

Welcome Home Billings, Two Year Action Plan

FY2009-2011, Billings Area Resource Network



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	
Increase advocacy and public knowledge on behalf of the homeless.	Investigate the possibility of holding bi-annual conferences on best practices to share knowledge gained regarding housing and treatment modalities for the homeless.	Consider presentation for evidenced-based practices at a bi-annual conference.	MarCee Neary Community Crisis Center	Decision on presentation / conference	Community Crisis Center staff time Travel funding Supplies funding	June 30, 2011
	Schedule meetings with city, county, state, and federal officials to provide information and advocacy to strengthen policy in support of families in recovery, homelessness and poverty.	Donna Huston Second Chance Homes	25 total completed meetings for the two year period	Second Chance Homes staff time	June 30, 2011	
	Engage in public speaking forums and events to provide information on families in recovery, homelessness and poverty.	Donna Huston Second Chance Homes	50 total completed public speaking engagements for the two year period	Second Chance Homes staff time	June 30, 2011	
	Utilize national media resources locally to heighten awareness regarding homelessness and poverty.	Major Kevin Jackson The Salvation Army	1,200 television media spots in two years	The Salvation Army funding	June 30, 2011	
	Engage in public speaking forums and events to provide information on homelessness and the work of The Salvation Army.	Major Kevin Jackson The Salvation Army	100 speaking engagements in two years	The Salvation Army funding	June 30, 2011	
	Engage in public speaking forums and events to provide information on homelessness and Community Crisis Center programs.	MarCee Neary Community Crisis Center	100 total completed public speaking engagements for the two year period	Community Crisis Center staff time	June 30, 2011	
	Continue to provide Crisis Intervention Team (CIT) training to Billings Police Department, emergency first responders and the Yellowstone County Sheriff's Department.	MarCee Neary Community Crisis Center	Provide trainings for up to 45 individuals each year (90 for two year period): March 2010 March 2011	Private funding	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
Support Project Homeless Connect (PHC) as an annual event.	Act as Co-Chair for Project Homeless Connect for 2010, one year commitment.	Major Kevin Jackson The Salvation Army	One year committed to Co-Chair position for 2010 event	The Salvation Army staff time	January 29, 2010
	Facilitate an art / economic development project for the 2010 event.	Major Kevin Jackson The Salvation Army	50 completed art pieces	The Salvation Army staff time & funding	January 29, 2010
	Continue to provide team leadership for Employment and Government Services.	Kathleen Hanley Billings Job Service Workforce Center	Team lead provided for events in 2010 and 2011	Workforce Center staff time	January 2010 and 2011
	Act as team lead for event in 2010.	Ellen Gartner Addictive & Mental Disorders Division	Team lead provided for event in 2010	Addictive & Mental Disorders Division staff time	January 2010
	Act as team lead / assistant lead for event in 2010 for Health Care Services.	MarCee Neary Community Crisis Center Glenda Roney Head Start, Inc.	Team lead provided for event in 2010	Community Crisis Center staff	January 2010
	Act as assistant to Sue Runkle for child care area for 2010 event.	Dylan Adair Friendship House Kathy Kelker Head Start, Inc.	Team lead assistant for event in 2010	Friendship House staff time	January 2010
	Provide opportunity for Second Chance Homes clients to volunteer at Project Homeless Connect as a community impact initiative.	Donna Huston Second Chance Homes	5 participants in 2010 7 participants in 2011	Second Chance Homes staff and client 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.	Continue to provide co-chair leadership to the BARN.	Donna Huston Second Chance Homes	Co-Chair position for 2010 and 2011	Second Chance Homes staff time	June 30, 2011
	Provide leadership assistance to the BARN.	Major Kevin Jackson The Salvation Army	Leadership assistance provided	The Salvation Army staff time	January 29, 2010
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.	Present Work Opportunity Tax Credit (WOTC) program to the Business Consortium for Social Change.	Tom Frisby Montana Department of Labor	Completed conference	Presenter	June 30, 2010
	Present the Workforce Investment Act On-the-Job Training program to provide training opportunities for low income adults.	Kathleen Hanley Montana Job Service	Completed conference	Presenter	June 30, 2010

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.	Implement the Recovery and Renewal Center to provide housing for those returning from prison and addiction treatment.	Larry Gaalswyk Montana Rescue Mission	40 individuals served and placed in permanent housing	MRM staff time Grant funding Supplies	June 30, 2011
	Implement a mentoring program to augment the Recovery and Renewal Center to support those in program and facilitate aftercare.	Larry Gaalswyk Montana Rescue Mission	40 individuals matched with mentors	MRM staff time Grant funding Supplies	June 30, 2011
	Continue to provide temporary shelter for men, women and children experiencing homelessness in our community. Continue the Recreation Education Arts Culture and Health program (REACH OUT) outside the shelter.	Gary Drake Montana Rescue Mission	Provide temporary shelter for: - 2,000 men - 1,600 women and children Provide REACH OUT programming for: - 45 outings for a two year period, serving 10 - 15 youth each outing	Private funding Grant funding MRM staff time	June 30, 2011
	Consider non-sober living housing unit development.	MarCee Neary Community Crisis Center	Completed application to support project development, as funding becomes available.	Community Crisis Center staff time	June 30, 2011
	Continue to provide supportive housing, basic needs, case management, life skills training, education, child care, employment opportunities, etc. for parents and their children.	Donna Huston Second Chance Homes	Provide service to 75 households over a two year period	Administration for Children and Families funding	June 30, 2011

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.	Continue to provide rent, utilities, mortgage assistance to those self-identifying needs, targeting the homeless and near-homeless.	Major Kevin Jackson The Salvation Army	\$400,000 over two year period	The Salvation Army funding	June 30, 2011
	Continue to provide rent / utilities assistance to those in jeopardy of homelessness.	Harry Merchant St. Vincent de Paul	\$250,000 over two year period 800 households received rent / utilities assistance	Private funding	June 30, 2011
	Continue to provide aftercare assistance to program graduates from Second Chance Homes to assist in long-term family recovery success.	Donna Huston Second Chance Homes	10 households served with aftercare support in two year period	Administration for Children and Families funding Private funding	June 30, 2011
Support basic necessities for those in need with intervention and prevention services.	Implementing the food voucher and Senior Nutrition Programs for food distribution, which will increase collaboration, make use of effective distribution and avoid duplication.	Sheryle Shandy Billings Food Bank	1,000,000 on-site meals served over a two year period through service providers 130,000 food boxes provided	40 Local Partnering Agencies Billings Food Bank staff time Private funding	June 30, 2011
	Continue to provide clothing, furnishings, and household items to those in need.	Harry Merchant St. Vincent de Paul	3,500 individuals served over two year period	Private funding	June 30, 2011
	Continue to provide coffee and doughnuts, Monday through Friday.	Harry Merchant St. Vincent de Paul	15,000 individuals served	Private funding	June 30, 2011
	Provide meals daily to those in need, at the Men's Shelter and the Women's & Family Shelter.	Scott Strzempek Montana Rescue Mission	Up to 600 meals per day 438,000 meals served over a two year period	Private funding Billings Food Bank Faith & Business Partners State funding	June 30, 2011
	Continue to provide layoff mitigation and intervention efforts to businesses considering reduction in force.	John Harper Judy Towlerton Billings Job Service Workforce Center Community Crisis Center	100 businesses served per year 1,200 individuals served per year, and 1,000 placed per year in employment	Workforce Investment Act funding Wagner-Peyser funding Workforce Center staff time ARRA funding	June 30, 2011
	Continue to provide services through the Dislocated Worker Program to facilitate retraining, supports, interview clothing, fuel costs, etc.	Ellen Gartner Addictive & Mental Disorders Division	Facilitated annual granting processes	Addictive & Mental Disorders Division funding and staff time	June 30, 2011
	Continue to provide food, clothing, furnishings and household items to those in need.	Major Kevin Jackson The Salvation Army	7,000 served over the next two years	The Salvation Army staff time & funding	June 30, 2011
	Implement the Creative Arts Program for Disadvantaged Youth to provide at risk youth opportunities to create art for sale and to receive case management, life skills training, fund medical care, and to fund family supportive resources such as utility / rent / mortgage assistance.	Major Kevin Jackson The Salvation Army	100 households over the next two years	The Salvation Army funding	June 30, 2011

Support basic necessities for those in need with intervention and prevention services, continued.	Continue to provide crisis services for individuals needing social services, mental health services, and substance abuse assessment and groups for co-occurring disorders.	MarCee Neary Community Crisis Center	Services provided for 6,500 individuals	Hospital funding support Medicaid MHSP funding HB130 funding Addictive & Mental Disorders Division funding	June 30, 2011
	Continue to provide child care and coordinate social services for very low-income, low income households and families experiencing homelessness.	Jeromy Emerling Friendship House	Child care and supportive services provided to 300 children for a two year period	Grant funding 21 st Century Grant CDBG application	June 30, 2011
	Continue to provide services for low-income children and families. Homeless families are automatically eligible.	Glenda Romey Head Start, Inc.	Provide services to 60 homeless families in the Billings Area over the next two years	Federal funding	June 30, 2011
	Continue to provide intensive programming for high-risk children to prevent future homelessness, addiction and problem behaviors.	Donna Huston Second Chance Homes	Provide services to 150 children	Administration for Children and Families	June 30, 2011
Support pre-release / discharge planning education and intervention for all institutional services including foster care, prison, jail and behavioral health facilities.	Consider assisting with a statewide education conference on discharge planning and intervention to prevent homelessness from institutional and social service discharges.	Ellen Gartner Addictive & Mental Disorders Division MarCee Neary Community Crisis Center Donna Huston Second Chance Homes Kristin Lundgren Roots of Promise	Decision on assisting with conference	Addictive & Mental Disorders Division staff time	June 30, 2010
Utilize <i>housing first</i> and <i>rapid re-housing</i> philosophies in developing housing options to shorten homelessness.	See non-sober living units action step identified in Goal Three.				
Support case management efforts to transition occupants from shelter care to permanent supportive housing.	Continue to provide intensive case management to shelter residents to access services, assets and housing.	Larry Gaalswyk Montana Rescue Mission	100 individuals / households placed in housing over a two year period	Private funding	June 30, 2011
	Continually to assist those beginning life again from institutional settings in setting up a simple living arrangement with their furnishings and household items.	Major Kevin Jackson The Salvation Army	50 households established over the next two years	The Salvation Army staff time & funding	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.	<p>Coordinate and expand the mobile outreach initiative, Community Table, in partnership with the faith community to provide hot meals and supplies to those in need in the Billings area.</p> <p>See intensive case management goal for the Montana Rescue Mission in Goal Four.</p>	Major Kevin Jackson The Salvation Army	180,000 meals served over two years	The Salvation Army funding Montana Rescue Mission	June 30, 2011
Increase assistance to complete applications and facilitate application streamlining to access services, transportation, employment and housing.	<p>Continue to purchase and provide bus passes to those in need.</p> <p>Continue to provide one-ride bus tickets to qualified social service agencies.</p> <p>Continue to purchase and provide bus passes to those in need, particularly for employment and / or health-related needs.</p>	<p>Harry Merchant St. Vincent de Paul</p> <p>Ron Wenger MET Transit</p> <p>Major Kevin Jackson The Salvation Army</p>	<p>Provide 9,600 bus passes over two years</p> <p>Increase the number of one-ride tickets distributed to exceed current baseline level 2008-2009 baseline: 2,125</p> <p>Provide 2,400 bus passes over two years</p>	<p>Private funding</p> <p>MET Transit</p> <p>The Salvation Army funding and staff time</p>	June 30, 2011 June 30, 2011 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.	<p>Continue to provide funding to facilitate Project ID at The HUB, which supports obtaining legal documentation for clients.</p> <p>If approved by SAMHSA: Provide treatment services for 20-25 chronically homeless individuals.</p> <p>Continue to provide medication (excluding narcotics and psychotropics), dental and optometry assistance on an emergency basis.</p>	<p>Major Kevin Jackson The Salvation Army</p> <p>MarCee Neary Community Crisis Center</p> <p>Major Kevin Jackson The Salvation Army</p>	<p>1,000 individuals served</p> <p>Service provision to 25 chronically homeless individuals</p> <p>\$150,000 over the next two years</p>	<p>The Salvation Army funding</p> <p>SAMHSA</p> <p>The Salvation Army funding and staff time</p>	June 30, 2011 June 30, 2011 June 30, 2011
Support increases in capacity for day center operations across the city.	<p>Continue to provide (and possibly expand) laundry facilities to those in need, Monday through Friday.</p> <p>Consider expanding laundry services to include shower / bathing facility.</p> <p>Consider developing an off-site day center room including showers, laundry, and case management services.</p> <p>Continue to provide funding to support the HUB and PATH programming in Billings.</p>	<p>Harry Merchant St. Vincent de Paul</p> <p>Harry Merchant St. Vincent de Paul</p> <p>Gary Drake Montana Rescue Mission</p> <p>Ellen Gartner Addictive & Mental Disorders Division</p>	<p>1,000 individuals served over two year period</p> <p>Decision made on expansion of laundry services to include shower / bathing facility</p> <p>Decision made on expansion of day center</p> <p>Continue current level of services and consider possible expansion of program funding to support programs</p>	<p>Private funding</p> <p>Private Funding</p> <p>Private funding Grant funding</p> <p>Department of Public Health & Human Services</p>	June 30, 2011 July 1, 2010 July 1, 2010 June 30, 2011
Support expansion of community-based, criminal justice diversion and re-entry programs.	Continue to assist former inmates and their families to find employment, housing, transportation, furnishings, clothing, and food through comprehensive case management services.	Marian Pappan Montana Dads Incarcerated	Provide assistance to 25 individuals	Volunteer time	June 30, 2011

Goal Six: Increase personal income levels and economic opportunities.

Objective	Action Steps	Team Lead	Outcome Goals & Outputs	Resources Required	Timeline
Support asset development, education, job training, and employment opportunities serving the homeless (and those at risk of homelessness) throughout the community.	Continue to provide employment and volunteer opportunities and on-the-job training.	Harry Merchant St. Vincent de Paul	120 individuals over a two year period	HRDC District 7 Experience Works St. Vincent de Paul staff time	June 30, 2011
	Continue to facilitate and apply for opportunities through the Workforce Investment Act program, including training and the supports needed for employment success.	Judy Towleron Billings Job Service Workforce Center	Adult program: 50 for FY09-10 Application completed for FY10-11	Workforce Investment Act funding Workforce Center staff time	June 30, 2010
	Continue to provide outreach services to facilitate job opportunities at local service provider locations: Passages, St. Vincent de Paul, Alpha House, Garfield Community Resource Center, Volunteers of America's Independence Hall, etc.	Judy Towleron Billings Job Service Workforce Center	Provide job service opportunities to at least six providers in the community	Wagner-Peyser funding Workforce Center staff time	June 30, 2011
	Continue to provide social enterprise opportunities through the Montana Harvest Kitchen and gift shop, including classes in marketing, financing and business development. Expansion of the Montana Harvest Kitchen square footage and programming for food, nutrition and culinary training for grade school through post-secondary education levels.	Sheryle Shandy Billings Food Bank	Provide business class curriculum six times in the next two years, serving 200 participants, resulting in 100 businesses utilizing the kitchen Increase square footage of the Montana Harvest Kitchen from 3,000 to 9,000 square feet. Increase store capacity from 500 to 1,000 square feet Provide programming to 120 students	Billings Food Bank staff time Private funding Grant funding Partner involvement	June 30, 2011
	Establish the CENTER FOR SOCIAL ENTERPRISE to support new social enterprise projects.	Sheryle Shandy Billings Food Bank	Finish development of 9,000 square foot facility	Billings Food Bank staff time Private & grant funding CDBG application	June 30, 2011
	Continue to provide on-the-job employment and volunteer opportunities for the homeless and near homeless (and those who work with the homeless and near homeless).	Major Kevin Jackson The Salvation Army	200 individuals over a two year period	RSVP Experience Works The Salvation Army temporary employment and funding	June 30, 2011
	See Creative Arts program listed under Goal Four by the Salvation Army.				
Support the expansion of financial fitness and credit assistance programs.	Consider expanding the Creative Arts Program for homeless adults for visual arts.	Major Kevin Jackson The Salvation Army	Decision on expansion of program	The Salvation Army funding	June 30, 2010
	Continue to implement Financial Literacy classes for homeless children, teenagers and adults residing at the Women's & Family Shelter.	Gary Drake Montana Rescue Mission (MRM)	50 individuals to complete the program, including 10 teens, over a two-year period	Grant & private funding MRM staff time	June 30, 2011
Increase financial management services for those in need.	Creation of a financial fitness mentoring program to support long-term program effectiveness.	Larry Gaalswyk Montana Rescue Mission	50 individuals to complete the program, including 10 teens, over a two-year period	Grant & private funding MRM staff time	June 30, 2011
	Continue to provide and expand the Representative Payee Program to support financial management for those with disabilities.	Harry Merchant St. Vincent de Paul	Currently providing services for 80 individuals. Expansion may include an additional 70 individuals, totaling 150	Social Security Administration St. Vincent de Paul staff time	June 30, 2011

