



STATE OF MONTANA  
2022-2023 WORK PLAN  
COMMUNITY SERVICES BLOCK GRANT PROGRAM

Action Inc.  
25 West Silver Street  
Butte, MT 59701

EXECUTIVE SUMMARY

**The Agency**

Action Inc. is the Community Action Agency for the Southwest corner of Montana whose mission is to “develop pathways out of poverty through innovative, community-based, collaborative approaches”. In support of the mission, the agency employs 100 people and provides services in the area of early childhood education (Head Start), affordable housing, heat assistance, youth employment and training, homeless and emergency services and case management. Action Inc. also works to develop community-level responses to poverty through community development initiatives.

**The Service Area**

The service area includes the six counties of Beaverhead, Deer Lodge, Granite, Madison, Powell and Silver Bow. This is a rural area with a population of 72,658 spanning an area of 14,637 square miles; the population density is a mere 4.96 people per square mile.

**The Work Plan**

Action Inc. has developed a work plan for the period 2022-2023 to address the needs of poor and low-income people and to develop solutions that support empowerment and upward mobility. The work plan is based on an analysis of needs; the complete analysis is an attachment to this document.

HRC has established the following four overarching goals and related objectives:

1. Develop and implement initiatives that empower people to move beyond poverty and environments that perpetuate it.
  - Objectives: work to improve neighborhood conditions in the highest poverty area of the region; engage low-income citizens in civic decision and policy-making; provide early childhood education; provide support services to youth including employment/training and foster care transition services; provide rapid rehousing and homeless prevention services to the homeless in combination with case management to help overcome the cycle of homelessness; provide homeownership opportunities for families; and, provide education regarding energy conservation.
2. Ensure the most vulnerable people and those with inadequate resources have access to the most basic requirements for life by coordinating and broadening resources for such provisions.
  - Objectives: work to ensure the homeless have food and shelter, ensure children and youth have food in the summer months; ensure senior citizens have affordable, safe housing; ensure indigent adults have housing and essential medicines; ensure families and individuals have safe, affordable housing and heat; and, ensure needy people have access to food, particularly in very rural areas.
3. Work in meaningful collaborations with citizens, agencies and funders to develop and implement solutions to poverty.
  - Objectives: work with other human service providers to ensure needs are met through referrals and collaboration; work with neighborhood groups to improve living conditions in high poverty neighborhoods; develop strong partnerships with local governments in the region; work with communities throughout the region to disseminate information to low-income people about available help and services; and work with stakeholders in the service area to build and strengthen the coalition addressing homeless services
4. Build the Community Action Agency's capacity to be effective in developing poverty solutions and deliver effective basic services.
  - Objectives: create a broad resource-base that allows community needs to be met; cultivate a highly qualified staff; and, build public awareness about poverty and the agency's mission and programs.

**The Needs Assessment**

The Work Plan is informed by an assessment of needs in the service area and within the context of public policy, funding trends and available resources. The complete document is attached; some of the key findings of the needs assessment include:

- Poverty rate higher than state and national rates--17%
- High proportion of people at or below 200% of the poverty--37% of population or 24,000
- Child poverty rate of 22.5%
- Growing number of elderly; expected to reach 25% of population by 2030 and over one-third are currently have low-incomes.
- Indicators point to a high risk factors for youth; high rate of poor and low-income youth who are less likely to graduate from high school; extraordinarily high rate of out-of-home placement; high rate of single parent households
- It is difficult to reach needy people in the very rural areas of the service area and they do not have access to important services

**Conclusions**

Action Inc. will continue to provide important safety net and empowerment services including Head Start; heat assistance; emergency assistance with housing, food, heat, transportation and medication; weatherization assistance, affordable housing, youth employment & training and foster care transition services. It will also continue its work to change neighborhood environments in support of altering the basic contributors to poverty. Some of the newer elements of the agency's work will continue including developing capacity for affordable housing development, developing community capacity for enhancing youth services and developing and intensifying outreach



**STATE OF MONTANA**  
**2022-2023 WORKPLAN COMMUNITY SERVICES BLOCK GRANT**

<b>REGIONAL AGENCY:</b> District XII	<b>CONTACT</b>	<b>PHONE NUMBER</b>
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**INTRODUCTION**

Action Inc. is the Community Action Agency addressing poverty and low-income needs in a six county region of Southwest Montana. The agency conducted a thorough needs assessment in 2019 to inform strategic planning and work plan development. The needs assessment yielded a set of findings on which the agency has identified a set of goals, objectives and action items for the two-year period 2022-2024. To the best of their abilities, staff and board members factored into their planning, the needs of poor and low-income people, community environments that perpetuate poverty and sustained low-income status, public policy changes impacting programs and resource availability. Information that fed the assessment included community-level data, public policy research, a survey of poor and low-income constituents, and knowledge of the changing funding environment. What follows is a work plan that represents a path of action for achieving the mission. It includes four overarching goals for which there are a number of objectives and action items; for each action item, there is a need framework that is drawn from the needs assessment. The four overarching goals are related to empowerment, the provision of essential services, collaboration, and strengthening capacity. The way in which these established goals and action items relate to national CSBG goals is indicated by an associated number and description of in the column titled "National Performance Indicator".

**SERVICE AREA**

Action Inc. is the Community Action Agency covering a six county area of Southwestern Montana including Beaverhead, Deer Lodge, Granite, Madison, Powell and Silver Bow Counties. The service area population is 72,657 and spans a land area of 14,637 square miles. The service area comprises 10% of the state's total land area and 7% of the state's population. The Southwest corner of Montana is a scenic and mountainous part of the state. Amongst its many majestic mountain ranges are pristine rivers, forests and grasslands that are home to abundant fish and wildlife. Winter weather can persist for up to nine months with periods of subzero temperatures. Five of the six counties in the region are classified as "frontier"; Silver Bow county is classified as "rural". Population densities range from 1.67 people per square mile in the vast, agricultural county of Beaverhead to 48.7 in Silver Bow County where the city of Butte is located. Butte has an estimated population of 34,933 and is the most populous city in the region. These densities stand in stark contrast to the 889 people per square mile found, for example, in the more densely populated state of Massachusetts. An estimated 17% of the population in this rural region subsists below the federal poverty line. An estimated 37% of people subsist at 200% or less of the federal poverty line. It is important to note that, as this document is completed, a global pandemic has significantly impacted the economy, workforce, and housing. The extent to which poverty and low-income status has changed is not yet known. Action Inc. has adjusted its operations to reflect safety and to respond to special needs that have arisen in the service area.

**MISSION STATEMENT**

"Action Inc. is dedicated to development of pathways out of poverty through innovative, community-based, collaborative approaches."

**GOAL ONE: EMPOWERMENT**

**GOAL STATEMENT:** Develop and implement initiatives that empower people to move beyond poverty and environments that perpetuate it.

**OBJECTIVES:**

1. Provide stabilized housing through a rapid rehousing program, utilizing a "Housing First" model.
2. Provide early childhood education environments that provide the opportunity for poor and low-income children to become ready for school and that provide the foundation for success in school
3. Provide employment and training opportunities for poor and low-income youth to encourage future work force attachment and self-sufficiency
4. Provide information and guidance to poor and low-income people in support of economic self-reliance and effective economic decision-making
5. Develop new pathways for at-risk youth to become successful as adults.
6. Facilitate a Homeless Advisory Committee that gives currently or recently homeless a voice in service delivery and policies.

**THE NEED FRAMEWORK:** Over 11,400 people are poor in the six-county region of Southwest Montana and over 24,000 subsist at just 200% or less of the federal poverty level—this represents 37% of the region's population. There is growing recognition among industrialized nations that poverty can no longer be viewed as a mere income deficiency and that it cannot be solved without addressing factors that perpetuate it. The Joint Center for Housing Studies at Harvard University found that American children are less likely to move out of the bottom of the income distribution than children in five other industrialized nations including Ireland, Spain, Hungary, UK, Germany. (B. Bradbury, S. Jenkins and J. Micklewright: "Growing Wealth, Inequality, and Housing in the United States" 2007) They also found that "prolonged low family income can be expected to lead to a more ingrained feeling of social exclusion, which may also have more lasting consequences." As a Community Action Agency that has been working on poverty solutions for 56 years in Southwest Montana, it is clear to leaders at Action Inc. that poverty has become cyclical and intergenerational for many families. The solutions have become, therefore, more focused on addressing issues that contribute to a breaking the cycle and on the concept of equity. Neighborhood environments can be particularly powerful in contributing to a cycle of poverty when there are high concentrations of poor people and they have become more isolated from the larger community. In Butte-Silver Bow County, the region's population center, there are neighborhoods where poverty is as high as 60% and where over half of housing units are substandard. Programs like Head Start and those that focus on strengthening supports for youth and young adults, as well as focus on breaking the cycle of frequent system utilization have become a strong focus. The agency also focuses on system integration, facilitating collaboration among disparate agencies, which is necessary to building community systems to supports on a systematic level.

**NEED FOR HOUSING FIRST SERVICES FOR THE HOMELESS:** Over 11,400 people in the Action Inc. service area live under the federal poverty line. In America, poverty is an indicator of income so deficient as to be inadequate for the purchase of basic necessities. In the Action Inc. service area, over 17% of the population are so materially poor, they cannot afford to purchase basic necessities. However, our findings show that poverty can also have lasting psychological effects. In the Southwest Montana service area, a cycle of poverty has resulted in homelessness, crime, drug and alcohol addiction, domestic violence and general underachievement. In a large percentage of cases, mental illness is co-occurring. The homeless rate in Butte-Silver Bow County, the most populous county in the District, prepandemic was at 0.15% (53 total people), the lowest it had been since the early 1990's, due in large part to implementation of a "Housing First" model and an initiative to address frequent system utilizers. During the pandemic, the number of literally homeless doubled (point-in-time, Coordinated Entry List). Action Inc. provides leadership for Continuum of Care and Coordinated Entry system and will continue to provide Rapid Rehousing and homeless prevention services as well as case management and housing navigation. With these services and deep collaboration with 20 other agencies, tremendous progress has been made on addressing homelessness. Maintaining the newly created system for addressing homelessness is critical to the community.



**NEED FOR EARLY CHILDHOOD EDUCATION PROGRAMS:** As poverty takes hold of families, the condition can persist through generations. One of the most distressing aspects of the poverty cycle is diminished expectations amongst children whose vantage point should be one of unlimited potential. According to a study by Bradbury, Jenkins and Micklewright, American children are less likely to move out of the bottom of the income distribution than children in other industrialized countries. In the Action Inc. service area, nearly 3,000 children are living below the poverty line. The 22.5% child poverty rate is higher than both Montana and the nation. Further, 43% of children in the service area subsist at 200% or less of the federal poverty line. Additionally, the rate of child abuse/neglect in Butte--the populations center--is significantly higher than the national rate (37.07 per 1,000 v. 9.2 per 1,000) and rate of highschool completion is significantly lower for economically disadvantaged youth than for the entire school population. The cycle of poverty will not be broken until the achievement restrictions being placed upon children are removed--restrictions that can begin to be addressed through early childhood education.

ACTION ITEMS: INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
ACTION ITEMS: IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	NUMBER AND PERCENT ACHIEVING A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
Action Inc. will make quality preschool education available for children in Silver Bow County. The center-based program will provide transportation, nutritious meals, health screenings, parent education and involvement, and school-readiness activities in a diverse, nurturing, linguistically inclusive and learning conducive environment. The agency has the capacity to serve 186 children per year at one time.	<p><i>Low-income children get a head start in support of school success.</i></p> <p>186 children out of 186 children enrolled per year will develop school readiness skills-100%</p> <p>The health and physical development of 186 children out of 186 enrolled per year will be improved as a result of adequate nutrition-100%</p> <p>186 children out of 186 enrolled per year will obtain age appropriate immunizations -100%</p> <p>186 children out of 186 enrolled per year will obtain age appropriate well-child check--100%</p> <p>186 children out of 186 enrolled per year will obtain age appropriate developmental delay screening--100%</p> <p>186 children out of 186 enrolled per year will obtain age appropriate vision screening -100%</p> <p>186 children out of 186 enrolled per year will obtain age appropriate nursing care sessions--100%</p> <p>100 out of 100 age-appropriate enrollees per year will be developmentally ready to enter kindergarten-100%</p> <p>90 out of 90 parents or sets of parents per year will receive information and/or training that helps improve their family functioning skills--100%</p>	<p>FNPI 2b</p> <p>SRV 5</p> <p>SRV 5a</p> <p>SRV 5b</p> <p>SRV 5c</p> <p>SRV 5d</p> <p>SRV 5h</p> <p>FNPI 2c</p> <p>FNPI 5d</p>	<p>Children (0-5) demonstrated skills for school readiness</p> <p>Infant and child health and physical development are improved as a result of adequate nutrition</p> <p>Infants and children receive age appropriate immunizations, medical and dental care</p> <p>Participants obtain outcomes through health screening</p> <p>Participants obtain outcomes through developmental screening</p> <p>Participants obtain outcomes through vision screening</p> <p>Participants obtain outcomes through medical exams</p> <p>Children who participate in preschool activities are developmentally ready to enter kindergarten or first grade</p> <p>Parents and other adults learn and exhibit improved family functioning skills</p>	<p>CDS/Child Plus</p> <p>CDS/Child Plus</p> <p>CDS/Child Plus</p> <p>CDS/Child Plus</p> <p>CDS/Child Plus</p> <p>CDS/Child Plus</p> <p>CDS/Child Plus</p> <p>CDS/Child Plus</p> <p>CDS/Child Plus</p>

**NEED FOR YOUTH SERVICES:** Indicators of child well-being in Southwest Montana point to a need for supportive youth services. Twenty-five percent of the child population in the service area lives below the poverty line; the District has a higher child poverty rate than both the state of Montana and the nation. An estimated 36% of children live in single-parent homes. High school graduation rates among the economically disadvantaged are significantly lower in local schools than for the general student population, ranging from 59% to 87%. Although the number of homeless youth is not adequately quantified, the local school district reports high numbers of youth not living with family and couch-surfing. Finally, the rate of children in foster care, at over 37.07 per 1,000 population is significantly higher in the region that it is nationally (9.2 per 1,000). While no single factor predicts a continuum of poverty through generations, these factors together indicate a high-risk environment for children and the need for programming to create more protective factors for youth.

ACTION ITEMS: INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
ACTION ITEMS: IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
Action Inc. will provide youth with the opportunity to receive job readiness skills, education, work training and work experience. The agency has the projected capacity to serve about 30 youth per year.	<p><i>30 youth per year will develop skills to function effectively in the work world, thereby helping to break the cycle of poverty</i></p> <p>30 of the 30 youth per year will obtain pre-employment skills/job readiness skills--100%</p>	<p>FNPI 6a</p>	<p>Participants obtain skills and competencies required for employment</p>	<p>CDS/ MT Works</p> <p>CDS/ MT Works</p>

Action Inc. will provide youth in foster care with case management, employment supports and support services to help with the transition out of foster care. The agency has the projected capacity to serve about 25 youth per year.	4 of the 30 youth per year will receive Adult Basic Education diploma or GED--11%	FNPI 2g	Participants completed ABE/GED and received a certificate or diploma	CDS/ MT Works
	17 of the 30 youth per year who get job readiness skills will obtain employment and get training on a work site--57%	FNPI 1a	Participants who were unemployed obtained a job	CDS/ MT Works
	3 of the 30 youth per year who obtain employment will increase their income/benefits--10%	FNPI 1b	Participants become employed and obtain an increase in employment income and/or benefits	CDS/ MT Works
	10 of the 30 youth per year who obtain employment will maintain employment for at least 90 days--34%	FNPI 1c	Participants become employed and maintain a job for at least 90 days	CDS/ MT Works
	1 of 30 youth per year will complete a post-secondary program and obtain a diploma--4%	FNPI 2i	Participants complete post-secondary education program and obtain certificate or diploma	CDS/ MT Works
	3 of 30 youth per year will have a need for and obtain affordable housing--10%	FNPI 4b	Participants obtain and/or maintain safe and affordable housing	CDS/ MT Works
	4 of 30 youth per year will have a need for and get access to reliable transportation and/or a driver's license--14%	SRV 7j	Participants obtain access to reliable transportation and/or driver's license	CDS/ MT Works
	4 of 30 youth per year will get clothing assistance in support of employment--14%	SRV 7n	Participants receive clothing in support of obtaining employment	CDS/ MT Works
	1 of 30 youth will obtain a recognized credential, certificate, or degree relating to achievement of educational or vocational skill--4%	FNPI 2h	Individuals obtain a recognized credential, certificate, or degree relating to the achievement of educational skills	CDS/ MT Works
	30 of 30 youth will complete a softs skills curriculum to prepare them for a work experience at a job site--100%	FNPI 2h	Participants obtain skills and competencies required for employment	CDS/ MT Works
	15 of 25 youth exiting foster care will increase academic or social skills for school success--60%	FNPI 6a	Youth increase academic, athletic, or social skills for school success	CDS/SOARS
	5 of 25 youth existing foster care will receive transportation assistance--20%	SRV 7d	Participants obtain access to reliable transportation and/or driver's license	CDS/SOARS
	5 of 25 youth existing foster care will receive housing assistance--20%	FNPI 4b	Participants obtain and/or maintain safe and affordable housing	CDS/SOARS
	4 of 25 youth exiting foster care will complete high school or obtain ABE/GED--16%.	FNPI 2g	Participants completed ABE/GED and received a certificate or diploma	CDS/SOARS
25 out of 25 youth exiting foster care will obtain skills or competencies for employment--100%	FNPI 1a	Participants obtain skills and competencies required for employment	CDS/SOARS	

<p>NEW! Action Inc. will make available 6 transitional housing units for homeless youth 18-24 years of age.</p> <p>NEW! Action Inc. will provide case management and advocacy services to youth residing in transitional housing to include goal planning, service linkage, and incentives.</p> <p>NEW! Action Inc. will provide housing navigation services to youth in support of their move to permanent supportive housing when it is the appropriate path for the youth.</p> <p>NEW! Action Inc. will provide crisis navigation and family unification services to literally and imminently homeless youth, thereby reducing the number of youth who become or stay homeless.</p>	25 of 25 youth exiting foster care will increase skills, knowledge, and abilities to enable them to improve conditions in the community - 100%	FNPI 6a	Participants obtain skills, knowledge, and abilities to improve conditions in the community	CDS/SOARS
	25 of 25 youth exiting foster care will improve social networks --100%	FNPI 6a.2	Participants improve social networks	CDS/SOARS
	5 of 25 youth exiting foster care will improve leadership skills --20%.	FNPI 6a.1	Participants improve leadership skills	CDS/SOARS
	25 of 25 youth exiting foster care increase skills, knowledge and abilities to enhance their ability to engage 100%.	FNPI 6a.3	Participants obtain skills, knowledge and abilities to enhance their ability to engage	CDS/SOARS
	25 out of 25 youth exiting foster care will obtain skills or competencies for employment--100%	FNPI 1a	Participants obtain skills and competencies required for employment	CDS/SOARS
	8 of 8 youth will have safe, supported housing with rent subsidy for up to 24 months--100%	FNPI 4b	Participants obtain and/or maintain safe and affordable housing	CDS/HMIS
	8 of 8 youth will be referred to at least 3 supportive services per youth by a case manager for an approximate total 24 referrals--100%	SRV 7c	Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals	CDS/HMIS
	3 of 8 youth will secure permanent supportive housing--38%	FNPI 4b	Participants obtain and/or maintain safe and affordable housing	CDS/HMIS
	15 of 15 homeless youth will become will be provided guidance through their housing crisis with a case manager--100%.	SRV 7c	Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals	CDS/HMIS
	4 of 15 homeless youth will be reunified with family--27%	Mod 2 b.3.a	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	CDS/HMIS
15 of 15 homeless youth will be referred to at least 3 supportive services per youth by a case manager for an approximate 45 referrals--100%	SRV 7c	Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals	CDS/HMIS	

**NEED TO ENGAGE LOW-INCOME PEOPLE IN WAYS THAT ENCOURAGE COMMUNITY AND CIVIC PARTICIPATION:** In America, lessons from the "War on Poverty" over the last 56 years indicate that poverty is not merely an income deficiency, it is inextricably linked to social issues. "There is growing recognition that social problems like drug abuse, crime, educational underachievement and alienation from common values are strongly associated with the poverty-amid-plenty that afflicts a significant portion of the population." (UNICEF Innocenti Research Centre; Innocenti Report Card No. 1, June 2000) In District XII, the regional poverty rate is higher than that of Montana as a whole and the nation. Action Inc., in addressing poverty in its service area, must address not only the material effects of poverty, but the low expectation of achievement that so often accompanies material poverty. Part of its strategy to overcome the achievement problem is to provide opportunities for engagement and decision-making that helps to empower people to achieve.

ACTION ITEMS: INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
ACTION ITEMS: IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
Action Inc. will operate within a structure that encourages and requires the participation of low-income citizens.	<i>Through community involvement, lower-income people will develop a sense of empowerment that will help overcome low expectations and associated underachievement</i>			
Action Inc. will actively engage low-income people as volunteers in its programs and activities.	At least 20 low-income people per year will serve on formal community boards, committees and councils, including associated Boards of Directors and the Head Start Policy Council and neighborhood groups. Low-income people will contribute at least 10,000 hours of volunteer time to Community Action efforts per year	Mod 2 bb	Low-income people participate in formal community organizations, government, boards or councils that provide in-put into decision making and policy setting through Community Action efforts	CDS
		Mod 2 B.3a.1	Low-income people volunteer for Community Action activities	CDS
Action Inc. will create an advisory committee made up of current and formerly homeless people who will advise the Board of Directors of issues around homelessness.	10 current or formerly homeless adults will be empowered and engaged in Community Action activities	Mod 2 B.3a.2	Low-income people participate in formal community organizations, government, boards or councils that provide in-put into decision making and policy setting through Community Action efforts	Internal Records

**NEED FOR EDUCATION IN THE AREAS OF ENERGY CONSERVATION:** Knowledge is power and if Community Action is to empower people through its programs and initiatives, it is incumbent upon agencies to create access to knowledge. One way in which knowledge can translate into economic self-sufficiency is in the area of energy conservation. Because Action Inc. provides energy-related services, including assistance with heat bills and weatherization of homes, it can become more empowering in its approach to service delivery by providing education about how to conserve energy and make homes more energy efficient. There are over 24,000 low-income people in the service area, of which an estimated 5,000 are adults. Action Inc. currently only reaches about 27% of all low-income people in the region through its services, which is up 5% point over one year ago due to more intensive outreach efforts.

ACTION ITEMS: INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
ACTION ITEMS: IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	NUMBER AND PERCENT ACHIEVING A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
As part of a broader outreach approach, Action Inc. will develop and implement an outreach plan with a goal of reaching and educating more people in the service area about energy conservation.	1 plan will be completed that will provide cohesive direction on reaching low-income citizens and providing effective education			Internal Records
Through use of media and print materials, Action Inc. will provide wide public education about the importance of energy conservation.	4,000 of 11,800 low-income people will receive information through dissemination of materials at senior citizen centers, schools and health/information fairs in the region--34%			Internal Records
Action Inc. will implement an energy conservation campaign to reach low-income children in the service area	3,800 of 12,800 low-income children will become energy conservers due to their increased knowledge--30%			
Action Inc. will provide age-appropriate educational materials to children participating in summer meal programs in the cities of Butte and Deer Lodge related to how to conserve energy at home.	300 of 300 children will receive educational materials and become more informed about energy conservation in support of achieving economic self-sufficiency as adults--100%			CDS

**GOAL TWO: ESSENTIAL SERVICES**

**GOAL STATEMENT:** Ensure the most vulnerable people and those with inadequate resources have access to the most basic requirements for life by coordinating and broadening resources for such provisions

**OBJECTIVES:**

1. Work to ensure homeless families and individuals have safe, warm housing and food
2. Work to ensure children have adequate nutrition in the summer months when school meals are not available
3. Work to ensure low-income senior citizens have safe, warm, affordable housing and food
4. Work to ensure families and individuals have safe, warm affordable housing
5. Work to ensure people with inadequate resources have heat in their homes during cold winter months
6. Work to ensure all people with inadequate resources have access to food

**NEED FRAMEWORK:** Over 17% of people are poor in the six county region served by Action Inc., including over 2,800 children (22.5%). Just under forty percent of people (over 24,000) have low-income status, subsisting with incomes at 200% or less of the federal poverty line. Over 8,100 people are receiving federal food assistance regionally through the Supplemental Nutrition Assistance Program (SNAP) while just under half of children are eligible for free and reduced lunch; annual average wages throughout the region are significantly lower than the national average; even with the advent of the Affordable Care Act, 15.3% of low-income citizens under 65 have no form of health insurance; over 48% of renters are paying more than 30% of their monthly income for housing; one-third of senior citizens, who comprise 19.7% of the region's population are low-income; and, 1,039 people are unemployed. A 2019 survey of low-income people in the region revealed that the highest priority needs is for heat assistance. Action Inc., as an advocate for poor and low-income people in the region, has been working to ensure these most vulnerable of people have adequate food, housing and heat for 53 years. Based on need as indicated by data, it is incumbent upon the agency to continue seeking and utilizing resources to provide for these most basic requirements of living.

**NEED FOR HOUSING AND FOOD FOR HOMELESS AND IMMINENTLY HOMELESS FAMILIES AND INDIVIDUALS:** In Southwest Montana, just over 17% of the population are so materially poor, they cannot afford to purchase basic necessities. The homeless rate in Butte-Silver Bow County, the most populous county in the service area, is at 0.5%. The rate amounts to an approximate 164 homeless people who have no resources with which to secure housing on their own and with no current emergency shelter program in the area, have no place to go.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	FNPI 4b	MEASUREMENT
Action Inc. will provide rapid rehousing assistance to homeless families and individuals in the six-county service area in order to support overall economic and social stabilization and health.	80 of 100 households will be rehoused a--80%	FNPI 4b	Low-income individuals or families are stabilized and housed.	CDS/HMIS

Action Inc. will provide case management to homeless participants receiving rapid rehousing assistance in the six-county service area in order to support long-term stabilization.	100 of 100 households will receive case management--100%	SRV 7a	Low-income individuals or families are stabilized through case management	CDS/HMIS
Through case management, Action Inc. will refer homeless Rapid Rehousing participants in the six-county service to support services as part of the goal to support long-term stabilization of homeless families and individuals.	100 of 100 households will receive referrals to support services--100%.	SRV 7c	Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals	CDS/HMIS
Action Inc. will provide homeless prevention assistance with rent arrears in support of housing stabilization.	30 of 120 households will receive homeless prevention assistance--25%	FNPI 4a	Low-income individuals or families are stabilized and housed.	CDS/HMIS
Action Inc. will collaborate with the Butte Emergency Food Bank to provide a food (backpack) program at the Emma Park Neighborhood Center for homeless youth.	15 of 51 of youth who are either homeless and/or hungry will receive food through the Emma Park Neighborhood Center--29%.	SRV 5jj	Low-income individuals or families receive emergency food assistance	CDS
Action Inc. will collaborate with churches, civic groups, and human services agencies to provide lunches for homeless people in Butte-Silver Bow County 3 days per week.	10,000 lunches will be served to homeless people per year	SRV 5jj	Low-income individuals or families receive emergency food assistance	CDS

**NEED FOR SUMMER MEAL PROGRAM FOR CHILDREN:** In Butte-Silver Bow County, the most populous county in the Action Inc. service area, 38% of the population has incomes at 200% or less of the federal poverty line. Fifty-two percent (52%) of children are eligible for free or reduced lunches. Further, the child poverty rate is at 25.5% in the county, up more than three points over 2016. This means that over 1,700 children are so materially poor, that normal health and development are at risk. That is why continuing nutrition throughout the summer months when school meals are not available is an important need in the community. The need for a summer meal service was identified by leaders in Powell County as well. There, 35% of the population subsists at 200% or less of the federal poverty line; 19% of children are poor, and, 48% of children are eligible for free or reduced lunches. The need for the summer meal program grew by 43% since the global pandemic began.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
Action Inc. will provide breakfast and lunch for children during the summer months at 11 targeted locations in the cities of Butte and Deer Lodge of meals served from 12,000 to 14,000 and increase the number of children getting food assistance from 300 to 350.	<i>The physical development of children is improved as a result of adequate nutrition</i>  1000 children will have meals each summer  50,000 meals will be served each summer	SRV 5jj  SRV 5jj	Physical health and development for infants and children is improved as a result of adequate nutrition  Low-income children receive food assistance-service count	Formula  CDS

**NEED FOR GENERAL FOOD ASSISTANCE:** Over 11,400 people in the Action Inc. Service area, which covers Beaverhead, Deer Lodge, Granite, Madison, Powell and Silver Bow Counties, live below the federal poverty line. This means that they are so materially poor that they cannot afford even basic necessities like food, housing and heat. Demand at local food banks has increased throughout the region. In order to ensure all people have adequate food in this high demand time, funding must continue to be sought and appropriated for food assistance.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
Action Inc. will provide food to low-income families in Silver Bow County during the December holiday season.	500 food baskets or food cards will be provided to low-income households	SRV 5jj	Low-income people receive food assistance-service counts	CDS

**NEED FOR EMERGENCY ASSISTANCE:** Over 11,400 people in the Action Inc. Service area, which covers Beaverhead, Deer Lodge, Granite, Madison, Powell and Silver Bow Counties, live below the federal poverty line. This means that they are so materially poor that they cannot afford even basic necessities like food, housing, heat and transportation. Over 4,300 people received energy assistance, which is less than half of poor people in the service area. Over 230 households in this rural area are on the waiting list for rental assistance. Many low-income people do not own cars and the public transportation system is very limited in the region. In order to help fill these emergency needs during a high demand time, funding must continue to be sought and appropriated for emergency needs.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
Action Inc. will provide emergency assistance to needy people for such things as housing, utility, food, transportation, clothing and other pressing needs. Based on limited funds, the agency projects it can serve about 10 households per year.	Emergency needs will be met for 10 of 10 households who have inadequate resources--100%	SRV7 a-o	Low-income individuals or families receive emergency assistance	CDS



**NEED FOR PERMANENT, AFFORDABLE HOUSING:** 37% of people in the Action Inc. service area subsist on low incomes (at 200% or less of the federal poverty line). Forty-eight percent (48%) of the region's renters are experiencing a housing cost burden, which means they are paying more than 30% of their income toward rent. This is up from up from one-third of renters in 2000. Further, many low-income people are forced by the market into substandard housing in the region. In Silver Bow County, the population center, more than half of the poor in the county live in Census Tract One where half of housing units are in substandard condition. In the frontier counties of Southwest Montana, there are very few affordable housing options. For example, in Madison County, there are only 12 designated affordable rental units for families and individuals and 12 for senior citizens. In Granite County, there are no designated affordable units. In Butte-Silver Bow County, 534 households are on the associated waiting list for Housing Choice Vouchers. There is a need for safe, decent and affordable housing to low-income people in the region.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
<p>Action Inc. will make Section 8 housing choice vouchers available to low-income families and individuals, elderly and disabled households throughout District XII; the vouchers will make rent more affordable by basing the tenant rent amount on adjusted monthly income. The agency has the projected capacity to serve about 308 households per year with Housing Choice Vouchers, VASH Vouchers, and MOD Rehab Vouchers.</p> <p>Action Inc. will inspect all rental units to ensure they meet safety and decency standards.</p> <p>Action Inc. will make 24 units of decent and affordable housing available to low-income families, elderly and disabled people in Madison and Powell Counties.</p>	308 households per year will receive rental assistance	FNPI 4 b,c,d	Participants obtain and/or maintain safe and affordable housing	CDS
	308 of 308 households per year will receive rental assistance--100%	SRV 4c	Participants obtain and/or maintain safe and affordable housing	CDS
	12 of 12 low-income families per year in Madison County and Powell Counties will have safe, affordable housing--100%	FNPI 4 b,c,d	Participants obtain and/or maintain safe and affordable housing	CDS
	12 of 12 low-income elderly people per year will have safe, affordable housing in Deer Lodge County--100%	FNPI 4 b,c,d	Participants obtain and/or maintain safe and affordable housing	CDS

**NEED FOR HOUSING FOR SENIOR CITIZENS:** There are an estimated 13,400 senior citizens in the region; they comprise 19% of the Action Inc. service-area population. The number of seniors is expected to grow dramatically by 2030 in association with the elevated birth rate during the two decades after World War II (the "baby boom"). Seniors are expected to account for an approximate 25% of the regional population by 2030 an increase of approximately 6,000 seniors. An estimated 31% have low-annual incomes. As the senior population grows, so does the need for senior services. Low-income seniors will continue to constitute a large percentage of the aging population. For many seniors who are unable to be entirely independent, there is a need for intermediate housing that provides supports.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER		MEASUREMENT
<p>Action Inc. will make affordable housing available to very low-income senior citizens. The safe, affordable housing will encourage health and well-being among the aging population. The agency has 60 units of affordable, supportive housing for seniors and projects it will serve at least 60 people per year.</p>	69 low and very low-income senior citizens per year will have safe, affordable housing	FNPI 4 b,c,d	Senior citizens maintain an independent living situation	CDS
	69 of 69 seniors per year will maintain an independent life style in their own apartment --100%	FNPI 4 b,c,d	Senior citizens maintain an independent living situation	CDS
	60 of 60 households will receive referrals to support services--10%	SRV 7c	Low-income seniors are stabilized through referrals that support long-term stabilization and independence	CDS
	30 residents out of 60 will participate in social activities--46%	SRV	Other supports that aid in strengthening supportive systems	CDS

**NEED TO PROVIDE ASSISTANCE WITH HOME HEATING AND ENERGY EFFICIENCY:** The high cost of heating homes is exacerbating the housing affordability problem across Montana. While we know that over 48% of renters in the Action Inc. service area are experiencing housing cost burdens, increasing heating costs are likely driving that percentage higher and creating even more severe cost burdens for lower-income households. Heat assistance was indicated in a 2019 survey of low-income people as the number one need for assistance. Meeting this need is essential in this time of high heating costs, high rate of people with a housing cost burden and in cold climate area.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT

Action Inc. will make assistance with monthly heat bills available to low-income households throughout the region who are without resources to maintain heat through cold months of the year. The agency projects it will serve about 2,000 households per year based on historical trends and funding projections.	<i>Housing cost burdens will be reduced for lower-income households, thereby allowing people to maintain their housing and remain warm during the cold months</i>			
	2,000 of 2,300 households per year will receive assistance with paying heating bills--87%	FNPI 4h	Low-income people receive non-emergency assistance with energy assistance	CDS
	2,000 of 2,300 households receive client education materials about how to conserve energy and keep the home warm--87%			CDS
Action Inc. will provide assistance with heat bills to low-income households who are behind in payments and are faced with discontinuation of utility service because of inadequate resources to pay their bills. The agency projects it will serve about 300 households, based on historical trends.	300 of 315 low-income households will receive emergency heat payment assistance low-income people and, therefore, remain in their homes, and, thereby helping to stabilize their lives--96%	SRV 4i	Low-income people receive emergency assistance with fuel or utility payments	CDS
Action Inc. will make weatherization services available to low-income households in the Action Inc. service area in order to make housing more efficient and affordable. The agency will have the projected capacity to complete about 190 homes per year.	165 of 2,000 homes (households eligible for LIEAP) will be weatherized, thereby reducing energy consumption and making housing more affordable--9%	FNPI 4g	Safe, affordable housing units are preserved or improved for low-income people	CDS
	200 of 210 households will have an energy audit completed on their homes--95%	FNPI4g	Safe, affordable housing units are preserved or improved for low-income people	CDS
In order to promote energy efficiency, Action Inc. will provide emergency home repair through the replacement or repair of unsafe hot water heaters, furnaces and wood stoves and take other safety measures as needed.	200 of 200 homes will be made safer through emergency repairs/replacements and safety measures--44%	FNPI4h	Safe, affordable housing units are preserved or improved for low-income people	CDS

**GOAL THREE: COLLABORATION AND SYSTEM BUILDING**

**GOAL STATEMENT: Work in meaningful collaborations with citizens, agencies and funders to develop system-level solutions to poverty**

**OBJECTIVES:**

1. Work with other human service agencies to ensure the needs of poor and low-income people are met through referrals and collaboration
4. Develop strong working relationships with public officials in counties throughout the region
5. Work with communities throughout the region to disseminate information to low-income people about available help and services
6. Work with stakeholders in the service area to build and strengthen integrated services to address poverty and homelessness

**NEED FRAMEWORK:** Community Action Agencies are operating in an environment that has, not unlike other service areas, become highly fragmented and compartmentalized. In this environment, funding models are partly the source of the fragmentation as they most often target one community problem without regard for how the problem connects to a more global, community-wide issue. CSBG funding is an exception in this environment. It provides the opportunity for Community Action to have a broader and more global approach. This is extremely important to communities as they work to address poverty and change environments that perpetuate it. The goal to end poverty for as many people as possible cannot be achieved without recognizing that education, health, economic development and social supports are essential parts of the solution. Local governments are also essential collaborators in this effort. Action Inc. has over 200 partners. It seeks to create deeper collaborations into the future that will have a truly powerful impact on poverty. The collaboration will contribute to system integration that leads to more equity in communities.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
Action Inc. will conduct at least one meeting per year with public officials in the region to raise their awareness about poverty issues and Community Action Initiatives and engage them in solutions.	Strong, collaborative relationships will be cultivated with local governments in the region in support of poverty initiatives	Mod 2 b 5a-1	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Internal Records

<p>Action Inc. will continue to work collaboratively with funders, non-profits, government entities and citizen groups in support of poverty initiatives.</p> <p>Through case management, Action Inc. will work collaboratively with agencies on referrals and tracking of progress of housing and youth participants.</p> <p>Through a collaboration with the Madison County local government, Action Inc. will provide an outreach worker in Madison County to refer poor and low-income people to necessary services; Madison County currently has no Office of Public Assistance or central location that connects needy people to services.</p> <p>Through collaborations in all 5 frontier counties, develop outreach approaches that effectively engage low-income people with Action Inc. services and develop a related outreach plan.</p> <p>Through a collaboration with the Southwest Montana Continuum of Care Coalition, Action Inc. will continue to develop a strong coordinated system of services for the homeless in the service area.</p> <p>Action Inc. as the lead agency for Coordinated Entry, will develop and implement procedures for targeting and prioritizing assistance to people who are imminently homeless in support of homeless prevention.</p> <p>Action Inc. as the lead agency for Coordinated Entry, will develop and implement procedures for targeting and prioritizing assistance to homeless youth.</p> <p>Through a partnership with St. James Healthcare, Southwest Montana Community Health Center, and the Montana Healthcare Association, Action Inc. will engage in a planning process to address frequent utilizers of service systems in Butte. The "FUSE" Initiative will quantify the number of frequent utilizers and help create a system to permanently house and/or provide services around this population.</p> <p>Action Inc. will continue to provide leadership of the Coordinated Entry System with 1 of 1 coordinated entry system will be developed and implemented.</p>	<p>Up to 160 partnerships will be cultivated or maintained</p> <p>80 homeless families and individuals and 25 youth will be referred to other agencies and service providers in support of their path to economic self-sufficiency</p> <p>15 of 15 poor or low-income people will be referred to services through the outreach program--100%.</p> <p>1 plan will be developed and deployed</p> <p>75 of 75 low-income people will be engaged through outreach efforts.</p> <p>20 of 20 stakeholders will maintain membership in the Continuum of Care Coalition.</p> <p>12 of 12 stakeholders will participated in weekly Coordinated Entry meetings to conduct case conferencing, prioritization, and housing/service plans for literally homeless people</p> <p>12 of 12 stakeholders will participated in weekly Coordinated Entry meetings to conduct case conferencing, prioritization, and housing/service plans for literally homeless and imminently homeless people.</p> <p>5 of 5 new partners that specifically serve youth will be added to the Coordinated Entry Team.</p> <p>6 partnerships will be formed to address frequent utilizers of systems.</p> <p>A system for tracking frequent utilizers will be developed and maintained.</p> <p>A community plan will be developed to permanently house the FUSE population that will include expansion of units and coordination of services among at least 6 agencies.</p> <p>10 partnerships will be maintained for case conferencing and ensuring the homeless are permanently housed.</p>	<p>Mod 2 b 5a-1</p> <p>SRV 7c</p> <p>SRV 7c</p> <p>Mod 3</p> <p>Mod 3</p> <p>Mod 2 b.3.a</p> <p>Mod 3</p> <p>Mod 3</p> <p>Mod 2 b5 a-1</p> <p>Mod 3</p> <p>Mod 3</p> <p>Mod 3</p>	<p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals</p> <p>Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p> <p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p>	<p>Internal Records</p> <p>CDS</p> <p>CDS</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p> <p>Internal Records</p>
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**GOAL FOUR: STRENGTHENING CAPACITY**

**GOAL STATEMENT:** Build the Community Action Agency's capacity to be effective in developing poverty solutions and deliver effective basic services

**OBJECTIVES:**

1. Ensure a broad resource base that allows for the development of solutions and the provision of basic services to poor and low-income people
2. Cultivate a highly qualified staff who are effective in delivering services and achieving objectives
3. Build public awareness about poverty as well as the mission of the Community Action Agency, its programs, services and initiatives
4. Build systems that give low-income people more and improved access to services

**NEED FRAMEWORK:** The ability to be effective in ending poverty for as many people as possible and ensuring poor and low-income people have access to basic necessities of life, is dependent upon four important factors. They are: public awareness of the mission and the work of Community Action; a well-trained staff; efficient internal systems; and, adequate resources. The agency has a set of objectives over the next two years aimed at strengthening the agency's capacity to be effective, particularly in a shrinking resource environment.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR		DATA SOURCE
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION	MEASUREMENT
Action Inc. will conduct regular community needs assessment in order to ensure the agency understands needs related to poor and low-income people and thereby appropriately aligning systems and services.	Needs assessments will be conducted every 3 years and updated every 2 years.		Agency capacity to achieve family and community outcomes is increased	Internal Records
Action Inc. will review financial policies and procedures regularly in order to maintain strong financial policies, procedures and practices that allow for proper and effective management of grants and other funds	Policies are reviewed and adjusted as needed once per year		Agency capacity to achieve family and community outcomes is increased	Internal Records
Action Inc. will undergo an annual independent audit in order to ensure financial stability and responsible use of public funds.	1 annual audit will be completed each year		Agency capacity to achieve family and community outcomes is increased	Internal Records
Action Inc. will monitor operational systems to ensure internal systems are operating effectively, efficiently and are reflective of the mission, core values and quality standards as set forth by the Board of Directors.	Systems will be in place that are repeatable and that deliver desired outcomes will be documented and implemented		Agency capacity to achieve family and community outcomes is increased	Internal Records
Action Inc. will conduct at least 2 internal staff trainings per year	100 of 100 staff become more effective in working with people in poverty--100%	Mod 2 - b.2b	Agency capacity to achieve family and community outcomes is increased	Internal Records
Action Inc. will have one staff member complete Certified ROMA Implementer training	1 of 100 staff member will be a Certified ROMA trainer--1%	Mod 2 - b.4a	Agency capacity to achieve family and community outcomes is increased	Internal Records
All Action Inc. staff will complete training that deepens skills and ability to be effective in their roles.	100 of 100 staff will complete training appropriate to their positions--100%	Mod 2 - b.2b	Agency capacity to achieve family and community outcomes is increased	Internal Records
Action Inc. Board members will undergo governance training.	18 of 18 board members will complete governance training--100%	Mod 2-b.2a	Agency capacity to achieve family and community outcomes is increased	Internal Records
In collaboration with the Madison County local government, Action Inc. will maintain an outreach worker in Madison County , which has no Office of Public Assistance, in order to engage poor and low-income people with services.	1 service navigator will be on staff in Madison County for outreach to people in that county who otherwise have no access to services; funding will be obtained from Madison County to provide emergency support to people in need.	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records
Action Inc. will improve its Information Technology systems in support of more efficient operations and outreach to target service audience.	1 website will be maintained; links to local government and partner websites in the service area to improve consumer access.	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records
	Social media approaches will be developed and implemented.	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records

Action Inc. will identify innovative approaches to creating pathways to self-sufficiency for at-risk youth.	1 of 1 regional youth collaborative will be created to work on community goals--100%	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records
	1 of 1 resource list for youth services will be created and managed through the collaborative created--100%	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records
	1 of 1 action plan that includes specific approaches to providing effective youth programming will be completed--100%	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records
	1 of 1 grant source will be pursued to fund approaches identified in the plan.--100%	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records
Action Inc. will explore concepts for expanding its unrestricted funding base including the concept of developing a business enterprise that helps to support the non-profit and its mission.	A for-profit Weatherization business will continue to be developed to support the non-profit mission	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records
	New unrestricted funds will be generated to support the non-profit mission	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records

## Statement of Assurances

As a condition of receiving Community Services Block Grant (CSBG) funds, the undersigned agrees that it will **submit (S)** as part of the **2020-2021** CSBG application, or **assure (A)** that it will do the following:

1. A description (up to 500 words) of linkages and coordination at the local level to create or maintain to ensure increased access to CSBG services to low-income people and communities and avoid duplication of services. **S**
2. A description (up to 500 words) of the service delivery system, for services provided or coordinated with CSBG funds, targeted to low-income individuals and families in communities in its district. **S**
3. A description (up to 500 words) of how linkages will be developed to fill identified gaps in services, through the provision of information, referrals, case management and follow-up consultations. **S**
4. A description (up to 500 words) of how your agency will coordinate funds with other public and private resources. **S**
5. A description (up to 500 words) of how CSBG funds will support innovative community-based initiatives related to the purposes of CSBG, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting. **S**
6. Provide, on an emergency basis, for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals. **A**
7. Will work with the state office to coordinate and establish linkages between governmental and other social services programs to assure the effective deliver of such services to avoid duplication of such services and a description of how the state and the HRDC will coordinate the provision of employment and training activities of CSBG with entities providing similar activities through the Workforce Investment Act. **A**
8. Will work with the state to the maximum extent feasible to coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the state, including religious organizations, charitable groups and community organizations. **A**
9. Will establish procedures under which a low-income individual, community organization, or representatives of low-income individuals that considers its organization or low-income individual to be inadequately represented on the HRDC board to petition for adequate representation. **A**
10. Will submit a Community Action Plan that includes a needs assessment, which may be coordinated with community needs assessments conducted for other programs. **S**
11. Will cooperate in the implementation of the Results Oriented Management and Accountability System (ROMA). **A**
12. Will inform custodial parents in single-parent homes who participate in CSBG-funded programs about the availability of child support services and refer them to child support offices. **A**

**Submitted by:** Margie Seccomb

**Agency:** Action Inc.

**Date:** November 6, 2021



## Assurance #1

**Description (up to 500 words) of linkages and coordination at the local level to create or maintain to ensure increased access to CSBG services to low-income people and communities and avoid duplication of services.**

Collaboration is one of three core values under which Action Inc. approaches its work, the other two being “compassion” and “accountability.” With every undertaking, the agency collaborates with stakeholders such as local governments, low-income groups, the Housing Authority, Hospitals, mental health providers, law enforcement, funders, and other human service providers. In total, the agency has 241 partnerships with 188 distinct organizations (refer to Attachment 1). It is part of the Agency’s ethic and there is a high level of commitment to it. For example, Action Inc. took a leadership role to build the local Continuum of Care, which now meets monthly and is regularly attended by over 30 members from 25 agencies. Action Inc. is the lead agency for Coordinated Entry, facilitating weekly meetings with eight other agencies and managing the “by-name” list. The agency is also currently working to build a coalition to address services for youth. Representatives of Action regularly attend Community Management Team meetings related to workforce programs, the Community Action Team related to suicide prevention, Care Giver meetings throughout the service area, the Zero to Five Coalition, and is a lead partner with St. James Healthcare on a FUSE (Frequent Utilizers System Engagement) initiative. This assurance relates to Goal 3 of Action Inc.’s official CSBG Work Plan.

## Assurance #2

**Description (up to 500 words) of the service delivery system, for services provided or coordinated with CSBG funds, targeted to low-income individuals and families in communities in its district.**

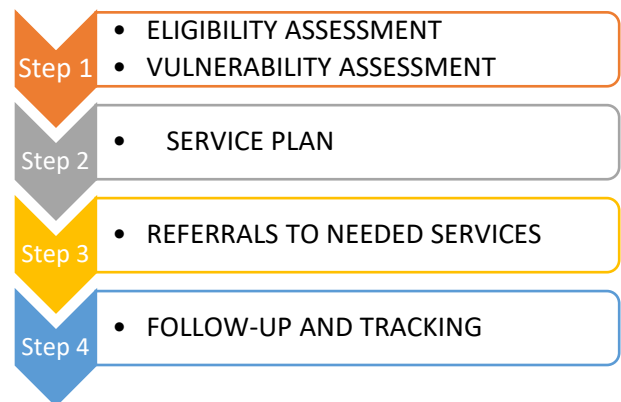
### Overview

Action Inc. provides a variety of services that help poor and low-income citizens. Some services delivered by the agency call for a simple means test to determine eligibility and processing of applications to initiate an assistance payment. Examples of services for which this simple service delivery approach is used include Low Income Energy Assistance, Housing Choice Vouchers, and Energy Share.

With services provided by the agency that are geared toward empowerment, there is a much more involved process. Empowerment services are designed to cultivate abilities that lead to economic upward mobility and include early childhood education, employment and training for young adults, homeownership opportunities, and changing neighborhood environments. Empowerment services are laid out in the Action Inc. 2022-2023 Work Plan under Goal One. These services call for a more intensive delivery approach.

### Delivery System

Action Inc. has a four-pronged approach to service delivery. First, every person or household that receives assistance undergoes an **eligibility assessment** based on information provided by completing an application and presenting third-party verifications. The agency has a central eligibility system for payment assistance programs like Low Income Energy Assistance and Housing Choice Vouchers to create more streamlined access for clients. This system also enables a more integrated approach to service delivery as the eligibility worker is assessing eligibility for multiple programs. For applicants only needing a payment assistance service, once they are approved, the process ends.



For people or households enrolling in empowerment services, a more **in-depth assessment** is completed. The need assessment varies per program. For example, when enrolling in a homeless service, the Montana

Coordinated Entry Assessment is used to yield a vulnerability score to help the community's Coordinated Entry Team determine priorities for assistance. Participants enrolling in youth employment and training services are assessed through a questionnaire, by completing a TABE, and through career exploration by utilizing the Montana Career Information System. Once needs assessments are complete and individual needs are identified, participants are referred to either internal or external services as needed. Head Start children and families have home visits where trained staff assess the needs of the whole family and build plans around information gathered. In the empowerment programs, participants work with case managers to develop goals and, based on the goals, case managers **link participants with community-based services** that support a path to economic self-reliance. Case Managers meet anywhere from weekly to every three months with participants to provide **follow-up**. Finally, Action Inc. tracks outcomes for all people participating in their initiatives in order to measure the actual impact.

A central component of the delivery system is "service integration". This means that an entire community team of professionals case conference around all homeless clients, both youth and adults to ensure service providers have shared goals that are based on client choice and are wrapped around each person and family to support success.

### **Assurance #3**

**Description (up to 500 words) of how linkages will be developed to fill identified gaps in services, through the provision of information, referrals, case management and follow-up consultations.**

The first step in creating linkages and partnerships is having a commitment to it through a realization that the community is stronger and more effective when acting together. Action Inc. is committed to working collaboratively to achieve its goals, which is why "collaboration" in one of the agency's core values. Because the needs of poor people are complex and varied and because community level change requires a shared vision among the broader community, collaboration among stakeholders is essential to our ability to meaningfully impact poverty. It is with this understanding that Action Inc. has an established goal of "working in meaningful collaborations with citizens, agencies, local governments, businesses and funders to develop and implement solutions to poverty". (*Refer to Goal Three of the Work Plan*). Over its 56 years of fighting poverty, the agency has developed many collaborative relationships that strengthen the system for delivering outcomes for people in need. Action Inc. currently works collaboratively with 241 partners.

Collaboration occurs on two levels. First, the agency collaborates on the client level to link them with services. Through case management, clients are linked with services Action Inc. does not offer. Through three of its empowerment approaches—rapid rehousing, early childhood education and youth initiatives—case managers and other enrichment staff work intensively with participants to understand their needs and ensure they are connected to services that together become a roadmap to economic self-reliance. Case managers work collaboratively with other service providers under shared client-level goals to ensure outcomes are met. Case Managers regularly use official 'release of information' forms to allow the sharing of information between services. Case Managers follow up with participants for up to one year and anywhere from weekly to every three months, depending on the needs of the participants and the program requirements.

Secondly, Action Inc. collaborates with local governments, community groups and other agencies on broad initiatives. The agency has worked extensively with citizens in the highest poverty neighborhood in the service area to develop a safer, more livable neighborhood. The agency is a key member of the local Continuum of Care Coalition to ensure the needs of the homeless are being met, Community Management Teams in the service area, the Community Action Team working on suicide prevention in Silver Bow County and various other collaboratives (*refer to Attachment 1 for list of partnerships*). Through its neighborhood center, Action Inc. collaborates with the federally qualified Community Health Center to offer a Healthcare for the Homeless clinic,



works with a newly formed non-profit (Heart of Butte) to address hunger and homelessness in Silver Bow County as well as a newly formed non-profit to create a furniture bank to assist the homeless become permanently housed. Through its regular needs assessment process, Action Inc. involves citizens and leaders throughout the service area in identifying needs and solutions to poverty.

Through goals, objectives and action items established in the 2022-2023 Work Plan, Action Inc. will continue to strengthen its internal capacity to deliver services and cultivate strong linkages that are essential to effective poverty strategies.

#### **Assurance #4**

##### **Description (up to 500 words) of how your agency will coordinate funds with other public and private resources.**

Action Inc. regularly coordinates other public and private funders in order to maximize resources in the provision of services and will continue that ethic through this two-year funding cycle. For every CSBG dollar received, the agency receives \$27.78 in other funds. The agency expects that current grants will remain stable and will strive to increase non-CSBG funds to meet the needs of poor and low-income people in the service area. The coordination of funds takes place across departments. For example, CSBG is used to help address the needs of homeless families and individuals while also putting to use Emergency Solutions Grant funding, Continuum of Care funding and local government funding to ensure families and individuals are housed. Such funding coordination occurs within the Weatherization Department, Youth Services Department and at Head Start.

The agency also coordinates with private funders on a regular basis to maximize resources. Action Inc. receives funding from the Dennis and Phyllis Washington Foundation annually and has partnered with the Town Pump Charitable Foundation, the Washington Foundation, the Sisters of Charity, Northwestern Energy, the Gilman Foundation, Butte Affordable Housing and hundreds of private citizens to provide homeless services over the last two years. Additionally, Action Inc. partnered with St. James Healthcare to fund an initiative to address frequent utilizers of local systems (Frequent Utilizer System Engagement-FUSE). Phase two of the project is complete and the project is currently moving into phase 3.

#### **Assurance #5**

##### **Description of how CSBG funds will support innovative community-based initiatives related to the purposes of CSBG which are designed to strengthen families and improve parenting skills.**

Through its empowerment goal, Action Inc. will continue to play a crucial role in supporting community-based initiatives that impact families. The agency will provide important services that help families stay together and improve the conditions in which they live. Through a family-centered early childhood education initiative (Head Start), 186 families per year will be strengthened. The initiative focuses not just on the child, but on the entire family and, as a result, the entire family is strengthened. Family participants engage in parenting classes and receive education on other pertinent family issues like nutrition and mental health.

CSBG will be used directly to support youth initiatives. Economically disadvantaged and at-risk teens will receive case management services, life skills, education and work experience to help ensure they graduate from high school and prepare them for the work environment. CSBG will directly support case management services, most intensively targeted toward the homeless population, working to ensure families and individuals secure permanent housing, get linked to stabilization services and maintain housing over the long-term.

The Emma Park neighborhood, a high-poverty and severely blighted neighborhood in Butte has greatly improved due to the neighborhood work done over the last several years. Not only has the physical environment

transformed through housing and infrastructure improvements, but the social environment has also transformed. As a result of the initiative new sidewalks have been installed through a partnership with the local government. Fifteen new housing units were constructed by a private developer with potential for more development. Action Inc. completed construction of a neighborhood center in 2014 through which support services are being provided to help stabilize families. A neighborhood food garden was also developed potential for expansion. A neighborhood task force is now established and Action Inc. will continue to support the efforts of this group to improve their neighborhood.

CSBG will also support an outreach program to reach poor and low-income families and individuals in Madison County, a frontier county, where no Office of Public Assistance exists and no central service linkage exists. Currently, poor and low-income people in this county have inhibited access to services as a result. Similarly, Action Inc. will support an initiative in Dillon to create access to services after state budget cuts left the community without an Office of Public Assistance, a Job Service, and Mental health services.

Finally, CSBG will support the development and maintenance of linkages in order to build systems to fight poverty.

### **Assurance #10**

#### **Will submit a Community Action Plan that includes a needs assessment, which may be coordinated with community needs assessments conducted for other programs.**

Action Inc. submits a Community Action Plan every two years and will continue to do so. The agency conducts a comprehensive assessment of needs in its six-county service area every three years, updating information every three years. In 2019, a needs assessment was completed that included a thorough analysis of data related to poverty and low-income issues in the service area, focus group meetings throughout the service area and a mail survey of low-income people. The needs assessment information informs triennial strategic planning and subsequent development of the Plan.

#### **Methodology**

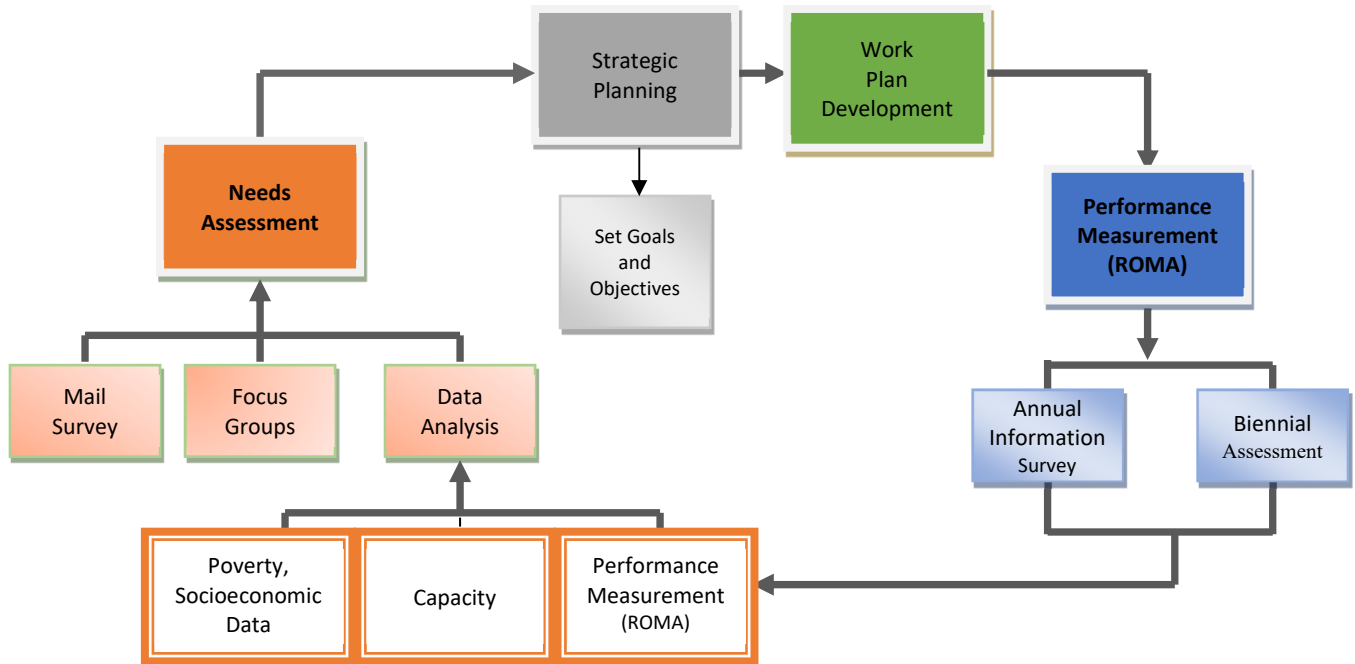
Action Inc. engages in triennial strategic planning to ensure it remains responsive to needs of poor and low-income people in Southwestern Montana. The process occurs in three stages that connect strategic planning with the federally-required biennial "Work Plan" and utilizes performance measurement techniques to assess how well the agency is meeting its goals and established outcomes. Performance outcomes are used to complete federal reports and are assessed for purposes of strategic planning.

The first step in the process is 'needs assessment'. The agency relies on client input, community input, and socioeconomic analysis to determine needs. Client input comes through a mail survey. Community input is garnered through a series of focus groups attended by public officials, human service providers and citizens in each of six counties. During the needs assessment stage, the agency also reviews its performance on established outcomes and analyzes its financial capacity to undertake new initiatives. The needs assessment is presented in a report to the Board of Directors as part of strategic planning.

The second step in the strategic planning process is goal setting and work plan development, which is sanctioned by the Board of Directors and driven by the needs assessment. Based upon the strategic plan, a specific work plan is developed which is submitted as an official federal document to the Montana State Department of Public Health and Human Services.

Finally, the agency's performance is measured annually and presented in the Community Services Block Grant Information Survey as well as a progress report on the official work plan. Performance measurement is based

upon “Results Oriented Management and Accountability” (ROMA) that requires the agency to measure its performance through use of a prescribed set of goals and indicators. (Refer to flow chart below for illustration of the planning process.)



## ATTACHMENT 1: LIST OF PARTNERSHIPS

## 2020 – ACTION INC. List of Partnerships by Category

<b>Non-Profits</b>	<b>Faith-based</b>
<ol style="list-style-type: none"> <li>1. A.W.A.R.E, Inc. (Center for Excellence, Early Head Start)</li> <li>2. Anaconda Family Resource Center</li> <li>3. Anaconda Job Corps</li> <li>4. Anaconda Local Development Corporation</li> <li>5. Anaconda Senior Citizens – Metcalf Center</li> <li>6. Area V Agency on Aging</li> <li>7. Belmont Senior Center</li> <li>8. Big Brothers, Big Sisters of Butte</li> <li>9. Butte 4-C's</li> <li>10. Butte Affordable Housing</li> <li>11. Butte Cares</li> <li>12. Butte Chamber of Commerce</li> <li>13. Butte Community Foundation</li> <li>14. Butte Emergency Food Bank</li> <li>15. Butte Family YMCA</li> <li>16. Butte Furniture Bank</li> <li>17. Butte Literacy Program</li> <li>18. Butte Rescue Mission</li> <li>19. CCCS –Community Counseling and Correctional Services Inc</li> <li>20. Career Futures</li> <li>21. Copper City Lions Club</li> <li>22. Deer Lodge Food Pantry</li> <li>23. Dennis and Phyllis Washington Foundation</li> <li>24. Dillon Community Food Pantry</li> <li>25. Dillon/Beaverhead County Senior Citizens</li> <li>26. Discovery House</li> <li>27. Drummond Senior Center</li> <li>28. Energy Share of Montana</li> <li>29. Family Outreach</li> <li>30. Foster Grandparent Program</li> <li>31. Gilman Foundation</li> <li>32. Head Start Association– National</li> <li>33. Headwaters Foundation</li> <li>34. Healthy Young Parents Programs</li> <li>35. Helena Industries</li> <li>36. HRDC IX – Bozeman (Chafee Foster Care)</li> <li>37. Mile High Lions Club</li> <li>38. MILP–Montana Independent Living Project</li> <li>39. Neighbor Works, Montana</li> <li>40. New Hope</li> <li>41. North American Indian Alliance</li> <li>42. Opportunities, Inc.</li> <li>43. Powell County Literacy Program</li> <li>44. Powell County Senior Center</li> <li>45. Project Care (Anaconda Food Bank)</li> </ol>	<ol style="list-style-type: none"> <li>1. Aldersgate Methodist Church</li> <li>2. Anglican Church (Butte)</li> <li>3. Assembly of God Church</li> <li>4. Butte Central Catholic School</li> <li>5. Butte Ministerial Association</li> <li>6. Church of Jesus Christ of LatterDay Saints</li> <li>7. Deer Lodge Ministerial Association</li> <li>8. First Baptist Church (Butte)</li> <li>9. First Presbyterian Church (Butte)</li> <li>10. Gloria Dei Lutheran Church (Butte)</li> <li>11. Gold Hill Lutheran Church (Butte)</li> <li>12. Holy Spirit Catholic Church (Butte)</li> <li>13. Immaculate Conception Church (Butte)</li> <li>14. Mountain View Methodist Church (Butte)</li> <li>15. Park Street Baptist Church (Butte)</li> <li>16. St. Ann's Catholic Church (Butte)</li> <li>17. St. John's Catholic Church (Butte)</li> <li>18. St. John's Episcopal Church (Butte)</li> <li>19. St. Patrick's Catholic Church (Butte)</li> <li>20. Trinity Higher Up Church (Butte)</li> <li>21. United Congregational Church (Butte)</li> </ol> <p style="margin-top: 10px;"><b>Local Government</b></p> <ol style="list-style-type: none"> <li>1. Anaconda–Deer Lodge County</li> <li>2. Anaconda–Deer Lodge CYM Sports Complex</li> <li>3. Anaconda–Deer Lodge Public Housing Authority</li> <li>4. Beaverhead County</li> <li>5. Beaverhead County Local Advisory Council (LAC)</li> <li>6. Beaverhead County Sheriff's Department</li> <li>7. Butte–Silver Bow ADA Advisory Board</li> <li>8. Butte–Silver Bow Animal Shelter</li> <li>9. Butte–Silver Bow Community Development Department</li> <li>10. Butte–Silver Bow Developmental Disabilities Council</li> <li>11. Butte–Silver Bow Fire Department</li> <li>12. Butte–Silver Bow Library</li> <li>13. Butte–Silver Bow Metals Abatement Program</li> <li>14. Butte–Silver Bow Parks Department</li> <li>15. Butte–Silver Bow Police Department</li> <li>16. Butte–Silver Bow Public Health Department</li> <li>17. Butte–Silver Bow Public Housing Authority</li> <li>18. Butte–Silver Bow Public Transit System</li> <li>19. Butte–Silver Bow Public Works Department</li> <li>20. Butte–Silver Bow Urban Revitalization Agency</li> <li>21. Butte–Silver Bow Youth Court</li> <li>22. Drummond Public Library</li> <li>23. Drummond Town of</li> <li>24. Granite County</li> <li>25. Granite County Medical Center</li> </ol>

## 2020 – ACTION INC. List of Partnerships by Category

<ul style="list-style-type: none"> <li>46. Retired Senior Volunteer Program</li> <li>47. Rialto Theater</li> <li>48. Rocky Mountain Development Council</li> <li>49. Safe Space</li> <li>50. Salvation Army</li> <li>51. Senior Companion Program</li> <li>52. Silver State Post (Newspaper)</li> <li>53. Student Assistance Foundation</li> <li>54. Town Pump Charitable Foundation</li> <li>55. Toys for Tots</li> <li>56. United Way of Butte and Anaconda</li> <li>57. Volunteers of America</li> <li>58. Women’s Resource and Community Center (Dillon)</li> <li>59. Youth Dynamics</li> </ul>	<ul style="list-style-type: none"> <li>26. Madison County</li> <li>27. Powell County</li> <li>28. Powell County Council on Aging</li> <li>29. Powell County Public Health Department</li> </ul> <p style="text-align: center;"><b>(7 Organizations, 29 Partnerships)</b></p>
<p><b>State Government</b></p> <ul style="list-style-type: none"> <li>1. Montana Department of Commerce (MDOC)</li> <li>2. MDOC – Housing Division</li> <li>3. Montana Department of Corrections</li> <li>4. Juvenile Probation and Parole</li> <li>5. Montana Department of Public Health and Human Services (DPHHS)</li> <li>6. DPHHS – Adult Protective Serviced</li> <li>7. DPHHS – Child and Family Services</li> <li>8. DPHHS – Low Income Energy Assistance Program (LIEAP)</li> <li>9. DPHHS – Montana Chemical Dependency Center</li> <li>10. DPHHS – Office of Public Assistance Anaconda</li> <li>11. DPHHS – Office of Public Assistance Butte</li> <li>12. DPHHS – Vocational Rehabilitation Services</li> <li>13. Montana Department of Labor (DOL)</li> <li>14. DOL – Butte Job Service</li> <li>15. Montana Department of Transportation</li> <li>16. Office of Public Instruction (OPI)</li> <li>17. Montana Youth Challenge</li> </ul> <p style="text-align: center;"><b>(8 Organizations, 17 Partnerships)</b></p>	<p><b>Federal Government</b></p> <ul style="list-style-type: none"> <li>1. Social Security Administration (SSA)</li> <li>2. U.S. Department of Agriculture–Rural Development (USDA)</li> <li>3. U.S. Department of Energy (DOE)</li> <li>4. U.S. Department of Health &amp; Human Services (HHS)</li> <li>5. HSS – AFC</li> <li>6. HSS – Chafee</li> <li>7. HSS – Foster Care</li> <li>8. HSS – Independent Living</li> <li>9. HSS – LIHEAP</li> <li>10. U.S. Department of Housing and Urban Development (HUD)</li> <li>11. U.S. Department of Labor (DOL)</li> <li>12. U.S. Department of Veterans Affairs (VA)</li> <li>13. U.S. Military Recruiters (DOD)</li> </ul> <p style="text-align: center;"><b>(8 Organizations, 13 Partnerships)</b></p>
<p><b>For-profit Business or Corporation</b></p> <ul style="list-style-type: none"> <li>1. Advantage Physical Therapy</li> <li>2. Adventure Realty LLC</li> <li>3. A&amp;M Fire Safety</li> <li>4. Anaconda Leader (Newspaper)</li> <li>5. Axelson Crematory</li> <li>6. Beast Mowed Lawncare Services</li> <li>7. Best Western Butte Plaza Inn</li> <li>8. Bonneville Power Administration</li> <li>9. Brown Plumbing</li> <li>10. 3 B’s Remediation</li> <li>11. B Squared Turf and Pest</li> <li>12. Butte Broadcasting</li> </ul>	<p><b>Consortiums/Collaborations</b></p> <ul style="list-style-type: none"> <li>1. Best Beginnings – Anaconda</li> <li>2. Building Community Partnerships</li> <li>3. Butte Community Council</li> <li>4. Butte Fuse Collaboration</li> <li>5. Butte Head Start Policy Council</li> <li>6. Butte Kids Coalition</li> <li>7. Butte FUSE Committee</li> <li>8. Butte Police Protective Association</li> <li>9. Community Action Team</li> <li>10. Community Management Team</li> <li>11. Dillon Human Service Network</li> <li>12. Homeless Advisory Committee</li> </ul>

## 2020 – ACTION INC. List of Partnerships by Category

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| <ol style="list-style-type: none"> <li>13. Butte Pediatric Dentistry</li> <li>14. Carpet One</li> <li>15. Cherry Creek Radio</li> <li>16. CLR</li> <li>17. Cooneys Locksmith</li> <li>18. Dillon Disposal</li> <li>19. Dillon Tribune (Newspaper)</li> <li>20. Duggan-Dolan Mortuary Services</li> <li>21. Express Personnel</li> <li>22. Fed Ex</li> <li>23. Geek Emporium</li> <li>24. Gloss the Green Beauty Counter</li> <li>25. Granite Mtn. Electric</li> <li>26. High Country Concrete</li> <li>27. Jade Hair Salon</li> <li>28. KBOW Radio</li> <li>29. Kritters Grooming</li> <li>30. La Quinta Inn</li> <li>31. Lee's Office City</li> <li>32. Lincoln Motel</li> <li>33. Lockmer Plumbing</li> <li>34. Madisonian (Newspaper)</li> <li>35. McGree Trucking</li> <li>36. Montana Abstract</li> <li>37. Montana Club</li> <li>38. Montana Resources, Inc.</li> <li>39. Montana Standard (Newspaper)</li> <li>40. Motel 6</li> <li>41. Neilson Property Management</li> <li>42. NorthWestern Energy</li> <li>43. Paws After School and Summer Program</li> <li>44. Philipsburg Mail (Newspaper)</li> <li>45. Quality Inn</li> <li>46. Republic Services</li> <li>47. Sharp Reflections</li> <li>48. Silver Bow Property Management</li> <li>49. Silver State Post (Newspapers)</li> <li>50. Smelter City Payee</li> <li>51. Spectrum/Charter</li> <li>52. Spherion Staffing</li> <li>53. Steele's Furniture</li> <li>54. Teletch</li> <li>55. TSW Management</li> <li>56. Town Pump Inc.</li> <li>57. Travel Lodge</li> <li>58. Triple S</li> <li>59. Wal-Mart</li> <li>60. Warren Harris Construction</li> <li>61. Wayrenen's Funeral Home</li> <li>62. WD Construction</li> </ol> | <ol style="list-style-type: none"> <li>13. Joann's Group (Citizen Group-helps "We Deliver")</li> <li>14. Job Service Employers Committee</li> <li>15. National Community Action Partnership</li> <li>16. Powell County Caregivers</li> <li>17. Region 8 Community Action Partnership</li> <li>18. Southwest Montana Community Management Team</li> <li>19. Strategic Alliance to Improve Mental Health Systems</li> <li>20. VSP Team (Veteran's group)</li> <li>21. Zero to Five Initiative – Headwaters Foundation</li> </ol> |
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## 2020 – ACTION INC. List of Partnerships by Category

<p>63. Western States Garage Door Supply</p>	
<b>Housing Consortiums/Collaborations</b>	<b>School Districts</b>
<ol style="list-style-type: none"> <li>1. Montana Continuum of Care</li> <li>2. Southwest Montana Continuum of Care Coalition</li> <li>3. Southwest Montana Coordinated Entry Team</li> </ol> <p style="text-align: center;"><b>(2, Organizations, 3 Partnerships)</b></p>	<ol style="list-style-type: none"> <li>1. Anaconda – Copper Academy (Alternative High School)</li> <li>2. Anaconda High School</li> <li>3. Beaverhead County High School</li> <li>4. Butte Central High School</li> <li>5. Butte Central Middle Scholl</li> <li>6. Butte High School Career Center</li> <li>7. Butte School District #1</li> <li>8. Butte Adult Basic Education</li> <li>9. Dillon Elementary School</li> <li>10. Granite County School District</li> <li>11. Lima Montana High School</li> <li>12. Madison County School District</li> <li>13. Powell County School District</li> </ol> <p style="text-align: center;"><b>(9 Organizations, 13 Partnerships)</b></p>
<b>Institutions of Post-Secondary Education/Training</b>	<b>Financial/Banking Institutions</b>
<ol style="list-style-type: none"> <li>1. Butte Labor Unions</li> <li>2. Montana State University (Extension, SNAP, other Departments)</li> <li>3. Montana Tech</li> <li>4. University of Montana-Dillon, Butte (U of M)</li> <li>5. Montana Tech TRIO Program</li> <li>6. Montana Tech Reach Higher MT</li> </ol> <p style="text-align: center;"><b>(4 Organizations, 6 Partnerships)</b></p>	<ol style="list-style-type: none"> <li>1. First Montana Bank</li> <li>2. Glacier Bank</li> <li>3. Granite Mountain Bank</li> <li>4. Horizon Credit Union</li> <li>5. Mountain West Federal Credit Union</li> <li>6. Opportunity Bank</li> <li>7. Payne West Insurance</li> <li>8. Southwest Montana Community Federal Credit Union</li> </ol>
<b>Health Service Institutions</b>	<b>Statewide Associations or Collaborations</b>
<ol style="list-style-type: none"> <li>1. A Plus Healthcare</li> <li>2. Compassus Healthcare</li> <li>3. Copper Ridge</li> <li>4. Crest Nursing Home</li> <li>5. Easter Seals</li> <li>6. Frontier Health</li> <li>7. Genesis Healthcare</li> <li>8. Granite County Medical Center</li> <li>9. Highlands Hospice</li> <li>10. Montana Chemical Dependency Center (MCDC)</li> <li>11. Montana Orthopedic</li> <li>12. Rocky Mountain Clinic</li> <li>13. St. James Healthcare</li> <li>14. Southwest Montana Community Health Center</li> <li>15. Spectrum Medical</li> <li>16. Western Montana Mental Health Center</li> </ol>	<ol style="list-style-type: none"> <li>1. Montana CES Planning Committee</li> <li>2. Montana Community Action Agencies' Collaboration</li> <li>3. Montana Head Start Association</li> <li>4. Montana HRDC Directors Association</li> <li>5. Montana Weatherization Technical Advisory Committee</li> </ol>



<b>AGENCY:</b> Action Inc. CSBG BUDGET PLAN, PY2022	<b>CONTACT PERSON &amp; PHONE NUMBER:</b> Margie Seccomb, CEO, 1.800.382.1325
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<b>COST CATEGORY NO.</b>	<b>COST CATEGORY</b>	<b>CSBG COST</b>
<b>1</b>	<b>PERSONNEL COSTS 1.1 THRU 1.3</b>	<b>\$155,633.00</b>
1.1	Salary & Wages	\$ 98,024.00
1.2	Fringe Benefits (Employer's share Only)	\$ 39,082.00
1.3	Consultants & Contract for Services	\$ 18,527.00
<b>2</b>	<b>NON-PERSONNEL COSTS 2.1 THRU 2.5</b>	<b>\$ 89,445.00</b>
2.1	Travel	\$ 1,000.00
2.2	Space Costs and Rentals	\$ 19,000.00
2.3	Consumable Supplies/Postage	\$ 1,500.00
2.4	Rental, Lease, Purchase of Equipment	\$ 0.00
2.5	Other Costs	\$ 67,945.00
<b>TOTAL COSTS</b>		<b>\$245,078.00</b>

<b>2022 CSBG BUDGET SUMMARY</b>
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# CSBG BUDGET SUMMARY

## DESCRIPTION OF ALL COSTS INCLUDED IN COST CATEGORIES 1.2 THRU 2.5

COST CATEGORY NO.	DESCRIPTION OF ITEM AND BASIS FOR VALUATION	CSBG COST
2.1	Travel; cost of travel to meetings for CEO	\$ 1,000.00
2.2	Space Cost: 1,266 square feet @ \$15/sq. ft.	\$ 19,000.00
2.3	Consumable Supplies/Postage	\$ 1,500.00
2.4	Rental, Lease, Purchase of Equipment	\$ 0.00
2.5	Other <ul style="list-style-type: none"> <li>• Common Cost \$ 24,000.00</li> <li>• Program Development \$ 11,614.00</li> <li>• Program Support \$ 20,000.00</li> <li>• Training \$ 6,000.00</li> <li>• Telephone \$ 1,331.00</li> <li>• Essential Services \$ 5,000.00</li> </ul>	\$ 67,945.00
TOTAL CARRIED FORWARD FROM ATTACHED PAGES (IF ANY)		
<b>TOTAL</b>		<b>\$ 89,445.00</b>

## DESCRIPTION OF ALL PERSONNEL INCLUDED IN COST CATEGORY 1.1

NUMBER OF PERSONS	TITLE OR POSITION	ANNUALIZED SALARY AND FRINGE	% OF TIME	NO. OF MONTHS	CSBG COST
1	Chief Executive Officer (Annualized Salary-\$97,760; Benefits-\$31,761)	\$ 129,521.00	81%	12	\$105,081.00
1	Homeless Services Manager (Annualized Wage-\$54,080; Benefits-\$21,632)	\$ 75,712.00	20%	12	\$ 15,142.00
1	Madison County Outreach Specialist (Annualized Wage-\$13,520 (10 hrs/wk)	\$ 13,520.00	20%	12	\$ 2,704.00
1	Front Desk Manager/Community Closet Coordinator (Annualized Wage-\$36,360; Benefits-\$10,908)	\$ 47,268.00	3%	12	\$ 1,200.00
1	Outreach Coordinator (Annualized Salary-\$49,920; Benefits-\$14,976)	\$ 64,896.00	20%	12	\$ 12,979.00
NA	Consulting Contracts				\$ 18,527.00
<b>PAID PERSONNEL-TOTAL (includes all fringe)</b>					<b>\$155,633.00</b>

# Action Inc. CSBG WORK PLAN 2022-2023

## Supplemental Questions

Please provide a description of up to 500 words for the following questions:

### 1. Do you provide activities through the WIOA system?

Action Inc. provides recruitment, counseling, referral, supportive services, training, work experience, and follow-up to Workforce Innovations and Opportunity Act (WIOA)-eligible youth in the six-county service area of Southwest Montana that includes Beaverhead, Deer Lodge, Granite, Madison, Powell and Silver Bow counties. The major emphasis of services is to assist individuals who meet the eligibility and other criteria contained in the Workforce Innovations and Opportunity Act and the WIOA Manual in achieving economic self-sufficiency through entry into unsubsidized employment. The program has a 2019-2020 budget of just over \$143,000 to provide work-based learning expenditures (apprenticeships, internships, on-the-job training and work experiences), supportive and training services for the youth, case management and administration.

Action, Inc employs evidence-based training to enrolled youth to enhance employability, aptitudes, abilities and interests. The training component of the program provides a strong underpinning for youth to become economically self-sufficient through successful workforce attachment. The program provides training on two levels—the individual level and the group level. On the individual level, for out-of-school youth, assessments are completed that point to areas of strength and deficiency. Where there are deficiencies, youth create goals (Individual Service Strategy) with case managers that define the path for improvement. Based on the plan, youth are referred to appropriate educational/training services to support success. The approach to the comprehensive assessment is holistic and on-going.

On the group level, Action Inc. provides an evidence-based training curriculum that all enrolled youth complete and covers topics such as basic life skills, work readiness skills, financial literacy and study skills. In-school youth completing the curriculum receive a certificate. Group training, combined with targeted individual education and training, support long-term, successful employment.

The WIOA program is integrated into a menu of services at Action Inc. that support youth independence. Other contributing programs include the Chafee Foster Care Independence program, transitional housing for homeless youth and young adults and system navigation for homeless youth and young adults.