



**To:** Denver Planning Board  
**From:** Jennifer Biess, Department of Housing Stability (HOST)  
**Re:** Department of Housing Stability (HOST) 5-Year Strategic Plan  
**Date:** August 23, 2021

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### ***Overview of the Department of Housing Stability***

Created by Executive Order 145 on Oct. 23, 2019, Denver's Department of Housing Stability (HOST) brought together teams working on both affordable housing and homelessness resolution from across the city into one comprehensive department. Our work is guided by our overarching core value of equity. Our work is person centered, trauma informed, and data driven.

HOST's vision is to create a healthy, housed and connected Denver. We do that by investing resources, creating policy, and building partnerships to provide housing stability, resolve episodes of homelessness, and create and preserve affordable housing.

### ***Background on HOST 5-Year Strategic Plan***

Building on the foundation of our 2021 Action Plan, the Three-Year Shelter Expansion Plan, and Housing an Inclusive Denver, and on the City's Comprehensive Plan 2040, HOST has created a five-year strategic plan to create positive housing outcomes for the community over the next five years.

Since January 2020, HOST has engaged with Denver stakeholders representing nonprofits, community organizations, affordable housing developers, people with lived experience, City Council members, government agency partners, funding partners, and businesses to inform this plan.

The [draft plan](#) is currently posted for public comment until September 3, 2021 alongside a community survey to gather feedback. The revised, final plan will be advanced to the [Housing Stability Strategic Advisors](#) for recommendation to the Mayor and later adoption by City Council.

### ***Strategic Plan: Impact, Goals, and Targets***

To advance HOST's vision and address community needs, this plan establishes 14 important, measurable goals. By focusing community-wide efforts on strategies needed to reach these goals, in five years, HOST will help create a Denver where:

- **Advance Equity:** Race no longer predicts outcomes for involuntary displacement, homelessness, homeownership, or cost burden;
- **Housing Opportunity:** Residents have equitable access to housing options that meet their affordability needs, provide opportunity to increase wealth through home ownership, and improve their quality of life;
- **Housing Stability:** Residents have the choice in when and under what circumstances they move or remain in their homes and neighborhoods;
- **Homelessness Resolution:** Residents experience homelessness rarely, and when they do it is brief and one-time;
- **Operations:** Denver residents and partners will receive efficient, timely and transparent support, and have confidence that HOST is measuring what matters and effectively engaging the community.

To drive these impacts, the plan establishes 14 goals, each with measurable targets for success, and identifies strategies to achieve those goals over the next five years. Goals and key targets are



summarized below. Strategies can be found in the draft plan and are categorized into three groups: (1) programs and development; (2) policy and systems change; and (3) data and reporting.

### Housing Opportunity

- Goal 1: Expand Access to Affordable Housing Opportunities
- Goal 2: Preserve Existing Affordable Homes
- Goal 3: Expand Homeownership Opportunities

By 2026, HOST and its partners will:

- Increase the portion of total homes in Denver that are income restricted from 7% to 8% through the creation and preservation of 7,000 ownership and rental homes
- Preserve at least 950 apartments in income-restricted rental properties and ownership homes
- Increase the homeownership rate among low- and moderate-income households from 36% to 41% and the homeownership rate among BIPOC households across income levels from 41% to 45%.

### Housing Stability

- Goal 1: Help Households Remain in their Home and Neighborhood of Choice
- Goal 2: Reduce Evictions
- Goal 3: Reduce Foreclosures in Income-restricted Homes

By 2026, HOST and its partners will:

- Reduce the number of evictions filed by 25% from 8,800 to 6,600 annually
- Support advancement of prioritization policy to allow residents at risk of or who have been displaced priority access to newly developed affordable housing.
- Benchmark other key measures such as foreclosures among income-restricted units and household mobility in 2022 to establish targets over the remaining plan period

### Homelessness Resolution

- Goal 1: Address Unsheltered Homelessness
- Goal 2: Expand Pathways to Successful Rehousing
- Goal 3: Complete Shelter System Transformation Toward Rehousing
- Goal 4: Improve Homelessness Resolution System for Families

By 2026, HOST and its partners will:

- Reduce unsheltered homelessness from 2022 Point-in-Time Count to 2026 Point-in-Time Count by 50%
- Increase the annual number of households served in rehousing and supportive housing programs from 1,800 to 3,000
- Measurably end veteran homelessness by achieving functional zero by 2026, i.e. placing at least as many veterans into permanent housing each month as there are veterans experiencing homelessness
- Increase the contract benchmark for the percentage of sheltered households who exit to housing from 30% to 40%



- Increase the number of family households who exit shelter and outreach programs to housing from 25% to 50%
- Reduce the average length of time residents experience homelessness to 90 days

#### Operations

- Goal 1: Expand Communications and Community Engagement
- Goal 2: Expand and Support Partnerships through Transparent, Efficient, and Effective Procurement, Contracting, and Financial Processes
- Goal 3: Deepen Data Infrastructure to Provide Transparency and Accountability, Inform Decision-making, and Support Continuous Improvement
- Goal 4: Advance Citywide and Regional Approaches, including Policy and Legislative Approaches

By 2026, HOST and its partners will:

- Improve communications channels, align them with community need, measure their effectiveness, and increase positive response regarding communications and engagement based on a baseline survey in 2022.
- Reduce average length of time from conditional approval of credit or award letter under a procurement process to fully executed contract to under 60 days for program contracts under \$500K, under 75 days for program contracts above \$500K and under 90 days for development contracts
- Reduce procurement decision time from average of 47 days to 30 days from date of submission Reduce average invoice processing time from 21 days to 7 days.
- Increase percentage of respondents to community and stakeholder feedback survey reporting satisfaction with the usability and transparency of HOST reporting tools, including publicly available finance and performance dashboards, based on a baseline survey in 2022.