



# MAYOR'S COMMITTEE ON HOMELESSNESS

The Mayor's Committee on Homelessness has developed a set of overarching strategic goals that will guide the Committee and its partners in designing and implementing two-year action plans and related initiatives. The entire plan can be viewed online: [www.ci.billings.mt.us/homelessplan](http://www.ci.billings.mt.us/homelessplan).

## WELCOME HOME BILLINGS

### Strategic Framework

#### Ten-year Plan to Impact Homelessness

**Vision:** No one in Billings has to be homeless. Everyone in Billings has access to tools and opportunities for safe, appropriate and affordable housing.

**Mission:** The Mayor's Committee on Homelessness has partnered with local organizations and community members to develop and implement a comprehensive ten-year plan in the pursuit of ending chronic homelessness in the Billings community.

## CROSS-CUTTING STRATEGIC GOALS

COLLABORATION	<b>A: Join community partners with resources to address homelessness intervention and prevention efforts and facilitate partnerships to improve collaboration, service array, leveraging and capacity.</b>	
	A1:	Develop resources for funding homeless initiatives and coordinate grant efforts.
	A2:	Support Project Homeless Connect as an annual event.
	A3:	Support the Billings Area Resource Network as a working homeless services / advisory body for the Mayor's Committee on Homelessness.
	A4:	Support the Business Consortium for Social Change to involve businesses in impacting the homeless / near-homeless.
	A5:	Create modes of communication between partnering organizations to facilitate coordination, avoid duplication, and increase collaboration to maximize resources.
AWARENESS	<b>B: Increase advocacy and public knowledge on behalf of the homeless.</b>	
	B1:	Utilize the ten-year plan to provide guidance regarding homeless policy for local, state, and federal entities.
	B2:	Increase understanding of the causes and economic realities of homelessness through targeted public awareness campaigns for homeless projects and service events.
	B3:	Promote understanding and respect for all people experiencing homelessness.
	B4:	Provide venues for those experiencing homelessness to have their ideas and concerns heard.
ACCOUNTABILITY	<b>C: Ensure innovation, fiscal responsibility and long-term effectiveness for projects and programs.</b>	
	C1:	Support both prevention and intervention modalities for projects and programs.
	C2:	Closely monitor trends in the needs of the homeless and near-homeless in Billings in order to respond to community need.
	C3:	Research innovation in homeless services and facilitate capacity-building with local service providers and community organizations to implement improved services.
	C4:	Support education efforts for case management, mentoring and services.
SUSTAINABILITY	<b>D: Ensure high standards for management, accountability and performance measurement.</b>	
	D1:	Embrace public involvement, comment and input for ten-year planning and project development efforts.
	D2:	Ensure performance measurements are implemented with each project and data is gathered and analyzed on a routine basis.
	D3:	Evaluate projects for long-term sustainability as part of the routine processes prior to endorsement or facilitation.
	D4:	Evaluate cost-effectiveness, essential services, and long-term business resource planning for all projects.
	D5:	Embrace public involvement, comment and input for ten-year planning and project development efforts.

# WELCOME HOME BILLINGS

## Strategic Framework

Ten-year Plan to Impact Homelessness

### PROGRAMMATIC STRATEGIC GOALS & PRIORITIES

HOUSING		PREVENTION		SERVICES		ASSETS	
<b>E: Increase the city's supply of decent, affordable housing.</b>		<b>F: Provide adequate emergency homeless prevention programs.</b>		<b>G: Expand treatment /service capacity and linkage to essential services.</b>		<b>H: Increase personal income levels and economic opportunities.</b>	
<b>E1:</b>	Increase supportive housing units, permanent rentals, transitional housing units, veterans housing, emergency shelter beds, housing for those returning from prison and those in recovery.	<b>F1:</b>	Increase funding dedicated to rent, utilities and mortgage assistance.	<b>G1:</b>	Expand coordinated intensive case management and street outreach services for the homeless.	<b>H1:</b>	Increase access to social service and income benefits by ensuring assistance is provided to complete applications.
<b>E2:</b>	Seek federal, state and local funding sources to support affordable housing development for households with very low income (0 - 30% Area Median Income).	<b>F2:</b>	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.	<b>G2:</b>	Increase assistance to complete applications and facilitate application streamlining to access services, transportation, employment and housing.	<b>H2:</b>	Support asset development, education, job training, and employment opportunities serving the homeless (and those at risk of homelessness) throughout the community.
<b>E3:</b>	Build local service provider capacity for affordable housing development, management and housing rehabilitation.	<b>F3:</b>	Support pre-release / discharge planning education and intervention for all institutional services including foster care, prison, jail and behavioral health facilities.	<b>G3:</b>	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.	<b>H3:</b>	Establish mentoring support systems, life skills training, and childcare assistance to the homeless (and those at risk of homelessness) currently in the workforce.
<b>E4:</b>	Provide Community Housing Development Organization (CHDO) capacity-building opportunities through the City's Community Development Division.	<b>F4:</b>	Utilize <i>housing first</i> and <i>rapid re-housing</i> philosophies in developing housing options to shorten homelessness.	<b>G4:</b>	Support increases in capacity for day center operations across the city.	<b>H4:</b>	Support the expansion of financial fitness and credit assistance programs.
<b>E5:</b>	Decrease barriers to obtaining existing housing units and refine housing placement services and coordination.	<b>F5:</b>	Support case management efforts to transition occupants from shelter care to permanent supportive housing.	<b>G5:</b>	Support expansion of community-based, criminal justice diversion programs.	<b>H5:</b>	Promote fair wage rates and competitive bidding through the expansion of social enterprise efforts.
<b>E6:</b>	Facilitate collaborative grant and loan applications for affordable housing development to serve the homeless.	<b>F6:</b>	Support landlord-tenant intervention to prevent eviction.	<b>G6:</b>	Establish one-stop shop to access all services for the homeless.	<b>H6:</b>	Increase financial management services for those in need.