

Welcome Home Billings, Two Year Action Plan FY2009-2011, Mayor's Committee on Homelessness



Goal One: Solicit stakeholder feedback on Welcome Home Billings and increase advocacy and public knowledge on behalf of the homeless.					
Objective	Action Steps	Team Lead	Outcome Goals & Outputs	Resources Required	Timeline
Review plan with stakeholder groups to facilitate public input.	Complete list of presentations to be completed during the public comment period.	Brenda Beckett City of Billings	Completed stakeholder meetings	Member attendance at meetings	<i>Public Comment period:</i> September 18 - October 19, 2009
	Prepare Powerpoint presentation, copies of plan / plan summaries.	Brenda Beckett Julia Guarino Jessica Mowry City of Billings	Completed press packets for members	City staff time (16 hours) Printing, CDs, materials	By September 24, 2009
	Place plan on City website for review / downloading.	Doris Cole City of Billings Joanna Culver	Plan on City Website	City staff time	By September 18, 2009
	Update Mayor's Committee on Homelessness Website.	Future Billings Metro VISTA Project (MVP) for FY2010-2011	Data Resources, Minutes, Agendas, etc. on City Website	8 Hours City staff time	By September 24, 2009
Develop a group of speakers to respond to public education requests.	Members choose presentation topics and how to be contacted, forward to team lead.	Judy Stewart RiverStone Health	Completed speaker's bureau	RiverStone Health staff time	By December 31, 2009
Create multimedia presentations to inform various audiences, including placement of media stories to illustrate personal experiences.	Develop marketing plan, identifying multimedia presentations to be completed for the <i>Illuminate Poverty</i> project, highlighting <i>Welcome Home Billings</i> .	Jessica Mowry Future MVP for FY2010-2011 City of Billings	Completed marketing plan, and multimedia presentations and stories	Billings MVP position	July 16, 2009 through July 16, 2010 July 16, 2010 through July 16, 2011
Investigate the possibility of holding bi-annual conferences on best practices to share knowledge gained regarding housing and treatment modalities for the homeless.	Determine feasibility of a homeless conference in Billings.	Mayor's Committee on Homelessness	Decision regarding homeless conference in Billings	Member review	Conference would be held in Fall 2010 Decision to be made by February 2010
	Investigate the feasibility of bringing the concept of "Haven for Hope" to present at a conference.	Lisa Harmon Downtown Billings Alliance	Decision regarding bringing Robert Marbut, Jr. to Billings for a conference	Sponsors DBA staff time	Decision to be made by June 30, 2010
Increase advocacy and public knowledge on behalf of the homeless.	Engage in public speaking forums and events to provide information on school aged homeless children.	Sue Runkle Billings Public Schools	30 total completed public speaking engagements for the two year period	Liaison staff time	June 30, 2011
	Offer at least one public program on an aspect of homelessness each of the two years.	Bill Cochran Parmly Billings Library City of Billings	Two completed public programs	Parmly Billings Library space and staff time	June 30, 2011
	Develop an annotated resource list on books, movies, websites and other materials on homelessness available at the Library.	Bill Cochran Parmly Billings Library City of Billings	Completed resource list at the Parmly Billings Library	Parmly Billings Library space and staff time	June 30, 2011

Goal Two: Join community partners with resources to address homelessness intervention and prevention efforts and facilitate partnerships to improve collaboration, service array, leveraging and capacity.

Objective	Action Steps	Team Lead	Outcome Goals & Outputs	Resources Required	Timeline
Develop resources for funding homeless initiatives and coordinate grant efforts.	Continue applying for project status from the Center for National Community Service (CNCS) to further the Billings Metro VISTA Project (MVP) and work on homeless initiatives.	Brenda Beckett City of Billings	Approved AmeriCorps VISTA Application	City staff time CNCS	July 2010 July 2011
	Continue to host VISTA volunteers in unassigned 4 th floor office space for the two years, provided the Library doesn't move or receive other direction from City Administration.	Bill Cochran Parmly Billings Library City of Billings	Space to support capacity building efforts for the City and non-profit organizations	Parmly Billings Library space and staff time	June 30, 2011
Develop resources for funding homeless initiatives and coordinate grant efforts, continued.	Coordinate VISTA Assignment Descriptions (VAD), offices, supervision and program funding for on-site capacity-building and program development.	Brenda Beckett City of Billings	Completed VADs	Member staff time	January 2010 January 2011
	Explore capacity-building grants to support administrative functions.		Grants applications and increased funding for administration	City staff time	June 30, 2011
	Engage the faith-based community in coordinating and developing efforts to impact homelessness.	Future MVP City of Billings	Increased collaboration in faith-based community for homeless efforts	Billings MVP position	June 30, 2011
Support Project Homeless Connect (PHC) as an annual event.	Facilitate and develop capacity for the annual PHC event.	Joanna Culver Joe Chalupa for FY2010-2011 Future MVP Future PHC Chair for 2011	Two Completed PHC events	BARN Billings MVP position	January 2010 January 2011
	Establish outcomes for PHC to demonstrate effectiveness.	Claire Coleman	Post-event statistics measuring impact of PHC	Partial Billings MVP position	January 2010 January 2011
	Continue to provide a child services / support area at the annual PHC event.	Sue Runkle Billings Public Schools	Provide services and support to 30 children total for two PHC events	Liaison staff time Supplies donations	January 2010 January 2011
	Continue to coordinate PHC as a co-chair.	Joe Chalupa The HUB - Mental Health Center (MHC)	One completed PHC event	BARN support MHC staff time 100 hours	January 2010
	Continue to host PHC at the Parmly Billings Library, provided the library does not move.	Bill Cochran Parmly Billings Library	Two completed PHC events	Library space and staff time	January 2010 January 2011
Support the Billings Area Resource Network (BARN) as a working homeless services / advisory body for the Mayor's Committee on Homelessness to ensure providers are aware of the changing service opportunities available in the community for the clients they serve.	Facilitate the BARN's capacity to collaborate and address homeless service needs in the community.	Joe Chalupa Joanna Culver Future BARN Chair for 2010 Future MVP for FY2010-2011	BARN meeting successfully on a quarterly basis, 8 full-sessions	Billings MVP position	June 30, 2010

<p>Support the Billings Area Resource Network (BARN) as a working homeless services / advisory body for the Mayor's Committee on Homelessness to ensure providers are aware of the changing service opportunities available in the community for the clients they serve, continued.</p>	<p>Facilitate the integration of the annual Continuum of Care survey in the PHC event.</p>	<p>Carmen Gonzales Joe Chalupa PATH – The HUB Joanna Culver Future BARN Chair for 2010 Future MVP for FY2010-2011</p>	<p>Two Completed Surveys</p>	<p>The HUB staff Billings MVP position</p>	<p>January 2010 January 2011</p>
<p>Support the Business Consortium for Social Change and similar concepts to involve businesses in impacting the homeless / near-homeless and to increase service provider capacity.</p>	<p>Support the formation of a consortium of business owners who have an interest in community impact.</p>	<p>Lisa Harmon Downtown Billings Alliance Mike Dummeyer Julia Guarino Future MVP for FY2010-2011</p>	<p>Completed Consortium Roster Eight completed Consortium meetings</p>	<p>Billings MVP position</p>	<p>June 30, 2011</p>
	<p>Increase the number of social enterprise employers in Billings.</p>	<p>Business Consortium for Social Change</p>	<p>Two additional businesses in Billings utilizing social enterprise model</p>	<p>Billings MVP position</p>	<p>June 30, 2011</p>
	<p>Provide information / data gathering efforts from local businesses regarding economic and social initiatives utilizing online / email tools for survey completion.</p>	<p>Bruce MacIntyre Chamber of Commerce</p>	<p>Two completed survey initiatives to the business community</p>	<p>Subject / Questions 2 weeks in advance</p>	<p>June 30, 2011</p>
	<p>Increase the number of social service providers in the membership pool for the Chamber of Commerce.</p>	<p>Bruce MacIntyre Chamber of Commerce</p>	<p>10 social service providers are new members of the Chamber of Commerce</p>	<p>Chamber staff time Current BARN distribution lists</p>	<p>June 30, 2011</p>
	<p>Sponsor workshops through the Chamber of Commerce with specific programming to support social service providers with the following goals: increase capacity, self-sustainability, networking, and economic opportunity in social enterprise.</p>	<p>Bruce MacIntyre Chamber of Commerce</p>	<p>Two completed workshops</p>	<p>Chamber staff time Current BARN distribution lists</p>	<p>June 30, 2011</p>
	<p>Provide "Indianpreneurship" classes to American Indians from eastern Montana, targeting those experiencing homelessness.</p>	<p>Taffy Lafferty NADC</p>	<p>Six completed classes</p>	<p>CDFI - Department of Treasury Funding</p>	<p>June 30, 2011</p>
	<p>Provide capital resources for micro-business development to American Indians experiencing homelessness.</p>	<p>Taffy Lafferty NADC</p>	<p>Five new businesses developed by American Indians</p>	<p>Montana State Department of Commerce</p>	<p>June 30, 2011</p>
	<p>Provide accounting and management trainings to assist American Indians to obtain certification for disadvantaged business classification.</p>	<p>Leonard Smith NADC</p>	<p>Four completed classes</p>	<p>Indian Energy and Economic Development Office – Bureau of Indian Affairs Funding</p>	<p>June 30, 2011</p>
	<p>Conduct a market needs assessment / American Indian needs analysis to determine business needs for action plan development.</p>	<p>Leonard Smith NADC</p>	<p>One completed market needs assessment</p>	<p>CDFI – Department of Treasury Funding</p>	<p>June 30, 2011</p>

Support the Business Consortium for Social Change and similar concepts to involve businesses in impacting the homeless / near-homeless and to increase service provider capacity, continued.	Continue to expand Nu-Start business in order to provide employment opportunities for previously homeless people in recovery.	Mona Sumner Rimrock Foundation	Provide employment and skills training to 20 people	Case management funding Rimrock Foundation staff time	June 30, 2011
	Create a self-sustaining, social enterprise business in order to employ people experiencing homelessness, those at risk of homelessness and those who have been recently discharged from prison / jail.	Paul Chinberg Family Service, Inc.	Completed business plan Provide employment opportunities for 10 individuals for year one Increase employment opportunities to 20 individuals for year two	Family Service, Inc. staff time	June 30, 2010 June 30, 2011
Support the development of an American Indian Cultural Center to provide collaboration and referral linkage to social and business services, and also to provide a venue for cultural education, access and exchange.	Continue fund development, collaboration, and partnership efforts to build capacity for the development of an Indian Cultural Center.	Leonard Smith NADC MT / WY Tribal Leaders Council	American Indian Cultural Center open and operating	Loan guarantee program New Markets Tax Credits Private financing	June 30, 2011
Support the Spare Change for Real Change campaign as a city-wide alternative to panhandling.	Complete marketing plan for Spare Change for Real Change.	Julia Guarino Business Improvement District Future MVP	Completed and implemented marketing plan with two west end locations	Business Improvement District commitment Billings MVP Position	June 30, 2011

Goal Three: Increase the city's supply of decent, affordable housing.

Objective	Action Steps	Team Lead	Outcome Goals & Outputs	Resources Required	Timeline
Increase supportive housing units, permanent rentals, transitional housing units, veterans housing, emergency shelter beds, housing for those returning from prison and those in recovery.	Support collaboration for housing development and funding applications for projects supported by Welcome Home Billings.	Brenda Beckett City of Billings	Two completed applications for funding	City staff time	June 30, 2011
	Track member involvement and units generated for reporting purposes.	Brenda Beckett City of Billings	Number of units generated during implementation of Welcome Home Billings	City staff time Member reporting	Bi-Annually June 30, 2011
	Support the City's Consolidated Plan, including affordable housing development and housing rehabilitation programs (10-year goals): - 100 Housing Rehab Units - 200 Minor Home Repair Units - 60 Accessibility Units (ramps) - 40 Special Assessment Grants - 300 New Affordable Housing Units - 350 First Time Homebuyers	Brenda Beckett City of Billings	<i>Two Year Goals:</i> - 20 Housing Rehab Units - 40 Minor Home Repair Units - 12 Accessibility Units (ramps) - 16 Special Assessment Grants - 68 New Affordable Housing Units - 70 First Time Homebuyers	City staff time CDBG / HOME allocations	June 30, 2011
	Support ongoing efforts to stabilize / maintain the current affordable housing stock in Billings: - Weatherization activities - Minor housing rehabilitation - Major housing rehabilitation	Sheri Boelter District 7 HRDC Mary Lou Affleck Rebuilding Together	HRDC District 7 Goals: - 600 units weatherized in Yellowstone County per year, 1200 units for two year period Rebuilding Together Goals: - 15 units rehabilitation in Yellowstone County	MT Department of Energy funding ARRA Stimulus funding District 7 HRDC staff time Rebuilding Together volunteer time Private funding CDBG applications	June 30, 2011
	Build transitional living facility to house and coordinate services to homeless veterans.	Patrick Chapel Volunteers of America Wyoming and Montana	Independence Hall facility opened and serving 20 veterans Provide housing and coordination of services for 50 veterans over a two year period	VA Capital Grant & Per Diem Program CDBG allocation Yellowstone County Commissioners funding	October 1, 2009 June 30, 2011
	Support the Housing Authority of Billings' Whitetail Run and subdivision development.	Lucy Brown Housing Authority of Billings	40 new low- to moderate-income housing units	HOME TCAP CDBG allocation	June 30, 2011
	Develop new housing units for people who have experienced or are at risk of homelessness.	Mona Sumner Rimrock Foundation	Housing units developed to support 16 individuals	CDBG / HOME applications Private funding	June 30, 2011
	If approved by SAMHSA: Provide treatment and housing services for 20-25 chronically homeless individuals.	Mona Sumner Rimrock Foundation	Housing units and services provided to 20 chronically homeless individuals	SAMHSA	June 30, 2011

Increase supportive housing units, permanent rentals, transitional housing units, veterans housing, emergency shelter beds, housing for those returning from prison and those in recovery, continued.	Continue to administer Section 8 Housing Choice Voucher programs to provide housing assistance payments to the very low and extremely low income. Continue to administer the Section 8 Home Ownership program.	Lucy Brown Housing Authority of Billings (HAB)	Maintain 950 vouchers per year Place 240 individuals and families in two years Six households achieving homeownership in two years	HAB and MDOC Housing Choice Voucher programs, HUD funding HAB staff time	June 30, 2011
	Implement HUD homeless VASH voucher program to coordinate case management and housing assistance for veterans who have experienced homelessness.	Lucy Brown Housing Authority of Billings	35 veterans placed in housing with case management services	VASH Vouchers HAB staff time	June 30, 2011
	Continue to administer Shelter Plus Care program to provide housing and case management services to disabled homeless individuals.	Lucy Brown Housing Authority of Billings	Maintain 15 participants in housing and service coordination annually	McKinney-Vento Homeless Act funding Continuum of Care funding	June 30, 2011
	Continue to own and maintain 274 public housing units to provide housing to low and extremely low income households.	Lucy Brown Housing Authority of Billings	Maintained affordability of 274 housing units, occupied by low and extremely low income households	HAB staff time HUD Public Housing Program	June 30, 2011
	Continue to own and maintain Section 8 Project-Based housing units to serve 102 low and extremely low income elderly and disabled households.	Lucy Brown Housing Authority of Billings	Maintained affordability of 102 housing units, occupied by low and extremely low income elderly / disabled households	HAB staff time HUD Multi-Family Housing	June 30, 2011
	Continue to own and maintain 27 HOME housing units to serve very low income households.	Lucy Brown HAB Development Corporation	Maintained affordability of 27 housing units, occupied by very low income households	HAB staff time	June 30, 2011
	Support the development of the Housing First model for housing.	Brenda Beckett Adela Awner Interfaith Hospitality Network	Four new units of housing, following the Housing First model	Food Stamp Bonus Funding - DPHHS HUD EDI federal appropriation City staff time IHN Staff time Private financing	December 30, 2009
Create a plan to develop additional housing (and case management) with partners and the faith community.	Adela Awner Interfaith Hospitality Network	Completed collaborative business plan for the development of 12 affordable housing units with both funding and partners identified	Faith Community Housing funding Partnerships	June 30, 2011	
Seek federal, state and local funding sources to support affordable housing development for households with very low income (0 - 30% Area Median Income).	Request CDBG / HOME funding applications targeting the very low income and / or serving the homeless receive funding priority.	Brenda Beckett Community Development Board	Priority given to projects supporting the very low income for CDBG / HOME funding by 2011 allocation cycle	City staff time	June 30, 2011
	Assess Continuum of Care funding resource availability for Billings.	Mayor's Committee on Homelessness BARN	One new Continuum of Care funded project in Billings each year	Agency proposing program	June 30, 2010 June 30, 2011
Build local service provider capacity for affordable housing development, management and housing rehabilitation.	Ensure funding generated through the City will be allocated through a Request for Proposals (RFP) process to ensure local provider capacity-building.	Brenda Beckett City of Billings	Open RFP processes for City-funded projects Increased # of service providers sponsoring housing units	City staff time Service provider commitment	June 30, 2011

Provide Community Housing Development Organization (CHDO) capacity-building opportunities through the City's Community Development Division.	Provide opportunities for local agencies to become CHDO certified by the City of Billings.	Dina Billington City of Billings	Two active CHDOs developing housing in Billings	City staff time	June 30, 2011
Facilitate collaborative grant and loan applications for affordable housing development to serve the homeless.	Ensure applications for affordable housing development are circulated among the Homeless Committee and BARN membership.	Mayor's Committee on Homeless BARN	Applications circulated and collaboration generated two completed grant applications	Member commitment	June 30, 2011

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Goal Four: Provide adequate emergency homeless prevention programs.

Objective	Action Steps	Team Lead	Outcome Goals & Outputs	Resources Required	Timeline
Increase funding dedicated to rent, utilities and mortgage assistance.	Ensure CDBG and HOME applications are completed by January deadline to meet needs.	BARN	Two completed applications for HOME TBRA per year, two completed applications for CDBG Public Services per year	Member applications	January 2010 January 2011
		Paul Chinberg Family Service, Inc.	One completed application for rent, utilities, and mortgage assistance per year	CDBG application Family Service, Inc. staff time	January 2010 January 2011
	Provide emergency housing program assistance for rent, utilities, and deposits in the following prevention programs: - Short-term rental, up to 3 months - Utility payments - Moving costs - Case management / housing counseling	Sheri Boelter District 7 HRDC	Provide heating bill assistance payments to 6,000 households in Yellowstone County. Provide prevention assistance: - Short-term rental, 100 households - Utility payments, 15 households - Moving costs, 16 households - Case management / counseling, 140 households	LIEAP funding Homeless Prevention Rapid Re-Housing funding CSBG funding HRDC 7 staff time	June 30, 2011
	Provide rapid re-housing program assistance for the following programs: - Short-term rental, up to 3 months - Security / utility deposits - Case management / housing counseling		Provide rapid re-housing assistance: - Short-term rental, 135 households - Security / utility deposits, 50 households - Case management / counseling, 185 households		
	Support efforts to increase Section 8 vouchers when made available.	Lucy Brown Housing Authority of Billings	Increased Section 8 Voucher availability	HUD funding programs	June 30, 2011
	Implement housing assistance through the Access to Recovery / Recovery Support Services for American Indians in recovery.	Stephanie Iron Shooter MT / WY Tribal Leader's Council	200 total clients in Billings will be served through Access to Recovery / Recovery Support Services	Access to Recovery / SAMHSA Funding	June 30, 2011
Support incentive programs for landlords to rent to the homeless or those at risk for homelessness, and increase service provider capacity to engage in long-term leasing and / or rental ownership.	Explore faith-community for landlord options. Consider programs for landlords to: • reduce / waive application fees • reduce / waive deposits	Adela Awner Interfaith Hospitality Network	Three families placed with landlords through Interfaith Hospitality Network	Landlord participation IHN Staff Time	June 30, 2011
Support pre-release / discharge planning education and intervention for all institutional services including foster care, prison, jail and psychiatric facilities.	Support statewide discharge planning education for case workers in mental health, jails / prison systems and social services agencies to prevent homelessness.	Mayor's Committee on Homelessness	Complete one statewide discharge planning effort	Coordination with the State Department of Health and Human Services	June 30, 2011
	Implement Access to Recovery / Recovery Support Services for American Indians transitioning from corrections and behavioral health facilities to support long-term recovery from addictions.	Stephanie Iron Shooter MT / WY Tribal Leaders Council	200 total clients in Billings will be served through Access to Recovery / Recovery Support Services	Access to Recovery / SAMHSA Funding	June 30, 2011

Utilize <i>housing first</i> and <i>rapid re-housing</i> philosophies in developing housing options to shorten homelessness.	Ensure Housing First pilot program is opened and has complete data reporting system in place.	Brenda Beckett Adela Awner Interfaith Hospitality Network	Four new units, housing first model	Food Stamp Bonus Funding - MT Department of Health and Human Services Federal Appropriation City staff time IHN Staff time Private financing	December 31, 2009
	See rapid re-housing goals listed above in Goal Four, increasing funding dedicated to rent, utilities and mortgage assistance.				
	Continue to operate and expand Harmony House in order to provide housing and support services to homeless pregnant / parenting young adults.	Sheri Boelter District 7 HRDC	Provide housing and services to 16 individuals with children Baseline: 8 individuals	Administration of Children and Families MT Continuum of Care TANF Emergency Funds District 7 HRDC staff time	June 30, 2011
Support case management efforts to transition occupants from shelter care to permanent supportive housing.	Support policy change in shelters through collaboration and linkage to housing.	BARN	Increased number of individuals placed in housing	Member Commitment & Reporting	June 30, 2011
Support landlord-tenant intervention to prevent eviction.	Continue housing counseling programs to landlords, tenants and prospective homeowners.	Sheri Boelter District 7 HRDC	Outcomes, reported by households: - 35 pre-purchase counseling - 3 purchased a home - 140 budget counseling - 270 tenants, fair housing counseling - 100 landlords, fair housing counseling - 50 in the Delinquent Mortgage Counseling program	MT Board of Housing District 7 HRDC staff time	June 30, 2011

Goal Five: Expand treatment / service capacity and linkage to essential services.

Objective	Action Steps	Team Lead	Outcome Goals & Outputs	Resources Required	Timeline
Expand coordinated intensive case management and street outreach services for the homeless.	Continued support of PATH program to provide outreach at the Mental Health Center (MHC).	Carmen Gonzales PATH - MHC	PATH – 900 clients	MT Department of Health and Human Services funding	June 30, 2011
Increase assistance to complete applications and facilitate application streamlining to access services, transportation, employment and housing.	Continue Project Homeless Connect 2010 & 2011, see objectives and action steps for Goal Two.				
	Coordinate mobile clinic and faith-based efforts throughout the city to increase access to enrollment and services.	Future MVP for FY2010-2011	Increased coordination between mobile clinics and faith-based efforts Increased access to enrollment for benefits and services	Billings MVP position	VAD Developed January 2010
	Continue to work towards enhancing the availability of transportation, pro-bono ridership and general Met Transit ridership.	Claire Coleman Billings League of Women Voters	Enhanced availability of transportation and ridership Met Transit BASELINES FY2008-2009: - Operating 5:50am - 6:40pm, M-F - Operating 8:10am - 5:42pm, Sat. - 2,125 donated rides - 12,980 discount passes - 675,340 riders	MET Transit Leadership through Billings League of Women Voters	June 30, 2011
	Continue to provide intensive case management and outreach services to homeless individuals and families to access services.	Joe Chalupa The HUB	The HUB – 2,000 clients	MT Department of Health and Human Services funding	June 30, 2011
	Continue to provide assistance to disabled individuals during their application to Social Security for Disabled Benefits.	Sheri Boelter District 7 HRDC	50 disabled individuals receive emergency assistance (housing, transportation, hygiene assistance and medical resources) to prevent homelessness	Social Security funding CSBG HRDC 7 staff time	June 30, 2011
	Provide transportation assistance including funding for car repairs, fuel vouchers, cab vouchers and bus passes for those experiencing poverty to maintain / obtain employment.	Sheri Boelter District 7 HRDC	Provide: - 75 completed car repairs - 25 fuel vouchers - 60 cab vouchers - 30 bus passes	ARRA CSBG funding District 7 HRDC	October 31, 2010
Increase availability and capacity of health care, mental health, substance abuse services, medication assistance and access to legal assistance to the very low income / uninsured.	Continue Project Homeless Connect 2010 & 2011, see objectives and action steps for Goal Two.				
	Continue to provide primary health care, dental care, immunizations, patient assistance, medication assistance, healthcare outreach, and coordination of available medical and social resources for homeless prevention and intervention efforts.	Judy Stewart RiverStone Health	Provide: Healthcare for the Homeless - 2,000 Community Health Access Partnership - 400 homeless individuals	Health Resources Services Administration Public Health Service Funding Coordinator Funding	June 30, 2011
	Implement the Access to Recovery / Recovery Support Services grant to increase the success rate of American Indian sobriety, including (but not limited to) case management, dental services, transportation, housing support, childcare, sober activities, etc.	Stephanie Iron Shooter MT / WY Tribal Leader's Council	200 total clients in Billings will be served through Access to Recovery / Recovery Support Services	Access to Recovery / SAMHSA Funding	June 30, 2011
Continue to provide referral services to families of school aged children experiencing homelessness.	Sue Runkle Billings Public Schools	800 identified children received referral services to increase success in education	McKinney-Vento Homeless Education Act Funding Federal Title 1 Funding	June 30, 2011	

Increase availability and capacity of health care, mental health, substance abuse services, medication assistance and access to legal assistance to the very low income / uninsured, continued.	Continue to provide psychiatric nurse practitioner to the Mental Health Treatment Court to serve mentally ill people in housing and out of jail.	Mona Sumner Rimrock Foundation	Services provided to 40 individuals	Medicaid Funding Grant Funding	June 30, 2011	
	Continue to provide vision care, clothing, food, prescription drug vouchers, gasoline vouchers, bus vouchers, and dental hygiene kits to the homeless and those at risk of homelessness. Implement new program to provide diabetes education classes and diabetes testing on-site to those experiencing poverty.	Paul Chinberg Family Service, Inc. RiverStone Health	Provide: - 240 exams and services - 480,000 clothing items - 26,000 food boxes - 520 prescription drug vouchers - 2,600 gasoline vouchers - 600 bus vouchers - 10,400 dental hygiene kits Provide 48 diabetes education classes / materials Provide diabetes education classes and materials to 9,000 clients	Family Service, Inc. staff time Private contributions Store sales Grants Fundraising RiverStone Health staff time		June 30, 2011
	Continue to provide the substance abuse / mental health continuum of services to the near-homeless, homeless, and chronically homeless population.	Mona Sumner Rimrock Foundation	3,000 people	Private funding Insurance funding		June 30, 2011
	Support expanding partnerships to continue the Stand Down to connect veterans to resources, including dental work, haircuts, military supplies in this one-day, one-stop event.	Ken Chase Mayor's Committee on Homelessness	Stand Down held in 2009 and 2010	Department of Labor Stand Down grant Department of Veterans Affairs funding		June 30, 2011
	Support funding increases and capacity building activities for day centers.	Joe Chalupa The HUB	Expand The HUB operating hours from 40 hours per week to 50 hours Serve an additional 10% Benchmark is 1,000 unduplicated clients / year at The HUB	MT Department of Health and Human Services funding Mental Health Center - Development Department		June 30, 2011
Support increases in capacity for day center operations across the city.	Create partnerships to increase day center capacity to provide shower / bathing facilities to the homeless.	Joe Chalupa The HUB Billings MVP	Two additional facilities providing shower / bathing services	Future Billings MVP Identified funding sources	June 30, 2011	
	Develop a plan to acquire a new and expanded space to accommodate the day center.	Adela Awner Interfaith Hospitality Network	Completed plan to acquire day center	Acquisition / Rehabilitation funding	June 30, 2011	
	Support grant initiatives expanding community-based, criminal justice diversion programs.	Mayor's Committee on Homelessness	One grant supported and completed	City staff time	June 30, 2011	
Support expansion of community-based, criminal justice diversion programs.	Continue community-based jail diversion program for misdemeanor, non-violent offenders to minimize placement in jail.	Mona Sumner Rimrock Foundation	240 people served	Montana Board of Crime Control funding	June 30, 2011	
Establish one-stop shop to access all services for the homeless.	Continue Project Homeless Connect 2010 & 2011, see objectives and action steps for Goal Two.					
Provide "Cost-Benefit" form to social services agencies to begin tracking impact of services provided.	Review Cost-Benefit form with stakeholders for utilization and commitment.	Julia Guarino Future MVP	3 new service providers utilizing cost-benefit form	City staff time Billings MVP position	June 30, 2011	
Research the possibility of creating an Assertive Community Treatment (ACT) Team to coordinate services for the chronically homeless.	Consider for implementation by 2013.	BARN	Decision on the feasibility for the ACT team	BARN	June 30, 2013	

Goal Six: Increase personal income levels and economic opportunities.

Objective	Action Steps	Team Lead	Outcome Goals & Outputs	Resources Required	Timeline	
Increase access to mainstream benefits by ensuring assistance is provided to complete applications.	Continue Project Homeless Connect 2010 & 2011, see objectives and action steps for Goal Two.					
Support asset development, education, job training, and employment opportunities serving the homeless (and those at risk of homelessness) throughout the community.	Support Earned Income Tax Credit and Free Income Tax Preparation Awareness through VITA sites.	Liz Jung Kathie Shandera United Way	Established VITA sites # of households assisted	Billings MVP Position	June 30, 2010	
	Support Fund Raising for Financial Stability Partnership of Yellowstone County.	Liz Jung Kathie Shandera United Way Future MVP for FY2010-2011	Completed grant application	Billings MVP Position	June 30, 2010	
	Continue to provide Skills for Success class to enhancing marketable employment skills to clients.	Joe Chalupa The HUB	Provide Skills for Success to 75 clients	Case Management Staff Position / The HUB	June 30, 2010	
	Provide referrals and linkage to American Indians in poverty to access Individual Development Accounts to create savings for first time homeownership.	Darrell LaMere NADC homeWORD	Eight IDAs created	NeighborWorks Montana Montana funding / staff support Montana Board of Housing match funding	June 30, 2011	
	Continue to provide case management services to gain and support employment and volunteerism, and provide referrals for potential employees / volunteers.	Joe Chalupa The HUB	PATH – 900 clients The HUB – 2,000 clients	Clients identified The HUB staff time	June 30, 2011	
	Continue to expand Nu-Start business in order to provide employment opportunities for previously homeless people in recovery, as outlined in Goal Two.					
	Continue to pursue GED education assistance centers across the city.	Paul Chinberg Family Service, Inc.	One GED education assistance center established	Identified location Funding	June 30, 2011	
	Continue to employ one person, full time, who had previously experienced homelessness.	Lisa Harmon Business Improvement District	One person, per year, employed full time in the Clean and Safe Program	Private funding	June 30, 2011	
	Create a self-sustaining, social enterprise business in order to employ people experiencing homelessness, those at risk of homelessness and those who have been recently discharged from prison / jail, as identified in Goal Two.					
	Implement Homeless Veteran Reintegration Program (HVRP) to provide resources for homeless veterans to re-enter the workforce. Program would provide on-site intensive case management, training, linkage to employment and resources to support employment success including: clothing, tools, education, and job counseling.	Patrick Chapel Volunteers of America Wyoming and Montana	For year one, provide: - 105 completed assessments - 80 enrolled participants - 61 employment placements Completed application to continue HVRP for FY2010-2011	Department of Labor funding VOA WY/MT staff time	June 30, 2010 May 2010	

Support asset development, education, job training, and employment opportunities serving the homeless (and those at risk of homelessness) throughout the community, continued.	Continue to serve individuals referred from the Office of Public Assistance with employment / job readiness activities.	Sheri Boelter District 7 HRDC	Outcomes based on individuals served in Yellowstone County: - 18 earning certificates for pre-employment skills training - 300 obtaining employment - 18 receiving on the job training through work experience training - 45 receiving work clothing - 15 receiving tools and other employment support - 550 receiving transportation assistance - 10 receiving birth certificates, driver's licenses, etc. - 3 receiving GED certificates - 1 receiving post secondary certificates - 2,250 completed assessments and employability plans	MT Department of Health and Human Services funding CSBG funding District 7 HRDC staff time	June 30, 2011
Establish mentoring support systems, life skills training, and childcare assistance to the homeless (and those at risk of homelessness) currently in the workforce.	Create program to establish mentoring support on-site for social enterprise employers.	Mike Dummeyer Pam Makara RSVP Yellowstone County Future MVP for FY2010-2011	Self-sustaining mentoring support system created	Billings MVP Position RSVP Yellowstone County staff time	June 30, 2011
	Expand support for concise service publications to be utilized by businesses to access social services to retain employees.	Linda Price Mike Dummeyer Future MVP for FY2010-2011	Increased # brochures created and distributed to employers / businesses	Billings MVP position	June 30, 2011
	Continue to administer childcare assistance programs so parents can maintain employment or training.	Sheri Boelter District 7 HRDC	1,800 households receiving childcare assistance in Yellowstone County	Child Care and Development Block Grant CSBG District 7 HRDC staff time	June 30, 2011
Support the expansion of financial fitness and credit assistance programs.	Encourage applications for CDBG Public Service applications to meet the needs of financial fitness education.	Brenda Beckett City of Billings		CDBG	June 30, 2011
	Continue to provide financial literacy classes to the Women's Prison, High Schools, Crow Nation.	Darrell LaMere homeWORD NADC	Complete ## financial fitness classes, targeting ## American Indians experiencing poverty	Funding source? AmeriCorps homeWORD CDFI Department of Treasury Funding	June 30, 2011
Support the expansion of financial fitness and credit assistance programs, continued.	Continue to administer the Family Self Sufficiency program to assist eligible public housing and Section 8 individuals become economically self-sufficient.	Patti Webster Teddi Shorten Housing Authority of Billings	Maintain 79 service slots for the 5-year program Serve 10 new clients per year	Public Housing & Section 8 Program HAB staff time	June 30, 2011

	Continue to provide financial asset building / financial skills training.	Sheri Boelter District 7 HRDC	Outcomes, reported by individuals in Yellowstone County: - 24 new enrollees for savings accounts - 70 enrollees increasing savings - 24 attendees to financial management workshops to qualify for Individual Development Accounts - 1 meeting goals toward capitalization of a small business - 8 will pursue educational goals - 6 will meet savings goals for home purchase - 35 will complete classes to receive scholarships	Asset for Development Program CSBG Funding District 7 HRDC staff time	June 30, 2011
	Continue to provide stable housing and supportive services to homeless youth to maintain or obtain employment.	Sheri Boelter District 7 HRDC	75 homeless young adults receiving housing and services to maintain / obtain employment	ARRA CSBG funding District 7 HRDC staff time	June 30, 2011
	Continue to assist individuals and families to increase financial assets and skills to complete federal and state tax returns.	Sheri Boelter District 7 HRDC	825 total completed returns	Internal Revenue Service CDBG applications United Way funding Sheri Boelter District 7 HRDC	June 30, 2011
Promote fair wage rates and competitive bidding through the expansion of social enterprise efforts.	Continue to expand Nu-Start business in order to provide employment opportunities for previously homeless people in recovery, as outlined in Goal Two.				
	Create a self-sustaining, social enterprise business in order to employ people experiencing homelessness, those at risk of homelessness and those who have been recently discharged from prison / jail as outlined in Goal Two.				