



Houseless Programs Update

Community Planning, Development
& Innovation

May 2024



Houseless Programs in the '24-'26 Strategic Plan



EQUITY

Pursuant to Council resolution 8533, the City considers justice, equity, diversity and inclusion in all of its decisions.



HOUSING

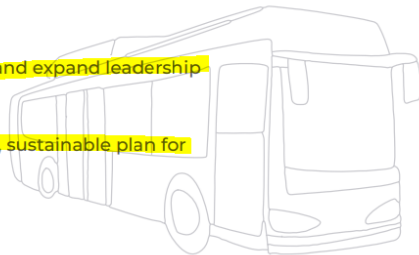
Pursuant to Council resolution 8373, the City considers impacts to housing in all of its decisions.

1. Community Safety, Health and Well-Being



Partner to provide support services for people in crisis.

- » Continue support of the Mobile Support Team.
- » Continue support for the Missoula Crisis Intervention Team.
- » Develop the next phase of the City's approach to addressing houselessness with participation from residents and community partners.
- » Continue to lead the Missoula Coordinated Entry System and expand leadership capacity as the system grows and gains sophistication.
- » Work with community partners to determine a long-term, sustainable plan for Emergency Shelter.



3. Economic Health



Create a formal structure within the City to work collaboratively to effect policymaking with external partners such as local, state, tribal and regional organizations, state legislators and the federal delegation.

- » Dedicate staff capacity to childcare initiatives such as Missoula Child Care Advantage, a United Way-led initiative.
- » Work on statewide coalition-building.



Increase City fundraising and grant-writing capacity.

- » Establish Grant Central Station team to seek, coordinate and administer grant opportunities.
- » Create formal relationships with organizations in the nonprofit sector to partner on fundraising and grant-writing opportunities for community priorities.



What We'll Cover Today

Contracts & Funding Administered by Houseless Programs:

- Poverello Center Operations & Outreach
- Johnson Street Temporary Emergency Shelter
- Community Strategy to Address Houselessness

Contracts & Funding Granted to Houseless Programs:

- Built for Zero – Capacity Building Funding
- Montana Healthcare Foundation & Big Sky Public Relations – Built for Zero Project Management
- Missoula County Financial Assistance Fund – Reaching Home Staff

Other Key Projects:

- Missoula Coordinated Entry System
- Trinity Navigation Center

*Contracts & Funding Administered by
Houseless Programs*



Poverello Center Operations & Outreach

Contract Summary

- **Purpose:** To support general operations at The Poverello Center and provision of outreach services to people who are unhoused in Missoula.
- **Time period:** July 1, 2023-June 30, 2024
- **Amount:** Not to exceed \$211,467
- **Funding source:** Community Benefit Organization Grant (General Fund)
- **Funding continuity:** Continued funding available as the need remains.

Poverello Center Operations & Outreach

Contract Outcomes – *Reporting Period July 1, 2023-Dec. 31, 2023*

1. The Poverello Center will remain an advertised access point in MCES and will complete 10 of the new MAP assessments for MCES per month. If the total number of new MAP assessments needed for the system is less than 10, the Poverello Center will complete 25% of new MAP assessments that month.

- ✓ **The Poverello Center continues to be an advertised access point for MCES.**
- **Poverello Center staff completed 34 MAP assessments during this reporting period.**

2. The Poverello Center will work towards creating a system to track housing problem solving occurrences.

- **Due to challenging circumstances and loss of a critical staff position, the Poverello Center was unable to make progress on this outcome. In the next grant period, the Poverello Center is committed to making progress on finding solutions to tracking this activity.**

3. HOT will engage in at least 150 interactions with neighbors, business owners and other residents to provide education about houselessness and offer support. Grantee will share progress made on community engagement via the QR code on HOT's business cards.

- ✓ **HOT engaged in 136 face to face interactions with neighbors, business owners and other residents.**
- **There have not been any community member responses to the survey connected to the QR code on the HOT business cards.**

Poverello Center Operations & Outreach

Contract Outcomes – *Reporting Period July 1, 2023-Dec. 31, 2023*

4. The Poverello Center will be involved in Built for Zero through active engagement in systems improvement measures and designating two (2) staff to participate as part of the Improvement Team, one to represent outreach/HOT and one to represent shelter/direct care.

✓ Poverello Center staff are actively engaged in Built for Zero activities, including efforts to reach the recent Quality Data milestone.

✓ 3 Poverello Center staff are active participants on the Improvement team, including 1 staff representing Veterans programs.

5. Grantee will designate at least one staff member to complete Train the Trainer training for the MCES Skilled Assessor Training. Once that staff member is trained, at any given time, 10 Poverello Center staff will have completed the MCES Skilled Assessor training. All HOT team members will complete the first or second available MCES Skilled Assessor training after hiring.

✓ The Poverello Center Coordinated Entry Specialist completed Train-the-Trainer training in September 2023.

✓ 16 Poverello Center staff are trained MCES Skilled Assessors. 6 of these staff were trained during this reporting period.

✓ 3 out of 5 HOT members are MCES Skilled Assessors. The remaining 2 will complete the next training.

Johnson Street Temporary Emergency Shelter

Contract Summary

- **Purpose:** City desires to have Contractor provide emergency shelter services at the Johnson Street Shelter facility including activities related to new and ongoing programming to provide additional emergency sheltering services in our community.
- **Time period:** August, 2023-September, 2024
- **Amount:** Not to exceed \$789,345
- **Funding source:** American Rescue Plan Act (ARPA)
**This shelter is jointly funded with Missoula County through their own public funding process.*
- **Funding continuity:** There is no identified continued funding for this project beyond the funds allocated in this contract.

Johnson Street Temporary Emergency Shelter

Contract Outcomes – *Reporting Period Dec. 1, 2023-Feb. 29, 2024*

Number of Guests Served in this Reporting Period	Total	Date
Total Unique Individuals Served	518	N/A
Lowest Number of Guests Served on a Single Night	107	1/1/2024
Highest Number of Guests Served on a Single Night	166	12/14/2023

1. Guests using the Johnson St Shelter who were previously living without shelter.

✓ **57 guests who spent at least one night at the Johnson St Shelter and completed an intake during this reporting period, reported their prior living situation as “a place not meant for habitation”**

**Intakes were completed with 50% of guests served during this reporting period*

2. Guests who exit shelter to a housing solution and to what solutions, including but not limited to: permanent housing, rental with or without subsidy, treatment, family reunification.

These outcomes are collected in a qualitative fashion.

✓ **See narrative document attached to referral**

Johnson Street Temporary Emergency Shelter

Contract Outcomes – *Reporting Period Dec. 1, 2023-Feb. 29, 2024*

3. Guests who are receiving their medications at the shelter in an attempt to support better physical and mental health outcomes.

✓ The Poverello Center staff provided approx. 176 medication pick-ups to approx. 92 unique individuals at both shelters and/or to those living unhoused over the reporting period.

4. Guests who are turned away from accessing services at the shelter due to maximum capacity and/or rule violations.

✓ No guests turned away due to maximum capacity during this reporting period.

✓ The Poverello Team placed 50 people on extended outs and overturned 34 extended outs. *Please note that individuals turned away for behavioral reasons apply to both shelters.*

5. Opportunities for neighbors of the Johnson St Shelter to share concerns and co-create solutions regarding shelter impacts in their neighborhood.

✓ The Poverello Center hosted 3 monthly neighborhood meetings during this reporting period (12/5, 1/2, 2/6) with between 10-25 participants at each meeting, including community neighbors and City, Poverello Center and Black Knight Security staff.

Johnson Street Temporary Emergency Shelter

Law Enforcement Calls for Service

- **December 14, 2023 to March 14, 2024**
 - 422 Calls for service
 - Highest Frequency: Theft (57); Suspicious Activity (32); Person to be removed (26)
- September 14, 2023 to December 14, 2023
 - 352 Calls for service (43 Traffic Stops)
 - Highest Frequency: Theft 31; Person Needs Asst 30; Person to be removed 26
- June 14, 2023 to September 13, 2023
 - 104 Calls for service (21 Extra Patrols)
 - Highest Frequency: Suspicious Activity 12; Traffic Stops 9; Ofc. Advise 7

Law Enforcement Directed Patrols

**December 14, 2023 to
March 14, 2024**

- **Directed Patrols: 306**

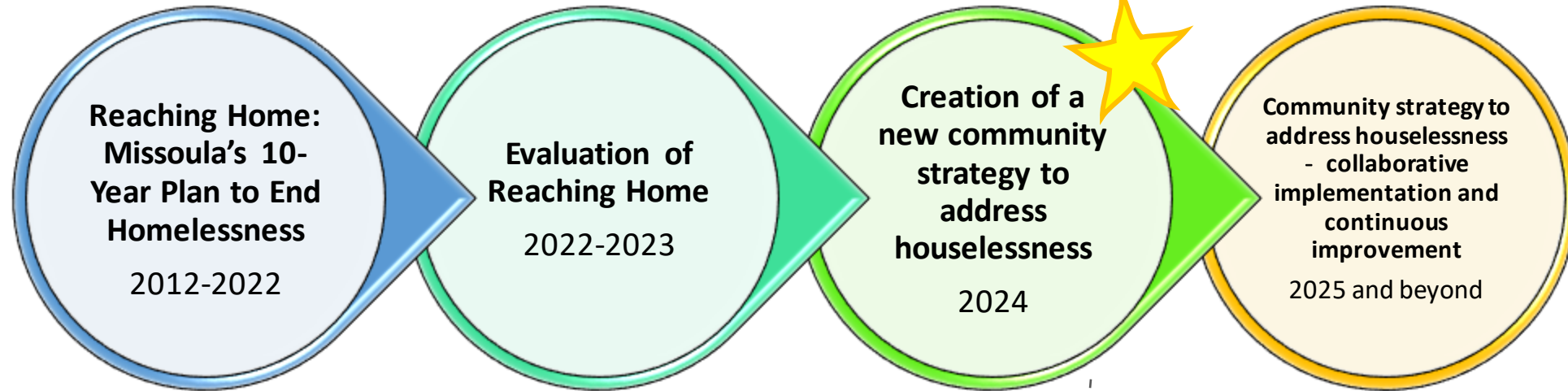
September 14 2023
to December 14, 2023

- Directed Patrols: 803

Community Strategy to Address Houselessness

Ongoing strategy development

Led by Houseless Programs



CONCURRENT STRATEGY INITIATIVES:

- **Built for Zero - Achieve functional zero houselessness for veterans by Nov. 11, 2026** (*Underway; Led by Houseless Programs & BfZ Improvement Team*)
- **Master planning for City parcel at MRL Triangle, including Johnson Street Shelter building** (*Launching Fall '24; Led by MRA*)
- **Exploration of local capacity constraints for shelter & supportive services** (*Complete in May '24; Led by Houseless Programs*)
- **The Economic Impact of Homelessness in Missoula** (*Complete; Led by Missoula Economic Partnership*)
- **Exploration of alternate shelter models** (*Timeline unknown; Led by various community partners*)

*Time-limited work group
Convened by the Mayor*

**Mayor's Urban
Camping Working
Group**

February-May 2024

Community Strategy to Address Houselessness

Project Summary

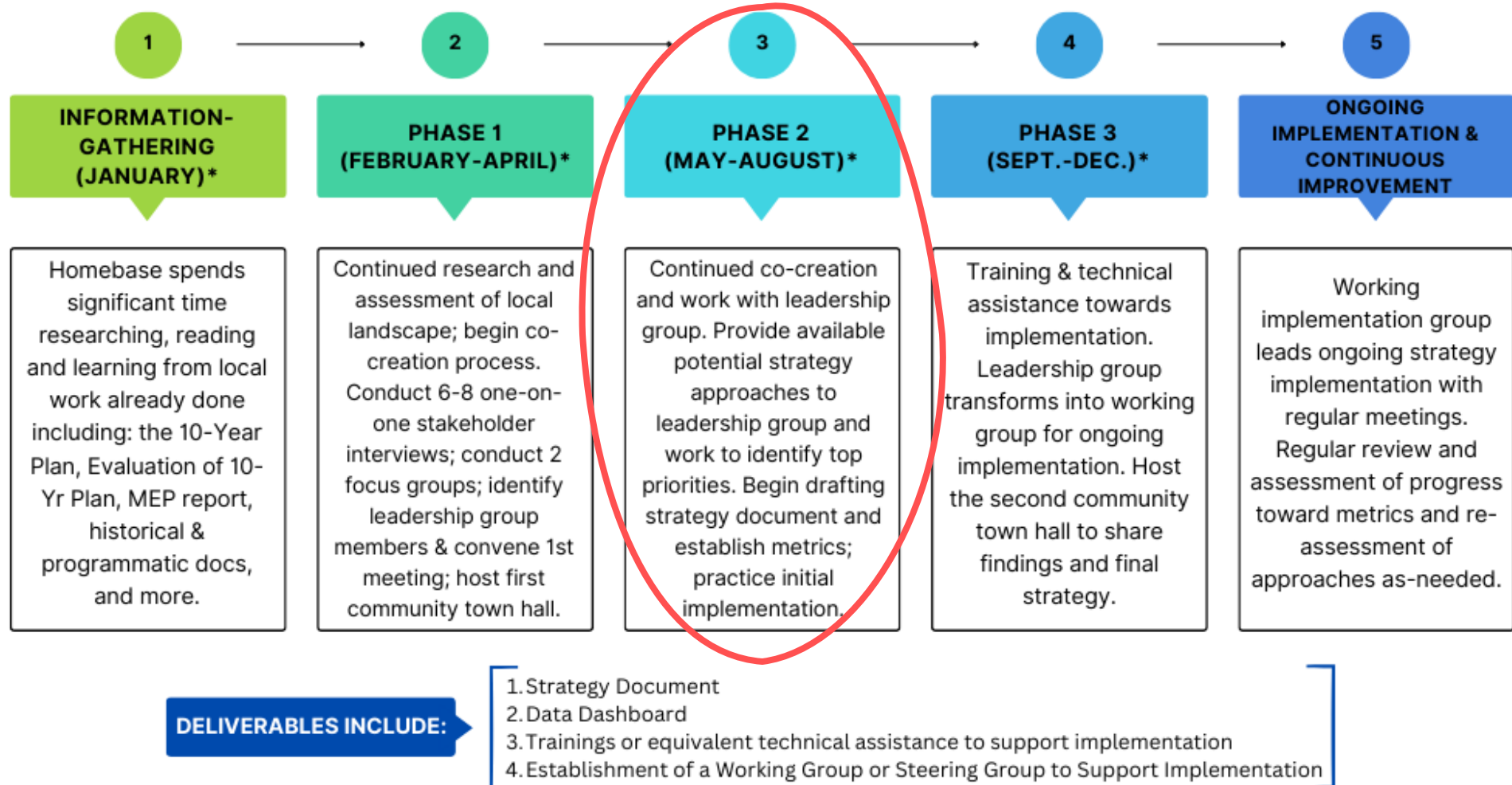
- **Project Contract Partner:** Homebase
- **Goal(s):** To create Missoula's next community strategy to address houselessness.
- **Time period:** January - December 2024
- **Contract Amount:** Not to exceed \$70,000

<https://www.engagemissoula.com/community-strategy-houselessness>



Community Strategy to Address Houselessness

**Note: Dates are subject to changes dependent on scheduling and organic project evolution.*



Community Strategy to Address Houselessness

Homebase conducted **7 stakeholder interviews**

Held **Town Hall to Build Strategies to Reduce Houselessness**
April 4th
Approx. 50 attendees

Homebase established a **leadership group**
18 members

Homebase held **2 focus groups**
(April 3rd & 4th)
for specific populations:

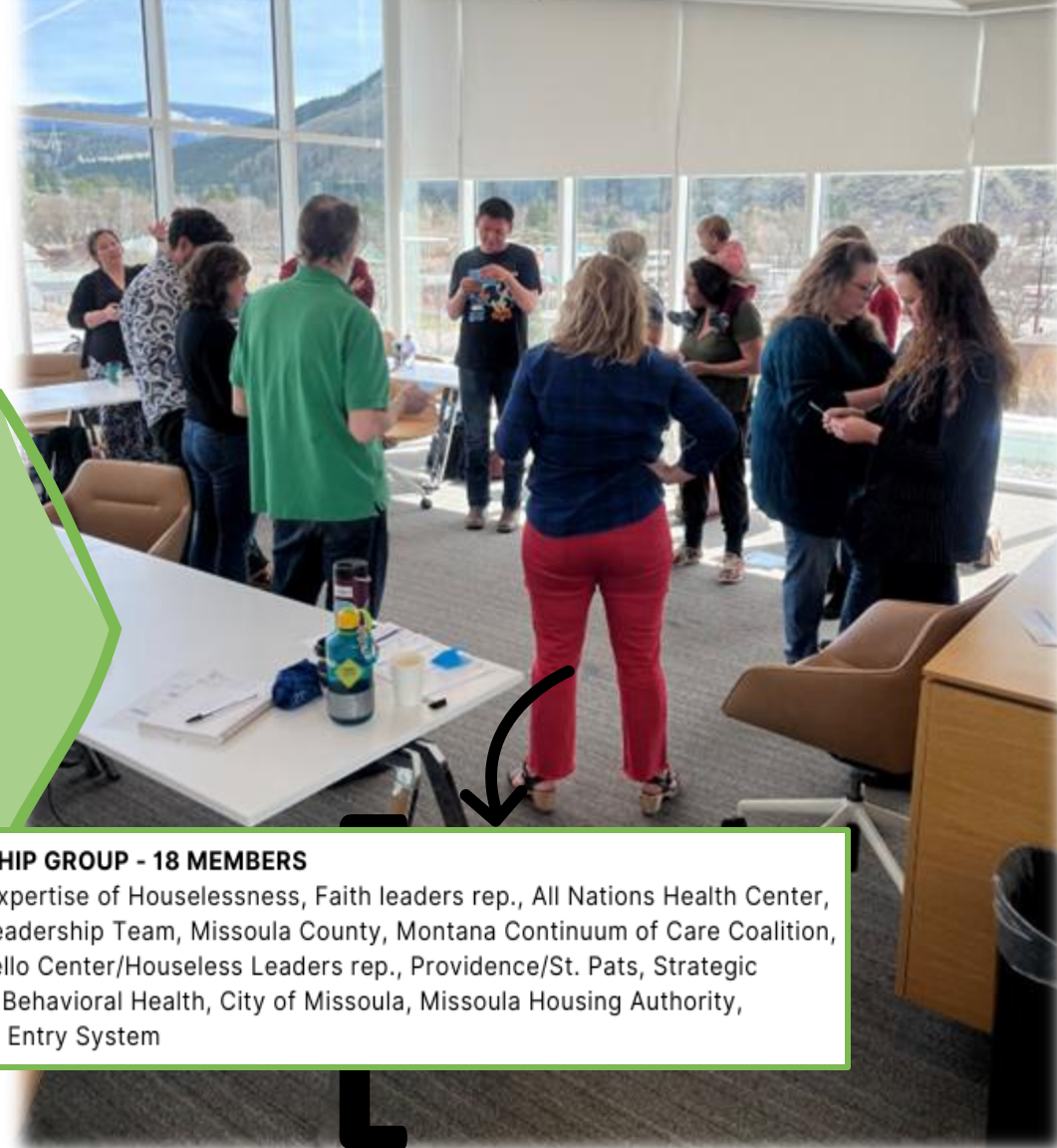
Currently or recently experiencing houselessness for the 1st time
11 attendees

Unaccompanied youth who are unhoused
1 attendee



STRATEGY LEADERSHIP GROUP - 18 MEMBERS

5 People with Lived Expertise of Houselessness, Faith leaders rep., All Nations Health Center, Franklin to the Fort Leadership Team, Missoula County, Montana Continuum of Care Coalition, ZillaState, The Poverello Center/Houseless Leaders rep., Providence/St. Pats, Strategic Alliance for Improved Behavioral Health, City of Missoula, Missoula Housing Authority, Missoula Coordinated Entry System



*Contracts & Funding Granted to
Houseless Programs*



Built for Zero Capacity Building – Built for Zero Specialist

Contract Summary

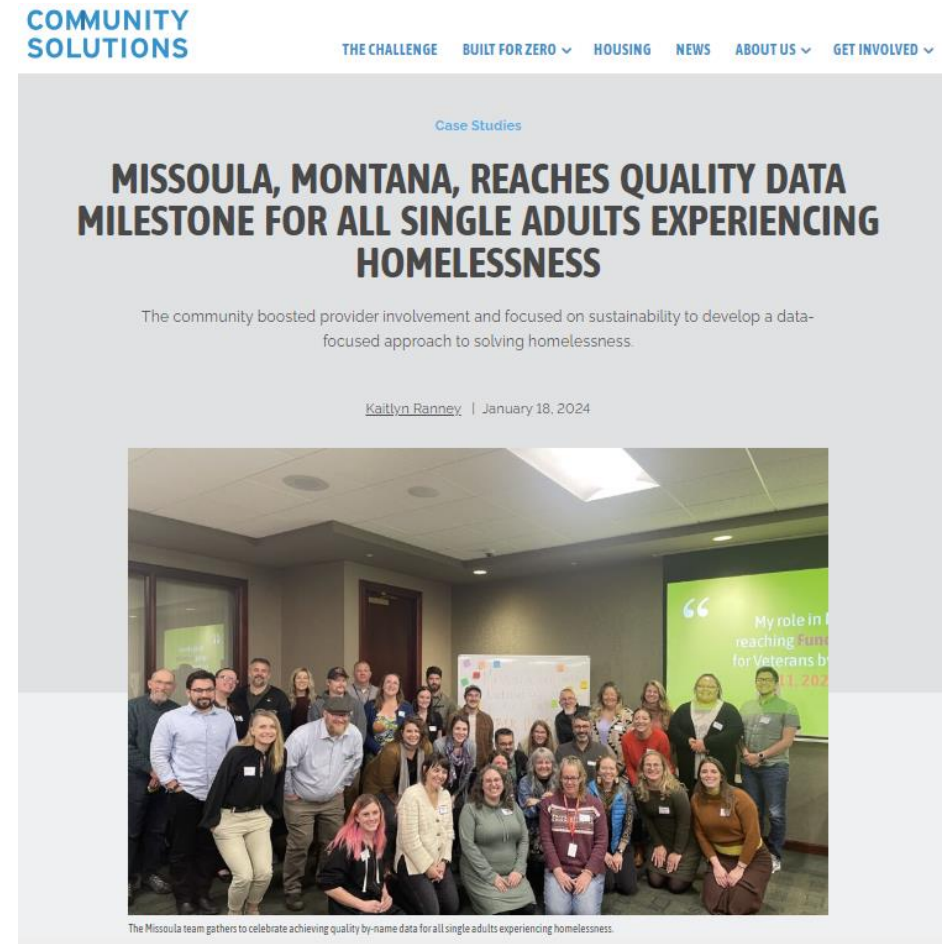
- **Grantor:** Built for Zero / Community Solutions
- **Goal(s):** To fund 2 years of a 1.0 FTE position at the City of Missoula, titled Built for Zero Specialist, to lead Missoula's participation in Built for Zero activities.
- **Time period:** March 2024-March 2026
- **Amount:** \$190,075
- **Funding continuity:** The grant award covers two years of staff funding. Year 2 funding is contingent on the creation and approval of a sustainability plan to continue funding the position after Built for Zero funding ends.



Built for Zero Capacity Building – Built for Zero Specialist

Contract Outcomes – *Reporting Period March 25, 2024-Present*

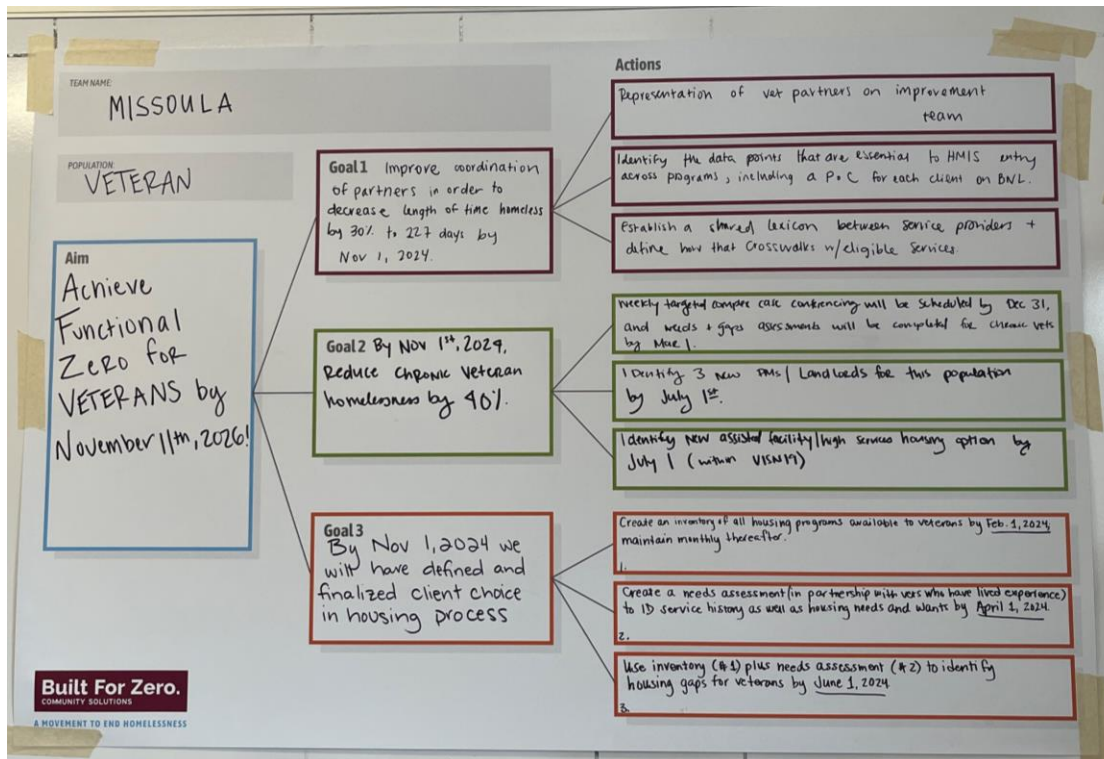
1. Engagement from 2 Veterans providers on the Built for Zero Improvement Team.
 - ✓ **4 Veterans providers actively participating on the Improvement Team (HUD/VASH, Missoula Housing Authority, Poverello Center, Volunteers of America)**
2. Complete PDSA (plan-do-study-act) cycle for at least 2 system improvement measures to make progress toward our community aim.
 - ✓ **Successfully onboarded new Built for Zero Specialist**
 - ✓ **Building capacity within Veterans Case Conferencing**
3. Have a re-engaged and active Coalition.
 - ✓ **Coalition formed in November 2023 – 35 members from 25 organizations**
 - ✓ **Held 2nd Coalition meeting on January 30, 2024 – 26 attendees from 14 organizations**
 - ✓ **Currently in planning for summer Coalition meeting**
4. Create tools to track progress toward community aims, goals, and milestones.
 - ✓ **Created an interactive workplan tool in a shared format for use across Improvement Team partners**
 - ✓ **Streamlining foundational tools – document sharing and access, progress tracking, roles & responsibilities**



Montana Healthcare Foundation – Built for Zero Project Management

Contract Summary

- **Grantor:** Montana Healthcare Foundation
- **Goal(s):** To provide bridge funding to support contracted project management for Built for Zero activities.
- **Time period:** June 15, 2023-June 14, 2024
- **Amount:** \$17,000
- **Funding continuity:** This was a one-year grant. All grant outcomes have been achieved & funding is fully spent. The City will not seek continued funding.



Montana Healthcare Foundation – Built for Zero Project Management

Contract Outcomes – *All grant deliverables are accomplished*

1. Funding attained from Built for Zero for 1.0 FTE for up to 2 years to sustain Built for Zero work and increase capacity for tracking data quality and new data in MCES.

✓ **Funding awarded on December 1st**

2. Momentum with BfZ in Missoula encourages interest in BfZ in other Montana communities and the MT CoC, strengthening statewide collaboration to address houselessness.

✓ **Approx. 50 reps across 26 organization participated in our Built for Zero onsite on November 14th and 15th**

✓ **Statewide representatives from Sen. Tester's Office, Pathways-MISI, Volunteers of America (VOA), and HUD/VASH participating in the Built for Zero Coalition**

3. Missoula will achieve "quality data" as defined by Built for Zero to use as a metric for testing and assessing improvement techniques in the Coordinated Entry System.

✓ **Quality Data achieved for single adults, chronically unhoused, and veterans in November 2023, confirmed to be quality since June 2023**

[January 18th Community Solutions profile of Missoula's Quality Data milestone](#)

Missoula County Financial Assistance Fund – Houseless Program staff

Contract Summary

- **Grantor:** Missoula County
- **Goal(s):** Reaching Home will lead efforts to continue strengthening the spectrum of houseless services and working with partners to fill gaps. Reaching Home will provide leadership and oversight of the Missoula Coordinated Entry System.
- **Time period:** July, 2023-June, 2024
- **Amount:** Not to exceed \$35,000
- **Funding continuity:** This is a one-year award. Houseless Programs recently applied for FY25 FAF funding from Missoula County.

Missoula County Financial Assistance Fund – Houseless Program staff

Contract Outcomes – *Reporting Period Jan. 1, 2024-Present*

1. Continue work on strengthening and sustaining existing houseless initiatives.

- ✓ **Continued collaboration to ensure ongoing operations of the Johnson St Shelter**
- ✓ **Hired new Built for Zero Specialist to lead Built for Zero and provide additional capacity to the Missoula Coordinated Entry System**
- ✓ **Working with Homebase on the project to create a new community strategy to address houselessness**

2. Build understanding about key gap needs in houseless services and consider opportunities to fill gaps

- ✓ **Conducted the annual Point-in-Time Count**
- ✓ **Worked with NYU graduate students to explore local capacity constraints for sheltering and supportive services and consider possible solutions**
- ✓ **Participated in varied community conversations about impacts of houselessness and resources needed**

3. Provide direct oversight of Missoula's Coordinated Entry System and participating organizations

- ✓ **Hosted 2 Skilled Assessor trainings – trained 20 staff across 9 different organizations**
- ✓ **Rolling MCES HMIS training – trained 4 staff from 3 different organizations and held 1 onsite for 7 Volunteers of America staff.**
- ✓ **Continuing work to strengthen data quality and make data publicly available**

Other Priority Projects



Trinity Navigation Center



Project Summary

- **City Role:** Navigation Center Master Lease-Holder
- **Goal(s):** Work with community partners to offer a service model that provides access to Missoula Coordinated Entry System (MCES), housing navigation, behavioral health support, and other resources for neighbors who are unhoused.
- **Status:** Partnership Health Center will be the operating agency for the Trinity Navigation Center. PHC is working closely with Homeward, Missoula County Community Justice Department, Missoula Housing Authority, and the City to establish a service model. Partners will work collaboratively to try to solve for funding gaps with hopes of opening the site within the calendar year.

Missoula Coordinated Entry System (MCES)

Project Summary

- **City Role:** Coordinated Entry Lead Agency
- **Goal(s):** Lead the Missoula Coordinated Entry System with the goals of prioritizing limited housing resources for Missoula's most vulnerable neighbors, gathering accurate, real-time data on the scope of houselessness, and coordinating collaboration amongst providers to reduce the burden on those experiencing a housing crisis.



50 individuals and families secured housing between December 31, 2023 and May 1st, 2024.

Includes those who found housing on their own, as well as those supported by MCES-specific housing resources.



In 2023, an average of **20** staff from over **17** organizations spent **58** hours together in Case Conferencing problem-solving for individual households on the By-Name List.

In 2023, **254** households moved into permanent or temp. housing.



MCES is preparing to re-open the Housing Solutions Fund with funding from the Affordable Housing Trust Fund, Wells Fargo, and Otto Bremer Trust. United Way is awaiting notification about additional outstanding grant funding.

The Housing Solutions Fund ("HSF") is a collaboration between United Way, Human Resource Council's 2-1-1, and the City.

Houseless Programs also provides oversight, steering, funding, and/or strategy for:

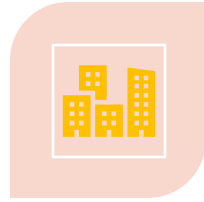


HOUSING SOLUTIONS FUND (HSF)

*A partnership between
United Way and Human
Resource Council*



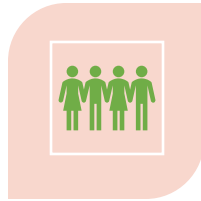
AT RISK HOUSING COALITION (ARHC)



POINT-IN-TIME COUNT (PIT)



MONTANA CONTINUUM OF CARE COALITION (MT COC)



HOUSELESS LEADERS GROUP



HOMELESS PERSONS' MEMORIAL



Where Can I Find Data on Houselessness?

- ❖ **Houseless Data, City of Missoula:** This is a snapshot of what houselessness looks like in Missoula on one day, updated every 6 months. Data is pulled from Missoula Coordinated Entry System (MCES) data within the Homeless Management Information System (HMIS).

<https://www.ci.missoula.mt.us/3112/Houseless-Data>

- ❖ **Missoula Organization of Realtors Social Dashboards, slides 15-19:** This is longitudinal data showing what houselessness has looked like in Missoula since the start of the Missoula Coordinated Entry System (MCES) in 2017, updated monthly. Data is pulled from Missoula Coordinated Entry System (MCES) data within the Homeless Management Information System (HMIS).

<https://www.missoularealestate.com/social-data/>

