



# **Pathways to Housing Stability: A Project to Build Housing Retention Services**

## **Request for Proposals**

**Deadline for responses:**

Wednesday, March 4, 2026 at 4:00pm MT

Submit Proposals Online Using this URL: <http://bit.ly/49qAVqK>

Please send any questions to Emily Armstrong, Houseless Programs Manager at  
[armstronge@ci.missoula.mt.us](mailto:armstronge@ci.missoula.mt.us)



## Background

Community partners and Missoula residents worked together to develop and adopt [On Our Way Home: Missoula Community Houselessness Strategy 2025-2028](#). The strategy, adopted by 10 community agencies including nonprofits, local government, and Missoula Public Health, outlines three primary areas of focus to lead Missoula forward in addressing houselessness:

1. Right-size the number of beds dedicated for people who are houseless and the **services that support housing retention to meet the needs of the houseless population.**
2. Secure funding for high-priority activities.
3. Support an increase in capacity for provider organizations.

City of Missoula, as an adopter of *On Our Way Home* and the strategic backbone of the local system of care, seeks to work with agencies with expertise in housing retention services and case management to make progress on these areas through **Pathways to Housing Stability**.

**URL mentioned above:** <https://www.engagemissoula.com/24105/widgets/80558/documents/64264>

## Pathways to Housing Stability Grant Overview

City of Missoula was awarded funding from the [Montana Opioid Abatement Trust](#) for the Pathways to Housing Stability project. Pathways to Housing Stability will partner with nonprofit, faith-based, and/or behavioral health partners to build a housing retention case management program to improve housing stability and reduce returns to houselessness through targeted, long-term support.

City of Missoula seeks qualified organizations with proven expertise and success in providing housing retention case management or other post-tenancy supportive services to neighbors exiting houselessness, including those with a history of substance use or impacted by opioid use.

Many neighbors move into non-supported, scattered site housing placements each month. This project seeks to build out local programs that can serve this population well through services designed for scattered site housing, non-supportive housing, and non-congregate settings. Housing retention program proposals designed for congregate and/or supportive housing settings will be considered if they offer new services, services to new housing settings, or expand the scope of existing services.

Local, regional, or national organizations are welcome to respond.

Pathways to Housing Stability will establish formal, multidisciplinary housing retention case management program(s) in partnership with skilled organizations. These teams may consist of case managers, peer support specialists, clinicians, advocates, mediators, occupational therapists, or other relevant positions to provide personalized, wraparound services that address substance use recovery, income barriers, health needs, and more – all focused on long-term housing stability.



This RFP is designed for the development of new programs/services or existing programs seeking to expand their reach to fill local service gaps.

Long-term housing stability can be impacted by a variety of factors in addition to housing retention case management. We are open to creative program models as long as they clearly contribute to increased housing stability.

#### OBJECTIVES

- Improve housing stability and security for unhoused individuals, including those impacted by opioid use.
- Support positive health and well-being outcomes for neighbors exiting houselessness into secure housing.
- Increase system-wide understanding of what individuals need to successfully remain housed.
- Improve local data and reporting on housing retention, including tracking and reporting specific measures related to housing security and stability.
- Decrease returns to houselessness by strengthening housing retention services.

#### INTENDED RESULTS

- 75% of program participants will retain stable housing after working with housing retention case management teams for 12 months, as measured by program data collection.
- Hospitalization and/or emergency department visits will decrease by 35% for those engaged with housing retention case management teams, evidenced by program data collection and, if available, medical reports.

URL mentioned above: <https://montanaopioid.org/>

#### **Project Budget**

The budget available through this RFP is \$945,000. Project funding will run from July 1, 2026 through June 30, 2028. Submitted proposals should stay within this budget expectation. The review and selection committee may choose to select one or multiple projects.

Pathways to Housing Stability aims to create sustainable housing retention services in Missoula. Funding sustainability beyond the lifetime of the Pathways to Housing Stability grant will be a consideration in proposal review and selection.

Montana Department of Health and Human Services recently launched Tenancy Support Services and the Justice-Involved Reentry Initiative as billable services through the federal 1115 waiver, approved by Centers for Medicare and Medicaid Services (CMS). If applicable, use of these billable models should be integrated as a measure for sustainable funding and detailed in *Selection Criteria, section B*.



## Timeline and Submission

This Request for Proposals is available to any organization with experience and proven success in delivery of supportive services to individuals exiting homelessness and transitioning into stable living environments. Proposals are **due by Wednesday, March 4, 2026 at 4:00pm MT**. Responses should be submitted using this link: <http://bit.ly/49qAVqK>.

## Key Service Values

**Housing Focused Service Design & Housing First** – Housing Focused Service Design prioritizes connecting people experiencing homelessness to lifesaving, person-centered, and culturally responsive services and resources while **actively working towards securing stable and permanent housing solutions**. All aspects of program design and administration are curated to support neighbors in achieving stable housing solutions.

Housing First is a homeless assistance approach that prioritizes providing permanent housing to people experiencing homelessness, thus ending their homelessness and serving as a platform from which they can pursue personal goals and improve their quality of life. This approach is guided by the belief that people need basic necessities like food and a place to live before attending to anything else, such as getting a job, budgeting properly, or attending to substance use. Additionally, Housing First is based on the theory that client choice is valuable in housing selection and supportive service participation, and that exercising that choice is likely to make a client more successful in remaining housed and improving their life ([National Alliance to End Homelessness](#)).

**Trauma Informed Care** – An approach to supportive services that shifts the focus from “what is wrong with you?” to “what happened to you?” Trauma-informed care recognizes the presence of trauma symptoms and accounts for the role that trauma may play in a person’s daily experiences when designing service models and delivering person-centered supports to each unique individual.

**Support for Historically Excluded Groups** – Populations including those who are LGBTQIA2S+, Native American/Alaskan Native, and/or Black or Brown consistently experience homelessness and housing instability at higher rates than the general population, as a result of historical exclusion and marginalization. As such, it is vital that programs to alleviate or minimize homelessness are particularly accessible and available to these populations. City of Missoula is committed to working with partners who understand the reality of exclusion and systemic racism and actively work to create policies that disrupt these disparities and strive to serve all Missoulians well.

**Low Barrier** – A low-barrier approach to services seeks to “screen-in” rather than screen-out participants, making services free from as many requirements as possible that might deter or exclude a person from participating. This approach puts the onus on the service provider to make services



accessible and appealing to participants, and limits requirements around sobriety, background checks, or employment.

**URL mentioned above:** <https://endhomelessness.org/resource/housing-first/>

## Selection Criteria & Response Components

An evaluation committee will review each written proposal. The review committee reserves the right to reject any or all written responses or portions thereof. All costs incurred in the preparation and presentation of the submitted response, in any way whatsoever, shall be wholly absorbed by the prospective contractor. Interviews may or may not be conducted prior to selection. Criteria for ratings will include the following:

- A. **5 points:** Experience and proven success delivering housing retention case management or other post-tenancy supportive services, resulting in long-term housing stability.
- B. **5 points:** Experience and proven success working with relevant populations, including both: a) people who are/were unhoused AND b) people who use(d) substances, including those impacted by opioid use.
- C. **5 points:** Use of clear, evidence-based services framework and philosophy of care.
- D. Demonstration of impact on Missoula's system of care.
  - i. **3 points:** Proven understanding of Missoula's services landscape.
  - ii. **3 points:** Specific population(s) of focus and ways in which your program design fills an existing service gap.
  - iii. **3 points:** Alignment with Key Service Values as outlined in this RFP.
- E. **5 points:** Budget outline.
- F. **5 points:** Strength of programmatic and financial sustainability plan after the conclusion of Pathways to Housing Stability grant period.
- G. **5 points:** Clear plan for data collection and use of data to improve knowledge of housing retention needs and gaps within the larger system of care.

### Respondents should address the following:

- A. Experience and proven success delivering housing retention case management or other post-tenancy supportive services, resulting in long-term housing stability. (5 pts)

Provide a brief background on your organization's mission, core values, and goals as they relate to Pathways to Housing Stability.

Describe your experience delivering housing retention case management, post-tenancy support, and/or other similar supportive services designed to support previously unhoused neighbors as they move into and stabilize in housing. Highlight lessons learned and ability to be nimble and adapt to changing program needs.



Use specific examples from your experience to demonstrate success and long-term impact, this may include metrics, program testimonies, or other demonstrations of success and impact.

B. Experience and proven success working with relevant populations, including both: a) people who are/were unhoused AND b) people who use(d) substances, including those impacted by opioid use. (5 pts)

Detail your experience working with neighbors who are unhoused, particularly as they transition into housing, and with neighbors who use(d) substances, including those impacted by opioid use. Describe nuances to service delivery when working with these populations, particularly in the context of improving housing stability.

C. Use of clear, evidence-based services framework and philosophy of care. (5 pts)

Describe the services framework(s) that your program will utilize, including the staffing model. Detail any philosophies of care that uphold your services framework. Demonstrate use of best practices and evidence-based approaches in designing supportive services for previously unhoused neighbors and those with substance use history, particularly in the context of long-term housing stability.

This project seeks to build services designed for scattered site housing, non-supportive housing, and non-congregate settings. Proposals designed for congregate and/or supportive housing settings will be considered if they offer new services, services to new housing settings, or expand the scope of existing services.

D. Demonstration of Impact on Missoula's system of care:

i. Proven understanding of Missoula's services landscape. (3 pts)

Illustrate your understanding of Missoula's landscape of services that support neighbors who are unhoused or recently secured housing, including the local Coordinated Entry System. Detail how your program would interface with local collaborative work and interact with existing services – partnerships, data-sharing, warm handoffs, or otherwise.

ii. Specific population(s) of focus and ways in which your program design fills an existing service gap. (3 pts)

Describe what specific gaps in local services your program will fill, including any specific populations of focus; please be as specific as possible. Detail any ways in which your



program will compliment and/or enhance the landscape of local service delivery to neighbors who were previously unhoused and seeking to maintain stable housing.

iii. Alignment with Key Service Values as outlined in this RFP. (3 pts)

Describe the ways you plan to integrate and align with each of the four Key Service Values outlined on page 4 through your program design and delivery.

E. Budget outline. (5 pts)

Provide a detailed budget outline that includes the following:

- A 5-year budget pro forma from program start, demonstrating financial sustainability plans beyond the initial grant period.
- All expenditure categories.
- Any additional revenue sources.

Please consider inclusion of a flexible fund to support participant needs to aid in retention of secure housing.

F. Strength of programmatic and financial sustainability plan after the conclusion of Pathways to Housing Stability grant period. (5 pts)

Detail your plans to ensure financial and programmatic sustainability for your program after the conclusion of the Pathways to Housing Stability grant period. Describe the ways in which sustainability is built into your program model, organizational mission, and budget design.

Montana Department of Health and Human Services recently launched [Tenancy Support Services](#) and the Justice-Involved Reentry Initiative as billable services through the federal 1115 waiver, approved by Centers for Medicare and Medicaid Services (CMS). If applicable, use of these billable models should be integrated as a measure for sustainable funding. Describe any experience with or plans for future billing for Tenancy Support Services through this waiver.

**URL mentioned above:** <https://dphhs.mt.gov/HeartInitiative/TenancySupportServices>

G. Clear plan for data collection and use of data to improve knowledge of housing retention needs and gaps within the larger system of care. (5 pts)

Detail the methods and data collection tools that you plan to use to collect data on program impact and long-term housing stability. Describe the ways in which your data collection will be



shared with others working to address houselessness in Missoula to improve collective system knowledge of successful housing retention approaches and remaining gaps.

## **Nondiscrimination and Equal Opportunity**

Contractor agrees and shall comply with the following Non-Discrimination and Equal Opportunity policies:

### **NON-DISCRIMINATION**

All hiring shall be on the basis of merit and qualification and there shall be no discrimination in employment on the basis of race, ancestry, color, physical or mental disability, religion, national origin, sex, age, marital or familial status, creed, ex-offender status, physical condition, political belief, public assistance status, sexual orientation, or gender identity/expression, except where these criteria are reasonable bona fide occupational qualifications.

### **EQUAL OPPORTUNITY POLICY**

Contractors, subcontractors, sub grantees, and other firms doing business with the City of Missoula must be in compliance with the City of Missoula's Equal Opportunity Policy, and Title 49 Montana Codes Annotated, entitled "Human Rights" or forfeit the right to continue such business dealings.

#### **City of Missoula Equal Opportunity Policy Statement:**

The Mayor of the City of Missoula or the Mayor's designee may adopt an action plan to provide all persons equal opportunity for employment without regard to race, ancestry, color, handicap, religion, creed, national origin, sex, age, sexual orientation, gender identity or expression, or marital status. In keeping with this commitment, we are assigning to all department heads and their staff the responsibility to actively facilitate equal employment opportunity for all present employees, applicants, and trainees. This responsibility shall include assurance that employment decisions are based on furthering the principle of equal employment opportunity by imposing only valid requirements for employment and assuring that all human resource actions are administered on the basis of job necessity.

Specific responsibility for developing, implementing, monitoring and reporting are assigned to the City Personnel staff under the supervision and direction of the Chief Administrative Officer and the Mayor.

It is the policy of the City of Missoula to eliminate any practice or procedure that discriminates illegally or has an adverse impact on an "affected" class. Equal opportunity shall be provided for all City employees during their terms of employment. All applicants for City employment shall be employed on the basis of their qualifications and abilities.

The City of Missoula, to the extent practical, shall ensure that subcontractors and vendors comply with this policy and the City's non-discrimination and equal opportunity requirements found at Chapter 9.64



of the Missoula Municipal Code. Failure of subcontractors and vendors to comply with this policy statement shall jeopardize initial, continued, or renewed funds or future contracting opportunities.

Our commitment is intended to promote equal opportunity in all employment practices and provide a positive program of equal employment for the City of Missoula, its employees, program participants, trainees and applicants.

## Conditions of Response Submission

- Responses will be accepted from any interested organization.
- All costs incurred in the preparation and presentation of the submitted response, in any way whatsoever, shall be wholly absorbed by the prospective organization.
- Any material submitted by the prospective organization that is to be considered confidential must be clearly marked at such.
- Please note that submission of a response is not a guarantee of partnership or funding.