of the people in our communities.

**Empowerment:** HRDC believes all people deserve access to opportunity. The agency is committed to helping all people reach their full potential.

**Respect:** HRDC believes in maintaining the dignity of all human beings and seeks to treat all with kindness, dignity, and respect.

**Partnerships and Collaboration:** HRDC believes that by working together through partnerships and collaboration, the agency can accomplish its mission, vision, and goals of the organization as it improves communities.

**Accountability & Transparency:** HRDC believes in full accountability to the community and its funding partners by providing efficient and effective services with complete transparency.

**Innovation:** HRDC believes that innovation and creativity are vital to community building. It will continue to find solutions to unmet community needs, create new opportunities, and eliminate barriers of inequality.

**Professional Development:** HRDC believes in ongoing and continuous personal and professional growth for its Board, Staff, and Volunteers. The agency supports an environment that promotes individual advancement and achievement. It is committed to providing opportunities for its board, staff, volunteers, and clients to succeed.

**Fiduciary Responsibility:** HRDC embraces its fiduciary stewardship through efficient organizational operations and the effective delivery of essential services by continuously evaluating impact and outcomes.



To our Community,

In the midst of these unprecedented times of health challenges, social, and economic uncertainty, District 7 HRDC is here to help. We are one of 10 Community Action Agencies, CAA, in Montana and one of over a thousand in the United States. This network of agencies covers 99% of America's counties. Each Community Action Agency is charged with the task of fighting poverty and helping to build communities on a local level using local solutions. Our staff, our board of trustees, the community's volunteers, and our partners each have a stake in the wellbeing of the people who live, work, and go to school in South Central Montana. In our 2019 Annual Report, which follows, we have helped 14,360 individuals with housing, food, utility assistance, child care, employment & training, weatherization, education, youth programs, transportation, free tax preparation, emergency services and a myriad of other offerings. It may be that you have never needed our services, but perhaps someone you know might, a neighbor, a friend, or someone you work with.

COVID-19 has taken its toll on individuals, families, and our communities in ways we could never have imagined. Many new unmet needs have surfaced for households that until COVID had always been economically independent. The loss of jobs, income, and health coverage makes these individuals and families vulnerable. If you need help contact our offices at 406-247-4732. You can also access our agency portal at [www.hrdc7.org](http://www.hrdc7.org). Once on the website, you can learn about the agency's programs and access its COVID-19 Resource pages. Eligibility requirements for various programs and services have changed and even if you were not previously eligible, you may be now. We can also provide referrals to other community providers that may also be able to help.

As HRDC continues to serve the communities of South Central Montana, our goal is simple and focused; to assist low-income people that need help. We are steadfast in our mission of providing vital services to all vulnerable individuals and families.

While we may not know when COVID-19 will end, or when life will return to some type of normal, but rest assured HRDC will be there for the long haul. Since 1967, we have helped tens of thousands of people and communities solve the complex issues associated with poverty in Big Horn, Carbon, Stillwater, Sweet Grass, and Yellowstone counties. As a Community Action Agency, we pledge to treat all people with respect and dignity, to provide hope, compassion, and empathy for all individuals and families as we work to move them out of poverty. As a member of the community, we are committed to assist all people regardless of their race, religion, politics, or sexual orientation. We vow to operate our programs with complete transparency, accountability, and fiduciary responsibility.

Know that HRDC is "Here to Help!" Please let us know how we can provide you with assistance or connect you with additional community services during this uncertain time.

Sincerely,

Denise Jordan, CEO

HRDC  
administers **24**  
programs, funded by  
over **40** grant and  
contract sources,  
collaborating with  
**723** community  
partners.





In 2019,  
HRDC  
provided  
services to  
**14,360**  
people.

**465** individuals  
secured counseling  
and financial  
education services  
at the HRDC Home  
Center.

Through these combined efforts, HRDC has provided  
assistance to **6,024** Households and made  
**3,551** referrals to its Community Partners providing  
specialized services within our community.

**407**  
unemployed individuals  
secured a job  
participating in  
HRDC programs.  
Of that group  
**72** were youth.

Certified Volunteers  
prepared tax returns for  
**1,409** taxpayers at no  
cost, saving them **\$313,000**  
in tax preparation fees and  
generating **\$2,830,432** in  
refunds and tax credits for the  
community.

**413** individuals received food  
assistance through the FDIIR,  
Food Distribution Program on Indian  
Reservations, on and around the  
Crow Reservation and city of Hardin,  
while 1,820 people were assisted by  
ESG and FEMA grants, generating a  
total of **2,233** clients obtaining food  
assistance.

**8,176**  
individuals  
received energy  
assistance.

# Child Care

## Early Childhood Provider Services

HRDC provides oversight for all early childhood provider training in the region's **14** county service area. Through a closely monitored training curriculum, the agency's certified trainers provide instruction, consultation, and classroom education throughout the year. The Curriculum is structured to prepare Child Care providers with the essential tools needed to deliver safe, affordable, and well managed services. In 2019, **176** individual training courses were provided to Early Childhood Professionals. The courses ranged from two to sixty hours of training. In 2019, agency trainers logged **912** classroom hours.



## Child and Adult Care Food Program (CACFP)

HRDC administers the CACFP program for Montana's Department of Health and Human Resources. The program reduces the cost of childcare while ensuring children receive healthy and nutritious meals and snacks. In 2019, **40** childcare providers offered meals and snacks to **448** children enrolled in CACFP. The purpose of the program is to improve infant-child health & development through balanced nutrition. **\$323,647** was reimbursed to childcare providers participating in this program.



## Child Care Assistance

In 2019, the Best Beginnings Childcare Scholarship Program provided **\$8,586,391** in subsidized scholarships to low-income children at qualifying care providers. All scholarship recipients are required to meet specific work eligibility and income requirements, including enrollment of their children in licensed, registered, or legally certified provider facilities. In 2019, **3,178** families received Best Beginnings Scholarships. There were **5,061** children that were the recipients of the Best Beginnings Scholarship Program.





## Alternative Education

The HRDC, AEC “Alternative Education Center” works closely with Billings Office of Public Education and the Lincoln Center. AEC provides self-paced one on one tutoring under the supervision of a trained state certified educator. The center targets low-income individuals 16 and older in pursuit of a high school diploma or completion of their HiSET. Past participants have gone on to continue their education in postsecondary and advanced training programs. Personalized training is also available to students needing assistance with course work and college prep for ACT and SAT testing. Assistance is available to participants needing help with their written Driver’s License exam, remedial reading, and math. Youth and young adults enrolled in any of the agency’s residential programs, employment & training, TANF, and other offerings utilize the Alternative Education Center as part of their training. In 2019, **13** individuals successfully completed their HiSET, **25** participated in college prep activities, and **11** prepared for postsecondary testing. These **49** participants logged **2,981** hours of instructional assistance.





# Employment and Training



HRDC provides multiple employment and training programs for low-income people through Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T), Pathways, and Work Experience Programs (WEX). HRDC also provides Youth Employment Opportunities, described later in the Youth Programs section.

## *Work Experience Program (WEX)*

The Work Experience Program, WEX, provides E&T participants with worksite opportunities for mentoring, on-the-job training, and work experience. Individuals enrolled in WEX continue to receive TANF and SNAP benefits while in the program. In 2019, **151** individuals obtained on-the-job training.



## *Emergency Solutions Grant (ESG)*

The Emergency Solutions Grant (ESG) assists Yellowstone County residents to regain stability following a housing crisis, or homelessness. The program provides emergency shelter to eligible individuals through rapid re-housing and intensive case management. All shelter and housing must meet safety, sanitation, and HUD minimum standards. The goal of the program focuses on homeless prevention. Through ESG, **50** households secured a security deposit and **292** households received the equivalent of **519** months of rent.



## *General Relief*

General Relief (GR) is a Yellowstone County Program that provides rental assistance to individuals without dependents waiting for SSI, Social Security Insurance or SSDI, Social Security Disability Insurance approval. In 2019, GR provided **19** individuals with **\$61,064.62** in rental assistance.



## Pathways

Pathways is a group of interconnected programs designed to support low-income families eligible for, or who are receiving TANF, Temporary Assistance for Needy Families. Through a process of intensive case management, goal setting, and supportive services, participants choose their pathway to self-sufficiency. In 2019, **397** individuals participating in Pathways E&T Programs secured employment. The program assisted **36** participants with educational expenses and class fees. Pathways participants received **\$121,331** in transportation and supportive services for E&T activities.

## SNAP Employment and Training

The Office of Public Assistance refers SNAP recipients to HRDC. Each SNAP E&T participant is required to complete a minimum of 20 hours per week in employment activities. Yellowstone SNAP E&T participants find opportunities for work experience, education, and job retention events. While in the program they receive supportive services including housing, transportation, educational fees, and job related supplies. In 2019, **30** participants secured employment. **\$7,845** in transportation assistance was provided.



## Continuum of Care, Rapid Rehousing

Continuum of Care, CoC, Rapid Rehousing, provided Yellowstone residents with **23** security deposits, and **39** months of rent.

## Yellowstone County Burial

In 2019, **29** low-income families in Yellowstone County received **\$42,883** in burial assistance for a loved one.



## Emergency Services





HRDC administers three energy assistance programs: Weatherization, Low-Income Energy Assistance Program (LIEAP), and Energy Share. Each of these programs is vital to Montana and helps disadvantaged individuals and families maintain permanent housing. For the elderly and disabled; it provides independence, for the working poor; self-reliance and well-being for their families, and for others with limited resources; it provides help paying an energy bill. In 2019, **8,176** individuals received assistance through public and private funds supporting these programs.

## ***Weatherization***

The Weatherization Program provides energy conservation services to low income families. Following an energy audit, a professional installation crew installs storm windows, insulation, CO2 alarms, and a menu of other energy saving services to improve health and energy efficiency of the home. These services are provided at no cost to the participant. Individuals enrolled in LIEAP are placed on a priority list based upon need. In 2019, HRDC installation crews weatherized **148** homes, replaced **7** furnaces and completed **286** other repairs.



## ***Low-Income Energy Assistance (LIEAP)***

LIEAP provided low-income households, both homeowners and renters, with access to residential energy needed to heat and power their homes. In 2019, **3,257** households received **\$1,746,797** in assistance that included **\$412,094** in energy pay and **\$1,420,626** in utility pay.

## ***Energy Share***

Energy Share is a year-round emergency assistance loan program for eligible low-income individuals facing an energy emergency. The program is available only when all other household resources are exhausted. Energy Share is a non-profit working in partnership with HRDC. In 2019, **\$283,754** in assistance was provided to **1,608** households through this partnership.



## Food Distribution Program on Indian Reservations (FDPIR)

HRDC administers the Food Distribution Program on Indian Reservations, FDPIR, in Hardin, Montana. The program services the Crow Reservation and surrounding area, providing a variety of healthy and nutritious foods from the Government Commodity Program. In 2019, FDPIR distributed food to **413** individuals on an ongoing basis.

## Food Bank Support

HRDC works with local food banks and financially assists them in providing meals and boxes of food to the needy throughout the service area. In 2019, the agency assisted **7** food banks feeding **2,233** individuals.



## Wheels for Work

Transportation presents a difficult and underreported challenge to low-income workers trying to find and maintain jobs and manage daily life without a car or reliable public transportation. Through a Partnership with United Way of Yellowstone County, HRDC administers Wheels for Work. This Yellowstone County Program assists low-income individuals needing transportation to and from a job. Households receive gas vouchers, bus passes, and vehicle repairs helping them maintain employment. In 2019, **240** low-income households benefited from this program. This included **106** clients who received gas cards, **157** individuals who secured bus passes, and **44** who obtained car repairs.

# Housing



HRDC strives to move people out of poverty. A first step is to stabilize individuals and families by providing temporary and transitional housing. The ultimate goal is to move people into permanent housing. HRDC administers a myriad of Housing Programs designed to move participants toward economic independence.

## *Harmony House*

Harmony House, a maternity group home is a transitional living program. It provides a supportive and nurturing place for homeless, pregnant, and parenting mothers ages 16-22 and their children. Harmony House is one of three maternity group homes in the state. The program covers a **20** county area in the southcentral and southeastern Montana. Residents participate in life skills, parenting classes, peer support groups, budgeting, financial literacy, and recreational activities. They receive supportive wrap around services when they exit the program. In 2019, Harmony House provided for **14** homeless young mothers and their children. The Harmony House Model has been expanded to include off-campus units for young parents, and couples with young children, offering the same support services as on campus.

## *The Home Center*

The HRDC Home Center is a resource for the entire community, providing information, materials, and instruction on a wide variety of housing and financial education topics. In 2019, **263** participants graduated from the Homebuyer Education Program. There were **29** individuals that completed financial counseling, **5** finished Financial Literacy, **167** participated in Pre-purchase counseling, and **1** person completed Post-purchase Counseling. As the center continues to grow and expand its services, a housing navigator program has been added to assist participants to locate rentals. Referrals are made for renter mediation, and the center provides a comprehensive renter education class. The Home Center is a collaborative effort among local agencies, organizations and businesses and is located on the agency's campus in Billings, MT.



## *Housing Choice Voucher*

Through the 2019 Housing Choice Voucher Program, also known as Section 8, HRDC was able to assist **406** individuals secure safe and affordable Rental Housing. In 2019, **\$880,868** in rent subsidies were paid directly to landlords and property management companies. There were **151** households, including **7** Veterans, that utilized the Housing Choice Voucher Program.

## Money Management



### *Asset Building*

September, 2019, marked the end of “Savings for Tomorrow” an asset building program designed to help families and individuals save money to purchase an asset. For a designated period, eligible participants agree to save a portion of their income in a special savings account. These savings are then matched by HRDC and used to acquire a home, start a business, or continue one’s education. The goal of the program is to teach essential financial management skills that ultimately lead to the purchase of an asset. There were **22** participants that received matched savings benefits through this Home Center program.



### *Volunteer Income Tax Assistance (VITA)*

The Volunteer Income Tax Assistance Program (VITA) is a unique Home Center service that targets low and moderate-income people to provide them with no-cost tax preparation. Both state and federal taxes are prepared utilizing IRS trained and certified community volunteers. Families with an adjusted gross income of less than **\$56,000** qualify for the service. Those with incomes of less than **\$66,000** can file their own e-taxes with the assistance of a trained and certified tax preparation specialist, using the HRDC computer lab. In 2019, **24** volunteers prepared state and federal taxes for **1,409** participants securing **\$2,830,432** in refunds and tax credits that went back into the community.





# Youth Programs

## *Youth Employment*

HRDC currently administers Youth Employment Programs providing year-round training and work opportunities to prepare participants ages 16-24 to become self-sufficient. The program teaches soft skills, such as building a resume, interviewing for a job, workplace etiquette, and behavior, while providing employment experience. The ultimate goal of each of the agency's Youth Employment Programs is to prepare young people for long-term economic independence. In 2019, **43** youth participated in Workforce Innovation Opportunity Act (WIOA), **15** participants completed programs through youth corrections, and **34** young people were enrolled in Work Experience programs.





## Family Forward Program

“Family Forward” is a bundled services program that continues to grow. Its success has been based on an effective family model that promotes the positive impact of family engagement, long term case management, and family goal setting. Goals are jointly formulated and prioritized by the participant and their case manager. As goals are achieved, new ones are established. Each is closely monitored, and modified as required. The Family Forward program believes that families and individuals are most likely to succeed when multiple barriers are addressed concurrently. A community consortium of partnering organizations and providers both make and receive referrals to help participants address their unmet needs. In 2019, **28** households received bundled services through Family Forward. **61** referrals were made to partnering organizations and **277** services were provided with long term case management.



# Friends of HRDC

## *Donors and Volunteers*

HRDC recognizes the long list of individuals, organizations, and businesses who have assisted the agency in building better communities and moving people out of poverty. Their donations of time, money and in-kind contributions has helped HRDC provide additional services and assist more people. These generous donors have made it possible for HRDC to hold family and community events like Play Date at the Zoo, to support Harmony House, and to provide business attire to low-income men through Suited for Success. None of these efforts would have been nearly as successful without their support. In 2019, **277** volunteers provided **2,730** hours of service at a value of **\$69,424**.







### *HRDC would like to thank these generous donors:*

Amy Ensign  
 Ann Guthals  
 Billings Assoc of Realtors Inc  
 Connoisseur Media  
 Dan MacIntyre  
 Denise Jordan  
 Family Service Inc  
 Fisher's Technology  
 Gerri Pearson  
 Geyser Park  
 Guccione's Hair Salon  
 Littles + Bigs Photography  
 Ma and Pa Ice Cream  
 MetraPark  
 Mighty Cause Charitable  
 Foundation  
 Montana-Dakota Utilities Co  
 NorthWestern Energy  
 Oasis  
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 Tim Mascarena  
 Tonya Nance  
 Underriner Honda  
 Underriner Motors  
 US Bank National Association  
 Vineyard Church  
 WellsFargo Foundation  
 Wendys  
 Western Security Bank  
 Wise Wonders  
 Yellowstone Bank





# Financials

## Revenues

Program Grants	\$8,519,515
Fees for Service	\$299,042
Contributions	\$23,948
Interest	\$22,860
Miscellaneous	\$2,363
Rental-Income	\$23,417
In-Kind Contributions	\$32,329
Net Assets released from restrictions	\$3,361
<b>Total Revenues</b>	<b>\$8,926,061</b>

## Program Expenses

Community Development	\$238,361
Emergency Food & Housing	\$1,135,239
Employment Assistance	\$3,043,639
Energy Programs	\$2,142,451
Family Development	\$1,591,870
Fund Raising	\$7,702
General & Administrative	\$715,453
<b>Total Expenses</b>	<b>\$8,874,715</b>







## Client Services

HRDC contracts with different state of MT departments to determine eligibility, process client benefits, and provide administrative and program support. Client benefits are distributed directly by the state. The value of these services is not recorded in HRDC's financial statement. For the fiscal year ending June 30, 2019, HRDC provided administrative and program support to the state of Montana for the following direct services. The information that follows is provided by the state.

<b>Child Care Assistance</b>	<b>\$9,435,020</b>
<b>Low-Income Energy Assistance</b>	<b>\$2,746,618</b>
<b>Section 8 Housing (estimate)</b>	<b>\$903,311</b>
<b>Pathways Client Direct Assistance</b>	<b>\$162,350</b>
<b>Total Financial Assistance</b>	<b>\$13,247,299</b>
<b>Crow Reservation Food Distribution</b>	<b>\$144,265</b>
<b>Services Grand Total</b>	<b>\$13,391,564</b>

*This total was paid in subsidies that went directly back into our communities.*







**HRDC Main Office (Billings)**  
**7 North 31st Street, Billings, MT 59101**  
**office 406.247.4732 | fax 406.248.2943**

**Energy Assistance, Harmony House,  
Alternative Ed. & Youth**  
**3116 1st Avenue North**  
**Billings, MT 59101**  
**office 406.247.4778 | fax 406.247.4791**

**HRDC's Home Center**  
**3124 1st Avenue North**  
**Billings, MT 59101**  
**office 406.206.2717 | fax 406.206.2716**

**HRDC Satellite Office (Hardin)**  
**501 North Center, Hardin, MT 59034**  
**office 406.665.3500 | fax 406.665.1395**

**Food Distribution Program on  
Indian Reservations**  
**406 Crook, Hardin, MT 59034**  
**office 406.665.2523 | fax 406.665.1026**

**For assistance with all other programs**  
**email [info@hrdc7.org](mailto:info@hrdc7.org) or**  
**call the main office at 406-247-4732 or**  
**1-800-433-1411.**

**Find us online at [www.hrdc7.org](http://www.hrdc7.org),**  
**Facebook [@hrdc7](https://www.facebook.com/hrdc7), and Twitter.**

"Dear HRDC,  
Thank you so much for helping getting me  
into a place. Without your help I'd still be in  
shelters, crisis centers, and wherever else.  
I'm no longer worried like I was before I got  
approved for a place to stay. I have less  
stress, I can lock my door, and take baths  
in my own bathroom safe from people that  
wanted to hurt me. No more drama, cold  
weather, and no need to find a warmer place  
to stay. I really appreciate you all. May all of  
you get blessed.  
Sincerely- Ann"

"HRDC staff,  
Just a sincere note of thanks to all who help  
out during tax season. A thankless job that is  
not always appreciated as it should be. May  
God bless you all abundantly for your good  
deeds and patience with so many clients this  
busy season. I truly appreciate all your efforts  
and help.  
Sincerely- Vicki"

Front and Back Cover Photo Courtesy of Drew Reese, Sweet Grass County

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