



Action Inc.

A COMMUNITY ACTION PARTNER

Strategic Plan

2026-2028



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## Introduction

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Action Inc. is committed to continuous improvement in developing pathways to economic stability for economically disadvantaged citizens in Southwest Montana. To remain effective and responsive, the agency conducts a comprehensive assessment of its mission and the evolving needs of low-income populations every three years. This strategic plan, covering 2026–2030, reflects the findings of those assessments and outlines the organization’s goals and priorities. It serves as a clear framework for action, guided by data and ongoing analysis to support sustained improvement.

## Background

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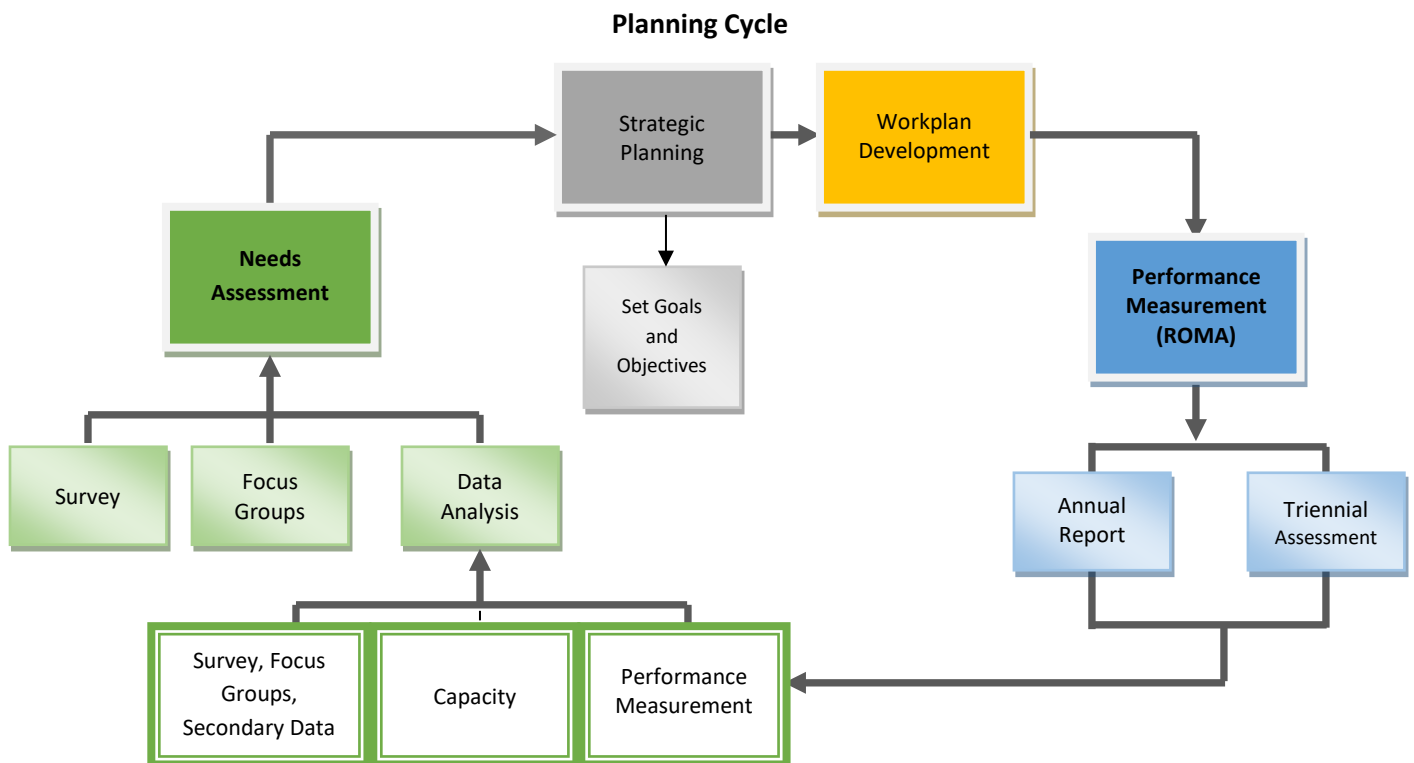
Action Inc., established in 1965 as a private nonprofit organization in Montana, originated from the national Community Action movement of the 1960s aimed at reducing poverty. As one of ten Community Action Agencies in the state, it serves a six-county region in Southwestern Montana, including Beaverhead, Deer Lodge, Granite, Madison, Powell, and Silver Bow. The agency is headquartered in Butte-Silver Bow County. This service area’s population is 76,426, covering 14,631 square miles and represents 10% of Montana’s land area and 7% of its population. Five counties are classified as “frontier” while Silver Bow County, with an estimated population of 36,134, is classified as “rural” and serves as the population center. Approximately 15% of the region’s residents live below the federal poverty line, and 21% live at or below 150% of that threshold. Action Inc. assists more than 6,500 low-income individuals annually.

The agency provides a broad range of services that promote economic stability and support pathways out of poverty. These include early childhood education through Head Start, youth employment and training, transition out of foster care, and programs supporting homeless youth. Essential services, such as heat, food, rent, and weatherization assistance—help residents navigate long, harsh winters. Action Inc. also leads regional homeless services by managing the Homeless Management Information System and Coordinated Entry system, delivering rapid rehousing and prevention services and offering affordable housing options throughout the service area.

According to the 2025 Needs Assessment, it is essential for Action Inc. to continue addressing inequities and meeting the needs of the substantial low-income population in the region. Currently serving only about one quarter of eligible residents, the agency faces a pressing need to expand outreach and improve access to services across all six counties. Achieving this expansion will require strengthened outreach strategies and additional resources, particularly given the challenging funding environment for poverty-related programs.

## Process

Action Inc. utilizes the Results Oriented Management and Accountability (ROMA) model to guide its planning process. The ROMA cycle begins with a triennial assessment of needs and organizational capacity, using data analysis, focus groups, and surveys to identify the needs of low-income populations. These findings inform the agency’s strategic goals and help the Board of Directors and Executive Leadership Team establish a three-year direction. Specific objectives are then defined in a two-year workplan built on a logic model that outlines service inputs and targets. Progress is measured through an annual report, and these performance results directly inform ongoing planning and decision-making.



On February 12, 2026, the Action Inc. Board of Directors, Executive Leadership Team, and program managers met to develop the three-year strategic plan. Their facilitated discussion centered on three key needs-assessment topics—Economic Stability, Behavioral Health, and Physical Health—and examined how Action Inc., as a Community Action Agency, can play a role in addressing these priorities through its services and advocacy efforts.

### Participants

The following individuals were involved in one or more stages of creating this Strategic Plan:

- **Action Inc. Board of Directors:**  
Board Chairperson, Ivy Fredrickson  
Board Treasurer, Tara Callaghan

Board Secretary, Charity Fechter  
Executive Committee Member, Sandi Seccomb  
Executive Committee Member, Theresa Rader  
Board Member, Ida Miller  
Board Member, Gail Leeper  
Board Member, Krissy Krackowsky  
Board Member, Dave Rothgaber

- **Action Inc. Leadership Team**  
Chief Executive Officer, Margie Seccomb  
Chief Operations Officer, Kristen Chambers  
Chief Financial Officer, Don Foley  
Human Resources Manager, Jamie Paul
- **Action Inc. Program Managers**  
Head Start Director, Barbara Brophy  
Triage Center Manager, Suzanne Kingston  
Property Manager, Christine Giovenco  
Weatherization Director, Abbie Phillip  
Eligibility Services Manager, Sarah Weldon
- **Facilitator**, Libby Brunell, Cascadia Management Group

## Mission and Core Values

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### Mission Statement

Action Inc. is dedicated to developing pathways to economic stability through innovative, community-based, collaborative approaches.

- **Compassion**  
Treat others with respect and dignity, valuing individual and cultural differences. Support and serve with a deep awareness of and sympathy for another's suffering. Empower those we serve to move beyond poverty and the environments that perpetuate it.
- **Collaboration**  
Communicate, cooperate, and collaborate freely across organizational and service areas and work as one team to fulfill our mission.
- **Accountability**

Be accountable to those we serve, to our communities, and to each other for stellar outcomes and efficient, appropriate use of funds. Commit to providing the highest quality service with excellence and consistency.

## Service Area

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Action Inc. provides services in a six-county area defined by the state of Montana as District XII. The six counties include:

- Beaverhead
- Deer Lodge
- Granite
- Madison
- Powell
- Silver Bow

## Strategic Priorities

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Action Inc. has long focused on providing services that help low-income individuals build a foundation for economic stability. Recognizing that not everyone begins with the same opportunities for a healthy life, the agency works to reduce inequities through its core programs. These include early childhood education through Head Start; heating assistance via LIHEAP and Energy Share; free weatherization services; rental support through Housing Choice Vouchers; affordable housing in senior and USDA-funded facilities; homeless services through the Continuum of Care; and youth programs under WIOA and the Chafee Foster Care Independence initiative.

Action Inc., as a Community Action Agency, continually adapts to the evolving needs of economically disadvantaged individuals and their communities. This plan acknowledges the shifting behavioral health landscape and identifies opportunities for the agency to address service gaps. It also recognizes the impact of substandard housing on health outcomes and outlines how Action Inc. can refine its Weatherization services to better support healthy living environments, including through collaborations that support similar work.

This plan focuses on these three keys strategic areas:

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- 1. Economic Health for Low-income individuals and families**
  - 2. Physical Health for Low-Income individuals and families**
  - 3. Behavioral Health for the unhoused and housing unstable**
  - 4. Operational Excellence**
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A comprehensive work plan will be developed to translate these goals into clear, actionable steps. It will define specific initiatives and establish timelines, performance metrics, and indicators of success. The leadership team will partner with the Board and staff to guide daily operations and ensure progress toward all strategic objectives.

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## ECONOMIC HEALTH FOR LOW-INCOME INDIVIDUALS AND FAMILIES

### GOAL:

Strengthen economic stability by providing essential services to individuals with low incomes.

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The national affordability crisis experienced across the nation is sharply felt across the six-county region of Beaverhead, Deer Lodge, Granite, Madison, Powell, and Silver Bow, where long travel distances, rural isolation, and limited housing stock intensify financial strain for low-income households. Five counties in this service area are classified as “frontier,” with Silver Bow County serving as the primary population center yet still designated as “rural,” creating persistent barriers to accessible, affordable housing and essential services. Approximately 15% of residents across the region live below the federal poverty line, and 21% live at or below 150% of that threshold, despite wide variations in local economies and resources. Rising housing costs, increasing energy burdens during long Montana winters, and limited rental availability compound the challenge, particularly for the 10,538 individuals subsisting below the federal poverty level and the 25,000 residents considered low income within Action Inc.’s service area. For families already struggling, even modest increases in rent, heat, or transportation expenses can push budgets past their limits, leading to housing instability, food insecurity, and worsening health outcomes. These pressures underscore the urgency of expanding outreach, increasing service capacity, and strengthening regional partnerships to ensure that all area residents have equitable access to the supports needed to maintain stability and improve long-term well-being.

**Strategy 1:** Provide high-quality, trauma-informed, client-centered services that reduce economic stress for low-income households and support pathways to economic mobility.

Deliver high-quality, trauma-informed, client-centered services that ease economic stress for low-income households and provide the opportunity for economic upward mobility.

#### Action Items:

- Continue to deliver the following services:
  - Heat assistance through LIHEAP and Energy Share
  - Rent assistance through Housing Choice and other HUD voucher programs
  - Rapid rehousing and homeless prevention services through
  - Food Assistance through the Summer Nutrition Program, Homeless Luch Program, and on-site food distribution
  - Homeless services through the Continuum of Care and Emergency Solutions grants as well as local grants

- Youth Supports through the Workforce Innovation and Opportunity Act, Chafee Foster Care Independence, and Youth Homeless Demonstration grants
- Early childhood education through the Head Start grant
- Affordable housing units through HUD and USDA funded properties
- Free weatherization services

**Strategy 2:** Develop a case management system that facilitates effective service connections and enhances economic stability for low-income individuals and families.

**Action Items:**

- Develop an internal training curriculum to establish a consistent standard of care for housing case management.
- Establish policies and procedures that support a consistent, high-quality standard of care in case management.
- Pursue Medicaid billing for Tenancy Supports to enhance sustainability of housing case management services.
- Identify and implement case management software.

**Strategy 3:** Increase public awareness about Action Inc. and its programs across the service area to drive attainment of goals across all departments and reach more people in need.

**Action Items:**

- Develop an agency-wide outreach plan with targeted strategies for effectively reaching potential clients, especially in frontier counties.
- Maintain an outreach position, aligned with available resources to strengthen community connections, increase awareness of services, and implement the outreach plan.
- Support satellite locations in frontier counties as funding permits.
- Continue to enhance the technologies and communication channels used to reach current and prospective program participants, including social media and the agency website.
- Develop clear, effective educational materials to support outreach on key issues and service offerings.
- Collaborate with community partners to educate and advocate.
- Participate in targeted community events, fairs, promotions, or campaigns to elevate Action Inc's engagement in community-based education and outreach.

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## PHYSICAL HEALTH FOR LOW-INCOME INDIVIDUALS AND FAMILIES

### GOAL:

Strengthen economic stability by providing essential services to individuals with low incomes.

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People living in poverty or with low incomes face higher risks for chronic illness and disability, resulting in shorter life expectancy. In this region, social determinants of health such as food and housing insecurity, limited civic engagement, and financial instability, further elevate these risks. Action Inc. plays a vital role in improving health outcomes by providing housing, food, heat, and essential social supports. As the agency's impact is strongest in the population center, expanding collaborative efforts into rural counties remains an important priority.

**Strategy 1:** Continue to deliver high-quality services that support positive health outcomes including:

- Case Management
- Rent Assistance
- Weatherization Services
- Heat Assistance
- Early Childhood Services
- Food

**Strategy 2:** Continue to develop permanent supported housing units to improve health outcomes for people with complex behavioral health challenges.

**Action Items:**

- In partnership with Butte-Silver Bow County and Butte Affordable Housing, pursue funding for additional permanent supported housing units.
- Implement Medicaid tenancy supports for the PSH units.

**Strategy 3:** Integrate the "Healthy Homes" strategy in conjunction with the Weatherization Program to improve health outcomes for low-income households.

**Action Items:**

- Develop the concept of "Healthy Homes" within the Weatherization Department and define its integration with existing weatherization services.
- Develop partnerships with reclamation programs and aging-in-place programs in the service area and define their integration with weatherization services.
- Pursue funding to support the "Healthy Homes" initiative.

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## BEHAVIORAL HEALTH FOR THE UNHOUSED AND HOUSING UNSTABLE

### GOAL:

Develop programs that effectively integrate housing and behavioral health strategies.

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Behavioral health is a significant concern in Southwest Montana, as evidenced by Community Health Needs Assessments, client surveys, and community focus groups. Depression and substance use disorders are closely associated with low income and rural living. In Southwestern Montana, financial hardship further increases the risk and severity of depression among many residents, particularly those with lower socioeconomic status.

Behavioral health and housing stability are also closely connected. With Montana's recent decision to make tenancy supports reimbursable under Medicaid, organizations like Action Inc. now have greater ability to provide services that improve housing stability and, in turn, support better health outcomes for individuals who are housing insecure or unhoused. The unhoused have critical unmet needs as no current facility provides an inclusive space offering laundry, showers, food, therapeutic services, and opportunities for connection.

**Strategy 1:** Develop an evidence-based drop-in center to improve health outcomes for people experiencing chronic homelessness and complex behavioral health challenges.

#### **Action Items:**

- Expand building to accommodate drop-in center.
- Develop service model for the drop-in center that integrates housing and behavioral health strategies.
- Develop a funding plan for service delivery in the Center.

**Strategy 2:** Expand Action Inc.'s housing interventions to enhance mental health and stability.

#### **Action Items:**

- Through collaboration with Butte-Silver Bow County, the Housing Authority of Butte, develop additional permanent supportive housing units for individuals who otherwise are unable to sustain housing due to behavioral health challenges.
- Implement tenancy support services through the Montana Medicaid program.

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## OPERATIONAL EXCELLENCE

### GOAL:

Maintain the systems, staffing, and organizational culture necessary to ensure efficient, high-quality, and effective program delivery.

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Action Inc. will continue to deliver efficient, effective services and strengthen regional partnerships to support low-income individuals across its six-county service area. The agency upholds responsible stewardship of public resources and strong accountability to meet current and emerging community needs. Recognizing the complexity of poverty, Action Inc. prioritizes coordinated, collaborative approaches that align goals and strategies among stakeholders to drive meaningful progress.

**Strategy 1:** Enhance efficiency and compliance across all departments through ongoing assessment, system development, and implementation.

#### Action Items:

- Review monitoring reports and agency assessments for areas of strength and weakness.
- Assess policies, procedures, and practices to determine where efficiencies are inadequate.
- Ensure staffing models that support core values, efficiency, and high performance
- Conduct regular reviews of policies, procedures, and practices to ensure effective operations, regulatory compliance, and adherence to funder requirements.
- Conduct regular reviews of policies, procedures, and practices that allow for proper management of operations, compliance regulations, and requirements stipulated by funders.
- Continue to develop and strengthen performance measurement systems and reporting.
- Provide continued training and development opportunities for staff and board.

**Strategy 2:** Leverage information technology systems to enhance operational efficiency and strengthen communication with internal teams, community members, partners, and funders across the service area.

#### Action Items:

- Implement a case management software solution.
- Use the agency's website and social media platforms to increase visibility and understanding of its mission and services.

**Strategy 3:** Foster a culture of collaboration, both internally and externally, to enhance organizational performance.

#### Action Items:

- Leverage the Human Resources Management System to strengthen internal communication, employee feedback, surveys, and messaging.
- Use consistent agency messaging in training for board members, staff, and partners to ensure a shared understanding of the organization's mission and role.

- Ensure Action Inc. representatives actively participate in committees, councils, groups, and discussions aligned with the agency's goals and strategies.
- Participate in targeted community events, fairs, promotions, or campaigns to strengthen Action Inc's presence in community-based education and outreach.