



**STATE OF MONTANA
2025-2027 CSBG WORKPLAN**

REGIONAL AGENCY: District XII

CONTACT

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INTRODUCTION

Will be written when strategic planning is complete.

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 76,426 and spans a land area of 14,637 square miles. The service area comprises 10% of the state's total land area, 7% of the state's population, and 8% of the state's 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 21% of people subsist at 150% or less of the federal poverty line.

MISSION STATEMENT

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

GOAL ONE: ADVANCING ECONOMIC STABILITY

GOAL STATEMENT: Advance economic stability 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.

NEED FRAMEWORK: An estimated 10,715 people are poor in the six-county region of Southwest Montana and over 16,225 subsist at 150% or less of the federal poverty level--this represents 21% of the region's population. As a Community Action Agency that has been working on poverty solutions for 60 years in Southwest Montana, it is clear that a priority for the agency is to focus on advancing economic stability 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 economic security on a systematic level.

NEED FOR RAPID RE-HOUSING : An estimated 10,715 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 14% 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. The number of homeless in Butte-Silver Bow County, the most populous county in the District, hit an all-time high of 195. Action Inc. moved from a transitional housing approach to rapid rehousing with a Housing First emphasis in 2014. By 2020, before the global pandemic, the number dropped to 32 people, the lowest it had been since the data became available in the early 1990's. This is due in large part to implementation of a "Housing First" model. During the pandemic, the number of literally homeless rose to 178 (point-in-time), a 456% increase. With a continued emphasis on rapid rehousing and support services, the number has been reduced once again by 43% in the last year. Action Inc. provides leadership for the local 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 Continuum of Care system for addressing homelessness is critical to the community.

ACTION ITEMS: INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR	
ACTION ITEMS: IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION
Action Inc. will provide rapid rehousing and homeless prevention services for homeless families and individuals drawing from concepts of the Housing First model that will include intensive case management, housing navigation, diversion, and service linking. The agency will provide these services through a combination of the Community Services Block Grant, the Emergency Solutions Grant, a HUD Continuum of Care grant and a local grant.	<p><i>Overarching outcome: homeless families and individuals will be stabilized in housing and become more highly functioning members of society.</i></p> <p>200 of 200 homeless families and individuals will have eligibility determined for rapid rehousing or homeless prevention assistance--100%</p> <p>20 of 20 homeless families will obtain or retain safe, affordable housing with rent assistance through the rapid rehousing program--100%</p>	SDA 1a	The number of individuals receiving eligibility determinations.
Action Inc. will provide eviction avoidance services utilizing Emergency Solutions funding, local funding, and Opioid Abatement Trust funding.	100 of 100 households will avoid eviction through rent arrears assistance and landlord interventions.	FNPI 4c	The number of individuals who avoided eviction.
Action Inc. will provide case management services to people experiencing homelessness or housing instability.	150 of 150 people will receive benefit coordination and housing navigation assistance and referrals to needed services through case management services--100%	SRV 4a	The number of individuals who received rental payment assistance.
		SRV 4a	The number of individuals that received rental assistance payments.
		SRV 4c	The number of individuals that received benefit coordination services.
		SRV 3c	The number of individuals that received benefit coordination services.
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Action Inc. will provide outreach to the homeless living on the streets, emergency shelters and other places not meant for human habitation to ensure they have access to housing and case management services	300 people will have contact with an Action Inc. outreach workers and receive information about Action Inc. services	SRV 3c	The number of individuals that received benefit coordination services.

NEED FOR PERMANENT, AFFORDABLE HOUSING: Twenty-one percent (21%) of people (over 16,000) in the Action Inc. service area subsist on low incomes (at 150% or less of the federal poverty line). According to Census data, 37% 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, at least 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, 199 households are on the waiting list for Housing Choice Vouchers administered by Action Inc., and over 400 households are 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.

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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 4b	Participants obtain and/or maintain safe and affordable housing
Action Inc. will determine eligibility for applicants on the wait list for housing vouchers and housing units.	300 of 300 eligibility determinations will be completed--100%	SDA 1a	The number of individuals receiving eligibility determinations.
Action Inc. will inspect all rental units to ensure they meet safety and decency standards.	285 of 285 housing units will be determined to meet housing standards--100%	SDA 1a	The number of individuals receiving eligibility determinations.
	285 of 285 households will receive rental assistance payments--100%	SRV 4b	The number of individuals that received housing payment assistance.
	285 of 285 households will obtain or retain permanent housing--100%	SRV 4c	Participants obtain and/or maintain safe and affordable housing.
Action Inc. will make 33 units of decent and affordable housing available to low-income families, elderly and disabled people in Madison and Powell Counties.	24 of 24 low-income families per year in Madison County and Powell Counties will have safe, affordable housing--100%	FNPI 4b	The number of individuals who obtain safe and affordable housing.
	9 of 9 low-income people per year will have safe, affordable housing in Powell County--100%	FNPI 4b	The number of individuals who obtain safe and affordable housing.
	69 of 69 seniors will receive housing assistance subsidies--100%	SRV 4b	The number of individuals that received housing assistance
	69 of 69 seniors per year will maintain an independent life style in their own apartment --100%	FNPI 4b	The number of individuals who obtain safe and affordable housing.
Action Inc. will provide a Service Coordinator for seniors residing in the housing facility.	60 of 60 households will receive referrals to support services and benefit coordination services--100%.	SRV 3b	The number of individuals that received benefit coordination services.

NEED FOR ASSISTANCE WITH HOME HEATING, HOME SAFETY, AND ENERGY EFFICIENCY: The high cost of heating homes is exacerbating the housing affordability problem across Montana. While we know that over 37% 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. Affordability of housing, which includes energy costs, ranked as the highest need in the 2025 community needs survey. Meeting this need is essential in this time of high heating costs, high rate of people with a housing cost burden and in a cold climate area. Specifically within the the "Housing Needs" section of the survey, 27% of respondents identified issues with unsafe housing as a need and 27% identified helps with home repairs as a need.

INITIATIVES TO ADDRESS POVERTY	PROJECTED IMPACT	NATIONAL PERFORMANCE INDICATOR	
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>		
	2,300 eligibility determinations will be conducted with applicants for heat assistance--100%	SDA 1a	The number of individuals receiving eligibility determinations.
	2,000 of 2,300 households per year will receive assistance with paying heating bills--87%	SRV 4d FNPI 4f	The number of individuals served with energy assistance and or energy efficiency. The number of individuals who received utility payment assistance.
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 4d FNPI 4f	The number of individuals served with energy assistance and or energy efficiency. The number of individuals who received utility payment assistance.
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.	80 of 2,000 homes (households eligible for LIHEAP) will be weatherized, thereby reducing energy consumption and making housing more affordable--4%	SRV 4g FNPI 4g	The number of households receiving weatherization assistance.
	90 of 2000 households will have an energy audit completed on their homes--4.5%	FNPI 4f	The number of individuals receiving housing maintenance and improvement services.
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.	170 of 2000 homes will be made safer through emergency repairs/replacements and safety measures--8.5%	FNPI 4f	The number of individuals receiving housing maintenance and improvement services.
Action Inc. will repair or replace water line connections and hot water tanks in Butte-Silver Bow County for households with broken lines and who income qualify for LIHEAP.	15 of 2000 households will have safe water resources--.075%	FNPI 4e	The number of households who improved home health, safety through home improvements.

NEED FOR EARLY CHILDHOOD EDUCATION PROGRAMS: The condition of poverty 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. The U.S. has relatively low rates of intergenerational income mobility when compared with other advanced countries. In the Action Inc. service area, 15.4% of children are poor and 41% are eligible for reduced-price lunch in public schools. The rate of child abuse/neglect has been consistently and significantly higher in two of the area counties 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	
ACTION ITEMS: IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	NUMBER AND PERCENT ACHIEVING A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION
<p>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.</p>	<p><i>Low-income children get a head start in support of school success.</i></p> <p>95 of 95 children will receive Head Start services.</p> <p>95 children out of 95 children enrolled per year will develop school readiness skills-100%</p> <p>The health and physical development of 125 children out of 125 enrolled per year will be improved as a result of adequate nutrition-100%</p> <p>95 children out of 95 enrolled per year will obtain age appropriate immunizations -100%</p> <p>95 children out of 95 enrolled per year will obtain age appropriate well-child check--100%</p> <p>95 children out of 95 enrolled per year will obtain age appropriate developmental delay screening--100%</p> <p>95 children out of 95 enrolled per year will obtain age appropriate vision screening -100%</p> <p>95 children out of 95 enrolled per year will obtain age appropriate dental screenings -100%</p>	<p>SRV 2b FNPI 2a</p> <p>FNPI 2b</p> <p>SRV 5 FNPI 5i</p> <p>SRV 5a FNPI 5a</p> <p>SRV 5b FNPI 5a</p> <p>SRV 5c FNPI 5a</p> <p>SRV 5b FNPI 5a</p> <p>SRV 5o FNPI 5h</p>	<p>The number of individuals 3-5 receiving Head Start Services. The number of young children 0-5 enrolled in early childhood education services.</p> <p>Children (0-5) demonstrated skills for school readiness</p> <p>The number of individuals receiving access to healthy food options.</p> <p>The number of individuals receiving immunizations. The number of individuals served who then improved their health and well-being through preventative measures.</p> <p>The number of individuals receiving health screenings. The number of individuals served who then improved their health and well-being through preventative measures.</p> <p>The number of individuals receiving developmental delay screenings. The number of individuals served who then improved their health and well-being through preventative measures.</p> <p>The number of individuals receiving health screenings. The number of individuals served who then improved their health and well-being through preventative measures.</p> <p>The number of children receiving dental services. The number of children receiving preventative oral health services.</p>

	10 Of 95 children will receive mental health screenings and services--10%	SRV 5k FNPI 5f	The number of individuals receiving mental health services. The number of individuals served who then improve their mental health, behavioral health, and well-being.
	95 children out of 95 enrolled per year will obtain age appropriate nursing care--100%	SRV 5h FNPI 5a	The number of individuals receiving health screenings. The number of individuals served who then improved their health and well-being through preventative measures.
	45 out of 95 age-appropriate enrollees per year will be developmentally ready to enter kindergarten-47%	FNPI 2c	Children who participate in preschool activities are developmentally ready to enter kindergarten or first grade
	75 out of 75 parents or sets of parents per year will receive home visits --100%	SRV 2r	The number of families participating in evidence-based home visiting program.

NEED FOR YOUTH SERVICES: Indicators of child well-being in Southwest Montana point to a need for supportive youth services. Fifteen percent of the child population in the service area lives below the poverty line. In 5 of the 6 counties in the service area, there is a high percent of single parent households, ranging from 19.9% in Beaverhead County to 38% in Deer Lodge County. 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	
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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 15 youth per year.		15 youth per year will develop skills to function effectively in the work world, thereby helping to break the cycle of poverty		SRV 1A SRV 2q FNPI 2b	The number of youth that received skills training for job readiness. The number of adults receiving life skills and coaching services. The number of youth actively connected to education and skills development programs.
		15 of the 15 youth per year will obtain pre-employment skills/job readiness skills including life skills and coaching services--100%			
		6 of the 25 youth per year will receive Adult Basic Education diploma or GED--24%			
		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%		SRV 2p FNPI 2d	The number of individuals who obtained a recognized credential, certificate, or degree relating to the achievement of educational or vocational skills. The number of individuals attending applied technology classes.

<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 40 youth per year.</p>	<p>1 of 15 youth per year will complete a post-secondary program and obtain a diploma--6%</p> <p>4 of 15 youth per year will get clothing assistance in support of employment--27%</p>	<p>SRV 2g FNPI 2f</p> <p>SRV 5w</p>	<p>The number of individuals receiving college/post-secondary readiness support The number of individuals who obtained a post-secondary degree.</p> <p>The number of individuals receiving clothing assistance.</p>
<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 40 youth per year.</p>	<p>25 of 40 youth exiting foster care will obtain pre-employment skills/job readiness skills including life skills and coaching services--100%</p> <p>15 of 40 youth exiting foster care will receive transportation assistance--38%</p> <p>8 of 40 youth exiting foster care will receive housing assistance--20%</p> <p>4 of 25 youth exiting foster care will complete obtain high school diploma or its equivalent--20%.</p>	<p>SRV 1A SRV 2q FNPI 2b</p> <p>SRV 4b</p> <p>SRV 4b</p>	<p>The number of youth that received skills training for job readiness. The number of adults receiving life skills and coaching services. The number of youth actively connected to education and skills development programs.</p> <p>Number of individuals receiving non-medical transportation.</p> <p>The number of individuals that received housing payment assistance</p>
<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 40 youth per year.</p>	<p>40 out of 40 youth exiting foster care will obtain skills or competencies for employment--100%</p>	<p>SRV 2o FNPI 2c</p> <p>SRV 1A SRV 2q FNPI 2b</p>	<p>The number of individuals attending high school equivalency classes. The number of individuals who obtained a high school diploma and/or obtained an equivalency certificate or diploma.</p> <p>The number of youth that received skills training for job readiness. The number of adults receiving life skills and coaching services. The number of youth actively connected to education and skills development programs.</p>
<p>Action Inc. will make available 6 transitional housing units for homeless youth 18-24 years of age.</p>	<p>8 of 8 youth will have safe, supported housing with rent subsidy for up to 24 months--100%</p>	<p>SRV 4e FNPI 4a</p>	<p>The number of individuals receiving rapid re-housing and housing placement services. The number of individuals experiencing homelessness who obtained safe temporary shelter.</p>
<p>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>3 of 8 youth will successfully exit transitional housing and secure permanent housing--38%</p>	<p>FNPI 4b</p>	<p>The number of individuals who obtained safe and affordable housing.</p>
<p>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>	<p>20 of 20 homeless youth will be supported by case management through their housing crisis--100%.</p>	<p>SRV 2q</p>	<p>The number of adults receiving life skills and coaching services.</p>

Action Inc. will provide financial literacy training to youth enrolled in youth services.		FNPI 3a	The number of individuals completing income and asset building training.		
Action Inc. will provide hygiene kits to youth qualifying for its services.	40 of 40 youth will receive hygiene kits--100%	SRV 5t	The number of hygiene kits/supplies (e.g.: hygiene kits, toothpaste, soap, deodorant, menstrual products).		
NEED TO ADDRESS FOOD INSECURITY: Current data shows food insecurity has grown in the region. Fifty-four percent (54%) of low-income people in the service are reported being food insecure according to the local 2023 Community Health Needs Assessment conducted by the local hospital. In the most populous county in the service area, over 16,000 people have incomes at or below 150% of the federal poverty line and 41% of children are eligible for free or reduced lunches. Further, the child poverty rate is at 15.41% and, therefore, nearly 2,000 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 grown 380% in the last five years, serving 72,000 meals in 2025 and 800 children daily. Additionally, the number of unhoused people stands at 104 as this plan is written. 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.					
INITIATIVES TO ADDRESS POVERTY		PROJECTED IMPACT		NATIONAL PERFORMANCE INDICATOR	
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 5r FNPI 5i	The number of individuals receiving prepared meals.
		65,000 meals will be served each summer.		SRV 5r FNPI 5i	Low-income children receive food assistance-service count
Action Inc. will provide food to low-income families in Silver Bow County during the December holiday season.		1,000 food baskets or food cards will be provided to low-income households.		SRV 5r FNPI 5i	The number of individuals receiving food distribution services. Low-income people receive food assistance-service counts
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 at 8 locations.		10,000 lunches will be delivered to homeless people per year.		SRV 5r FNPI 5i	The number of individuals receiving food distribution services.

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. 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.

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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.	Mod 2 bb	Low-income people participate in formal community organizations, government, boards or councils that provide input into decision making and policy setting through Community Action efforts
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.	Low-income people will contribute at least 5,000 hours of volunteer time to Community Action efforts per year.	Mod 2 B.3a.1	Low-income people volunteer for Community Action activities
Through use of media and print materials, Action Inc. will provide wide public education about the importance of energy conservation.	1 plan will be completed that will provide cohesive direction on reaching low-income citizens and providing effective education		
	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%		

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 healthcare providers 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

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	
IDENTIFIED ACTIVITIES THAT SUPPORT ACCOMPLISHMENT OF THE GOAL	TARGET NUMBER TO ACHIEVE A SPECIFIED OUTCOME	REFERENCE NUMBER	DESCRIPTION
<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>Action Inc. will pursue funding streams for tenancy supports to implement a "housing is healthcare" approach to permanent supported housing.</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>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>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>1 of 1 viable funding stream will be secured--100%.</p> <p>4 of 4 hospital partnerships will be solidified--100%</p> <p>Up to 200 partnerships will be cultivated or maintained</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>

Through case management, Action Inc. will work collaboratively with agencies on referrals and tracking of progress of housing and youth participants.	100 homeless families and individuals and 25 youth will be referred to other agencies and service providers to address needs that impact health outcomes.	SRV 7c	Community Action actively works to expand resources and opportunities in order to achieve family and community outcomes
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. 75 of 75 low-income people will be engaged through outreach efforts.		
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.		
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 participate in weekly Coordinated Entry meetings to conduct case conferencing, prioritization, and housing/service plans for literally homeless people.		

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. Expand accessible resources for chronically unhoused people experiencing mental illness and/or substance use disorder.

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.

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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, Butte Affordable Housing, 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%	CNPI 4	Number of safe and affordable housing units developed in the community.
Action Inc. will cultivate funding for tenancy supports for a 4-unit permanent supported housing facility. Develop formal drop-in center using evidence-based approaches for people experiencing homelessness, mental illness, and substance use disorder.	Crisis de-escalation services will be provided to 20 people per day on average.	CNPI 5	Number of accessible and affordable behavioral and mental health assets or resources created in the community.

	<p>Case management triage will be provided to 5 people per day on average.</p> <p>Food assistance will be made available to to 20 people per day on average.</p> <p>On-site treatment services will be developed within one year.</p> <p>Clothing assistance will be made available to 5 people per day on average.</p>		
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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.

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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.		Agency capacity to achieve family and community outcomes is increased
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 biennially.		Agency capacity to achieve family and community outcomes is increased
Action Inc. will undergo an annual independent audit in order to ensure financial stability and responsible use of public funds.	1 independent annual audit will be completed annually.		Agency capacity to achieve family and community outcomes is increased
Action Inc. will monitor operational systems to ensure they are operating effectively, efficiently and align with 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
Action Inc. will conduct at least 2 internal staff trainings per year.	85 of 85 staff become more effective in working with people in poverty--100%		Agency capacity to achieve family and community outcomes is increased
Action Inc. will have one staff member who is a Certified ROMA Implementer.	1 of 85 staff member will be a Certified ROMA Implementer--1%		Agency capacity to achieve family and community outcomes is increased

<p>All Action Inc. staff will complete training that deepens skills and ability to be effective in their roles.</p> <p>Action Inc. Board members will undergo governance training.</p> <p>Action Inc. will improve its Information Technology systems in support of more efficient operations and outreach to target service audience.</p>	<p>85 of 85 staff will complete training appropriate to their positions--100%</p> <p>15 of 15 board members will complete governance training every two years--100%</p> <p>1 website will be maintained; links to local government and partner websites in the service area to improve consumer access.</p> <p>Social media approaches will be developed and implemented.</p>		<p>Agency capacity to achieve family and community outcomes is increased</p> <p>Agency capacity to achieve family and community outcomes is increased</p> <p>Agency capacity to achieve family and community outcomes is increased</p> <p>Agency capacity to achieve family and community outcomes is increased</p>