



STATE OF MONTANA
2024-2025 WORKPLAN COMMUNITY SERVICES BLOCK GRANT

REGIONAL AGENCY: District XII	CONTACT	PHONE NUMBER
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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 2023 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 2024-2025. 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, review of other local needs assessments, 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 five overarching goals are related to equity, social determinants of health, behavioral health, operational excellence, and climate resilience. 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 72,575 and spans a land area of 14,637 square miles. The service area comprises 10% of the state's total land area and 6.7% of the state's population and 8% of the states poor. 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 1.68 people per square mile in the vast, agricultural county of Beaverhead to 47.9 in Silver Bow County where the city of Butte is located. Butte has an estimated population of 35,017 and is the most populous city in the region. These densities stand in stark contrast to the 1,283 people per square mile found, for example, in the more densely populated state of New Jersey. An estimated 15% of the population in this rural region subsists below the federal poverty line. An estimated 36% of people subsist at 200% or less of the federal poverty line.

MISSION STATEMENT

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

GOAL ONE: ADVANCING EQUITY

GOAL STATEMENT: Advance equity through the provision of essential services to poor and low-income people in the service area.

OBJECTIVES:

1. Provide rapid rehousing and homeless prevention services utilizing a "Housing First" model.
2. Provide safe, affordable housing to low-income families and individuals.
3. Provide rent assistance to eligible poor and low-income households.
4. Provide heat assistance to low-income households during winter months
5. Create safe, warm housing environments by weatherizing homes for poor and low-income households.
6. Provide early childhood education services that help children from poor households succeed in school and support the whole family in the process.
7. Provide employment and training opportunities for poor and low-income youth and young adults to create economic self-sufficiency.
8. Provide food to poor and low-income people to help address food insecurity.
9. Empower severely disadvantaged people through civic engagement and knowledge building.

THE NEED FRAMEWORK: Over 10,500 people are poor in the six-county region of Southwest Montana and over 21,775 subsist at 200% or less of the federal poverty level--this represents 36% of the region's population. According to a Brookings Institute research article, *"Rising Inequality: A Major Issue of Our Time,"* income and wealth inequality has risen in many countries in recent decades. Among advanced economies, the increase has been particularly large in the United States and data points to rising inequality in the Action Inc. service area. Equality is unlikely to be achievable as it aspires to all people either having or being given the same resources or opportunities. Equity recognizes that each person has different circumstances and allocates resources and opportunities needed to reach an equal outcome. Equity is advanced through the implementation of policies, practices, attitudes, and cultural messages that prevent differential outcomes based on the differences among people, and the services delivered through Action Inc. are meant to advance equity. As a Community Action Agency that has been working on poverty solutions for 58 years in Southwest Montana, it is clear to leaders at Action Inc. that a priority for the agency is to focus on advancing equity through the provision of essential services. Programs like Head Start and those that focus on providing work and training opportunities for youth and young adults, providing opportunities for safe, affordable housing that is made safe through weatherization efforts and affordable through rent and heat assistance, as well as a focus on breaking the cycle of frequent system utilization have become a strong focus. The agency also focuses on system integration, facilitating collaborations among disparate agencies, which is necessary to building community systems to advance equity on a systematic level.

NEED FOR PERMANENT, AFFORDABLE HOUSING: 36% of people in the Action Inc. service area subsist on low incomes (at 200% or less of the federal poverty line). According to Census data, 38% of the region's renters are experiencing a housing cost burden, which means they are paying more than 30% of their income toward rent. 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, 357 households are on the waiting list for Housing Choice Vouchers administered by Action Inc., 299 on the wait list for vouchers through the Housing Authority, and 477 on the wait list for public housing units. 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	
Action Inc. will administer 285 Housing Choice Vouchers, VASH Vouchers, Mainstream Vouchers, and Emergency Housing Vouchers to low-income families and individuals, elderly and disabled households and veterans throughout the service area; the vouchers will make rent more affordable by basing the tenant rent amount on adjusted monthly income.	285 households per year will have safe affordable housing.	FNPI 4 b,c,d	Participants obtain and/or maintain safe and affordable housing	CDS/HAPPY
Action Inc. will inspect all rental units to ensure they meet safety and decency standards.	200 of 285 households per year will receive rental assistance--70%	SRV 4c	Participants obtain and/or maintain safe and affordable housing	CDS/HAPPY
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.	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/HAPPY
	12 of 12 low-income elderly people per year will have safe, affordable housing in Powell County--100%	FNPI 4 b,c,d	Participants obtain and/or maintain safe and affordable housing	CDS/HAPPY

NEED FOR HOUSING FOR SENIOR CITIZENS: There are an estimated 15,932 senior citizens in the region, an increase of 18% since 2018. Seniors comprise 22% of the Action Inc. service-area population. By 2030, they are expected to comprise 27% of the population. An estimated 33% 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		
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.	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 38% 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 2023 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	
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	CHIMES
	2,000 of 2,300 households receive client education materials about how to conserve energy and keep the home warm--87%			CHIMES
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 due to shut-off notices and and avert further crises, thereby helping to stabilize their lives--96%	SRV 4i	Low-income people receive emergency assistance with fuel or utility payments	CHIMES
Action Inc. will make weatherization services available to low-income households in the Action Inc. service area in order to make housing safer, more energy efficient, and more affordable. The agency will have the projected capacity to complete about 190 homes per year.	165 of 2,000 homes (households eligible for LIHEAP) 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	CHIMES
	200 of 2000 households will have an energy audit completed on their homes--10%	FNPI4g	Safe, affordable housing units are preserved or improved for low-income people	CHIMES
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.	400 of 2000 homes will be made safer through emergency repairs/replacements and safety measures--20%	FNPI4h	Safe, affordable housing units are preserved or improved for low-income people	CHIMES

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, . The 16.85% child poverty rate is higher than the Montana rate on par with the nation. Additionally, the rate of child abuse/neglect is significantly higher than the national rate (15 per 1,000 v. 5.4 per 1,000) and the 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	
Action Inc. will make quality preschool education available for children in Silver Bow County through the Head Start program. 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.	<i>Low-income children get a head start in support of school success.</i>			CDS/Child Plus
	125 children out of 125 children enrolled per year will develop school readiness skills-100%	FNPI 2b	Children (0-5) demonstrated skills for school readiness	CDS/Child Plus
	The health and physical development of 125 children out of 125 enrolled per year will be improved as a result of adequate nutrition-100%	SRV 5	Infant and child health and physical development are improved as a result of adequate nutrition	CDS/Child Plus

	125 children out of 125 enrolled per year will obtain age appropriate immunizations -100%	SRV 5a	Infants and children receive age appropriate immunizations, medical and dental care	CDS/Child Plus
	125 children out of 125 enrolled per year will obtain age appropriate well-child check--100%	SRV 5b	Participants obtain outcomes through health screening	CDS/Child Plus
	125 children out of 125 enrolled per year will obtain age appropriate developmental delay screening--100%	SRV 5c	Participants obtain outcomes through developmental screening	CDS/Child Plus
	125 children out of 125 enrolled per year will obtain age appropriate vision screening -100%	SRV 5d	Participants obtain outcomes through vision screening	CDS/Child Plus
	125 children out of 125 enrolled per year will obtain age appropriate nursing care sessions--100%	SRV 5h	Participants obtain outcomes through medical exams	CDS/Child Plus
	75 out of 75 age-appropriate enrollees per year will be developmentally ready to enter kindergarten-100%	FNPI 2c	Children who participate in preschool activities are developmentally ready to enter kindergarten or first grade	CDS/Child Plus
	75 out of 75 parents or sets of parents per year will receive information and/or training that helps improve their family functioning skills--100%	FNPI 5d	Parents and other adults learn and exhibit improved family functioning skills	CDS/Child Plus

NEED FOR YOUTH SERVICES: Indicators of child well-being in Southwest Montana point to a need for supportive youth services. Seventeen percent of the child population in the service area lives below the poverty line. An estimated 35% 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. 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 15 per 1,000 population is significantly higher in the region than it is nationally (5.4 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	
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.	<i>25 youth per year will develop skills to function effectively in the work world, thereby helping to break the cycle of poverty</i>			CDS/ MT Works
	25 of the 25 youth per year will obtain pre-employment skills/job readiness skills--100%	FNPI 6a	Participants obtain skills and competencies required for employment	CDS/ MT Works
	6 of the 25 youth per year will receive Adult Basic Education diploma or GED--24%	FNPI 2g	Participants completed ABE/GED and received a certificate or diploma	CDS/ MT Works
	5 of the 25 youth per year will obtain an industry recognized certificate or diploma relating to the achievement of an educational or vocational skill-20%	FNPI 2g	Participants completed ABE/GED and received a certificate or diploma	
	13 of the 25 youth per year who get job readiness skills will obtain employment and get training on a work site--52%	FNPI 1a	Participants who were unemployed obtained a job	CDS/ MT Works
	6 of the 25 youth per year who obtain employment will increase their income/benefits--24%	FNPI 1b	Participants become employed and obtain an increase in employment income and/or benefits	CDS/ MT Works
	8 of the 25 youth per year who obtain employment will maintain employment for at least 90 days--32%	FNPI 1c	Participants become employed and maintain a job for at least 90 days	CDS/ MT Works
	1 of 25 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 25 youth per year will have a need for and obtain affordable housing--12%	FNPI 4b	Participants obtain and/or maintain safe and affordable housing	CDS/ MT Works

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.	5 of 25 youth per year will have a need for and get access to reliable transportation and/or a driver's license--20%	SRV 7j	Participants obtain access to reliable transportation and/or driver's license	CDS/ MT Works
	4 of 25 youth per year will get clothing assistance in support of employment--16%	SRV 7n	Participants receive clothing in support of obtaining employment	CDS/ MT Works
	25 of 25 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
	25 of 40 youth exiting foster care will increase academic or social skills for school success--63%	FNPI 6a	Youth increase academic, athletic, or social skills for school success	CDS/SOARS
	15 of 40 youth existing foster care will receive transportation assistance--38%	SRV 7d	Participants obtain access to reliable transportation and/or driver's license	CDS/SOARS
	8 of 40 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 obtain high school diploma or its equivalent--20%.	FNPI 2g	Participants completed ABE/GED and received a certificate or diploma	CDS/SOARS
	40 out of 40 youth exiting foster care will obtain skills or competencies for employment--100%	FNPI 1a	Participants obtain skills and competencies required for employment	CDS/SOARS
	40 of 40 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 conditons in the community	CDS/SOARS
	40 of 40 youth exiting foster care will improve social networks --100%	FNPI 6a.2	Participants improve social networks	CDS/SOARS
	20 of 40 youth exiting foster care will improve leadership skills --50%.	FNPI 6a.1	Participants improve leadership skills	CDS/SOARS
	40 of 40 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
	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
	Action Inc. will make available 6 transitional housing units for homeless youth 18-24 years of age.			
Action Inc. will provide case management and advocacy services to youth residing in transitional housing to include goal planning, service linkage, and incentives.	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
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.	3 of 8 youth will successfully exit transiitonal housing and secure permanent housing--38%	FNPI 4b	Participants obtain and/or maintain safe and affordable housing	CDS/HMIS
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.	20 of 20 homeless youth will become will be supported by case management through their housing crisis--100%.	SRV 7c	Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals	CDS/HMIS
	5 of 20 homeless youth will be reunified with family--25%	Mod 2 b.3.a	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	CDS/HMIS
	20 of 20 homeless youth will be referred to at least 3 supportive serices per youth by a case manager for an approximate 60 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 ADDRESS FOOD INSECURITY: Current data shows food insecurity has grown in the region over the last two years and has intensified as pandemic-era benefits ended in March 2023. Fifty-four percent (54%) of people in the service are report being food insecure. In the most populous county in the service area, over 12,300 people have incomes at or below 200% of the federal poverty line and 58% of children are eligible for free or reduced lunches. Further, the child poverty rate is at 18.2% and in the nearby county of Deer Lodge, the rate is 28.5%. Over 2,100 children in the region are so materially poor, that normal health and development are at risk. The summer meal program operated by Action Inc. has seen a Additionally, the number of homeless increased by over 400%, creating a high need for food distribution. A summer meal program for children and youth when schools are not supply meals is essential and is the provision of food to the homeless population. The need for summer meals has remained high since the pandemic ended.

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		
Action Inc. will provide breakfast and lunch for children during the summer months at 19 targeted locations in the region.	<i>The physical development of children is improved as a result of adequate nutrition</i>			
	600 children per day will have meals during summer months.	SRV 5jj	Physical health and development for infants and children is improved as a result of adequate nutrition	Formula
	50,000 meals will be served each summer.	SRV 5jj	Low-income children receive food assistance-service count	CDS
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
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 CIVIC ENGAGEMENT AND KNOWLEDGE-BUILDING: In America, lessons from the "War on Poverty" over the last 60 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, knowledge-building, and decision-making that helps to empower people to achieve. 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.

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	
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 a council of homeless and formerly homeless individuals. Low-income people will contribute at least 5,000 hours of volunteer time to Community Action efforts per year.	Mod 2 bb Mod 2 B.3a.1	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 Low-income people volunteer for Community Action activities	CDS CDS
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: SOCIAL DETERMINANTS OF HEALTH

GOAL STATEMENT: Provide services in support of improved health outcomes for the poor and low-income population.

OBJECTIVES:

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

NEED FRAMEWORK: People living in poverty or subsisting on low incomes are more likely to have risk factors that lead to chronic illness. There is, in fact, a higher prevalence of disability and chronic illness among people with low incomes, a group that also, statistically, has a shorter life expectancy. In the population center of this rural service area, social determinants of health for people with low incomes point to higher risk factors for this cohort. They are far more likely to experience food and housing insecurity, less likely to be civically engaged, more likely to have lived with a friend or relative in the last year and are far less financially reliant. Action Inc. is a critical partner in improving health outcomes for low-income people because of its work in providing housing, food, heat, and social supports. It plays a lead role in developing supportive housing for the chronically homeless, frequent utilizer population. The agency has a more prominent role in the population center with a need to expand its collaborative work into the rural counties. In addition to its role in providing services that directly impact social determinants of health, effectiveness requires deep collaboration with critical community partners including hospitals, health centers, local governments, and behavioral health centers.

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	
<p>Action Inc., in partnership with key stakeholders, will develop a four-unit, pilot permanent supported housing project as an intervention for the frequent utilizer population.</p> <p>Through a partnership with St. James Healthcare, Southwest Montana Community Health Center, and the Montana Healthcare Association, Action Inc. will continue developing systems to address the phenomenon of frequent system utilization in Butte. The "FUSE" Initiative will track the number of frequent utilizers and continue developing the system to permanently house and wrap services around this population.</p>	<p>5 of 5 key stakeholder relationships will be secured for design, development, construction, and programming--100%</p> <p>Funding will be secured among key partners for construction of 4 units.</p> <p>1 of 1 operation plan for 4-unit facility will be developed--100%</p> <p>A data system for tracking frequent utilizers will be refined and maintained.</p> <p>Through a partnership with the Southwest Montana Community Health Center, mobile healthcare will be provided near the Action Inc. headquarters to serve the FUSE population.</p> <p>1 of 1 medication storage concept will be developed to support medication management for the FUSE population--100%.</p>	<p>Mod 2 b 5a-l</p> <p>Mod 2 b 5a-l</p> <p>Mod 2 b 5a-l</p> <p>Mod 2 b5 a-l</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, MOUs</p> <p>Contracts</p> <p>Internal Records</p> <p>Internal Records</p>
<p>Action Inc. will pursue funding streams for tenancy supports to implement a "housing is healthcare" approach to permanent supported housing.</p>	<p>1 of 1 viable funding stream will be secured--100%.</p>	<p>Mod 2 b 5a-l</p>	<p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p>	<p>Internal Records, MOUs</p>
<p>Action Inc. will cultivate relationships with critical access hospitals in service-area, frontier counties to build on a "housing is healthcare" approach to servicing rural areas.</p>	<p>4 of 4 hospital partnerships will be solidified--100%</p>	<p>Mod 2 b 5a-l</p>	<p>Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes</p>	<p>MOUs</p>
<p>Action Inc. will continue to work collaboratively with funders, non-profits, government entities and citizen groups in support of poverty initiatives that support good health outcomes.</p>	<p>Up to 200 partnerships will be cultivated or maintained</p>	<p>Mod 2 b 5a-l</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>Through case management, Action Inc. will work collaboratively with agencies on referrals and tracking of progress of housing and youth participants.</p>	<p>80 homeless families and individuals and 25 youth will be referred to other agencies and service providers to address needs that impact health outcomes.</p>	<p>SRV 7c</p>	<p>Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals</p>	<p>CDS</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.	15 of 15 poor or low-income people will be referred to services through the outreach program--100%.	SRV 7c	Low-income individuals or families are stabilized through referrals that support long-term stabilization of homeless families and individuals	CDS
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.	1 of 1 plan will be developed and deployed.	Mod 3	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Internal Records
	75 of 75 low-income people will be engaged through outreach efforts.	Mod 3		Internal Records
Through a collaboration with the Southwest Montana Continuum of Care Coalition, Action Inc. will maintain a strong coordinated system of services for the homeless in the service area.	20 of 20 stakeholders will maintain membership in the Continuum of Care Coalition.	Mod 3	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Internal Records
Action Inc. as the lead agency for Coordinated Entry, will continue to implement procedures for targeting and prioritizing assistance to people who are imminently homeless in support of homeless prevention.	14 of 14 stakeholders will participated in weekly Coordinated Entry meetings to conduct case conferencing, prioritization, and housing/service plans for literally homeless people.	Mod 3	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Internal Records

GOAL THREE: BEHAVIORAL HEALTH

GOAL STATEMENT: Advocate for system-level change to the behavioral health system.

OBJECTIVES:

1. Develop housing solutions for individuals who are unable to sustain housing due to behavioral health challenges.
2. Provide advocacy for the rebuilding of community-based mental health systems that have collapsed.

NEED FRAMEWORK: Behavioral health has been identified as a high priority issue in Southwest Montana as demonstrated by Community Health Needs Assessments, client surveys, and community-level focus groups. Data also points to the need for a more robust and effective behavioral health system. Depression and substance abuse can both be statistically tied to income and living in rural settings. In rural Southwestern Montana, the likelihood of depression is compounded by financial hardship for a significant portion of the population. Research has shown that people with lower socioeconomic status are more likely to develop a depressive illness and that their depression is more severe than that of people higher on the socioeconomic status scale.

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	
Action Inc. will work to expand housing related interventions provided by Action Inc. that support positive mental health and stability.	Through collaboration with Butte-Silver Bow County, the Housing Authority of Butte, and the Southwest Montana Continuum of Care Coalition, a 4-unit permanent supportive housing facility will be developed for individuals who otherwise are unable to sustain housing due to behavioral health challenges. 1 out of 1 4-unit facility will be developed--100%	Mod 2 b 5a-l	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Contracts
Action Inc. will cultivate funding for tenancy supports for a 4-unit permanent supported housing facility.	1 of 1 viable funding stream will be secured--100%.	Mod 2 b 5a-l	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Contracts
Action Inc. will provide advocacy for system change through its participation in a Behavioral Health Strategic Alliance and related partnerships.	10 of 10 partnerships will result from advocacy work on behavioral health system change.	Mod 3	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Meeting Minutes
Through participation in the Behavioral Health Strategic Alliance, new systems will develop in the populaion center.	The Crisis Now model will be implemented in Silver Bow County for mental health crisis response.	Mod 3	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Meeting Minutes

GOAL FOUR: OPERATIONAL EXCELLENCE

GOAL STATEMENT: Improve effectiveness through efficient management systems and integrated 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 media 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	
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.	15 of 15 board members will complete governance training--100%	Mod 2-b.2a	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
		Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records

GOAL FIVE: CLIMATE RESILIENCE

GOAL STATEMENT: Advocate for and create climate resilient living environments for low-income households.

OBJECTIVES:

1. Advocate for deployment of green technologies within existing weatherization programs.
2. Develop workforce skills in green technology.
3. Cultivate funding for deploying green technologies in low-income housing.
4. Ensure houseless people have safe environments during extreme heat and smoke events.

NEED FRAMEWORK: Economically disadvantaged people are disproportionately impacted by climate change. A 2021 EPA analysis shows that the most severe harms from climate change fall disproportionately upon underserved communities who are least able to prepare for, and recover from, heat waves, poor air quality, flooding, and other impacts. Thus, it is important to consider the ways in which Action Inc. may be able to contribute to health and safety for people who may be, for example, exposed to extreme cold or heat, smoke, and other climate related circumstances that impact the health and well-being of poor and low-income people.

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	
Action Inc. participate in local and statewide discussions to advocate for use of green technologies in the weatherization of homes for the low-income population.	1 of 14 staff member will represent Action Inc. at Resilient Butte meetings--7%.	Mod 3	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Meeting Minutes
	1 of 1 staff member will represent Action Inc. at state Weatherization Technical Committee meetings--7%	Mod 3	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes	Meeting Minutes
Action Inc. will design a workforce training plan around identified green technologies to increase capacity for installation.	5 of 10 staff will be trained in installation of identified green technologies--50%	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records
Purse Sustainable Energy Resources for Consumers (SERC) funding that provides resources to install green technologies in low-income housing units.	1 of 1 grant is successful--100%	Mod 3	Agency capacity to achieve family and community outcomes is increased	Contracts
Work on the community level with partners to identify safe environments for the homeless during extreme heat and smoke events.	1 of 1 shelter is identified and utilized for extreme heat and smoke days--100%	Mod 3	Agency capacity to achieve family and community outcomes is increased	Internal Records