Executive Summary

We’ve reached the peak of available ARPA funds in this third annual report, which follows the critical feedback from more than 12,000 Denver residents and stakeholders about the equitable, sustainable future we continue to create for Denver. In the second half of Denver’s ARPA allocation, 32 programs received approval via multiple agencies, with half of the new funds going toward housing stability and homelessness resolution.

We’ve received and allocated $308 million under multiple categories, as of this report. Each of these categories has started to or has the potential to create life-changing opportunities, especially for those disproportionately impacted by the pandemic.

Our early efforts carried the City through 2020, and Denver entered 2021 with a commitment to do more than endure. In 2022, we continued to invest in opportunities for our community to flourish on our path forward. And now in 2023, we have built upon our successful programming in order to expand existing programming, and create new programming for items that may not have seemed as apparent, but in some instances, we learned more about through ARPA funded studies.

For example, this year, Denver continued the City’s successful support of Safe Outdoor Spaces (SOS) through 2024. Safe Outdoor Spaces have operated at eight locations across Denver, providing critical shelter to over 490 people, who would have otherwise been sleeping on our streets. The stability of these spaces has helped people obtain and keep jobs, and over 170 people have already moved into more permanent housing. Including temporary parking sites, these spaces have served over 515 people, 180 of whom have since moved into more permanent housing.

The City also expects to fund, in part, the Behavioral Health Needs Assessment with ARPA dollars. This study speaks to both sets of people in the community impacted by behavioral health care: providers and residents. The research sheds light on many of those most impacted by the global health pandemic and offers recommendations for improvement.

These are just two out of dozens of successful programs Denver has successfully planned or implemented so far.

In May 2021, President Biden’s American Rescue Plan Act (ARPA) allocated the City and County of Denver $308 million as part of the Coronavirus State and Local Fiscal Recovery Funds.

With the financial backing of the federal government and the shared vision for equitable outcomes, the City advanced its recovery plan, RISE Denver: Rebuilding an Inclusive and Sustainable Economy. As we head into a second allocation, Denver’s Dashboard is one way the City plans to remain transparent and track our equitable sustainable recovery. Our Denver’s Recovery Index more specifically shows how disproportionately impacted neighborhoods can prosper with ARPA investments. Both tools are regularly updated and located on Denver’s dedicated ARPA page, which helps continue to tell the story of our community’s robust work to recover.

“American Rescue Plan Act funding has enabled us to make investments in our community that will have generational impacts... We will be thoughtful in stepping down the programming currently supported by this funding and will work to ensure that we will be able to continue to support what we create with this funding.

— Mayor Michael B. Hancock
American Rescue Plan Act funding has enabled us to make investments in our community that will have generational impacts... We will be thoughtful in stepping down the programming currently supported by this funding and will work to ensure that we will be able to continue to support what we create with this funding.

— Mayor Michael B. Hancock

ARPA Funding Plan

Denver has received its full $308 million allocation. The City successfully received its first half, totaling $154 million, in July 2021 and its second half in July of 2022. Denver, like all local governments receiving funds, must properly allocate the money by the end of 2024. Funds must be expended by the end of 2026. To adhere to all U.S. Treasury guidelines, and to best leverage the ARPA funds as fuel for Denver’s social and economic recovery, the City developed and implemented a phased ARPA plan. This plan is structured around several funding rounds with distinct yet interdependent goals:

ROUND 1:

Eligibility Category: Public sector revenue replacement eligibility category 6.

- **Outcome goal:** Ensure responsive City services to be more accessible to the public and better meet the evolving needs of the community, particularly historically marginalized communities.
- **Progress to date:** Denver City Council approved the Round 1 funding package in July of 2021.
- **Intended use of funds:** Increase staff capacity and agency budgets most impacted by the pandemic and most crucial to supporting recovery efforts, especially in historically marginalized communities. Funds will support responsive City services in two primary ways:
  - Restore City workforce by eliminating employee furloughs and rehiring to fill vacant positions.
  - Address workloads by replenishing agency budgets cut due to revenue loss or in need of additional resources due to increased demands from the pandemic.

Eligibility Category: Support negative economic impacts eligibility category 2.

- **Outcome goal:** Support an equitable and sustainable recovery for communities and businesses hit the hardest by the pandemic.
- **Progress to date:** Round 1 funding decisions were determined collaboratively between the community and government following a robust public outreach process that began on May 19, 2021, and included feedback from over 9,600 Denver residents. Denver City Council approved the continued Round 1 funding package in November of 2021.
- **Intended use of funds:** Support programming to rebuild social and economic structures so all residents, particularly historically marginalized communities, have access to stability and prosperity.

ROUND 2:

Eligibility Category: Support negative economic impacts eligibility category 2.

- **Outcome goal:** Support an equitable and sustainable recovery for communities and businesses hit the hardest by the pandemic.
- **Progress to date:** Round 2 funding decisions were determined collaboratively between the community and government following a robust public outreach process that began on May 19, 2021, and included feedback from over 12,000 Denver residents, with over 5,600 in 2022. Denver City Council approved the continued Round 2 funding package in November of 2022.
Executive Summary

- **Intended use of funds**: Support programming to rebuild social and economic structures so all residents, particularly historically marginalized communities, have access to stability and prosperity.

**Eligibility Category**: Support negative economic impacts eligibility category 2.

- **Outcome goal**: Support an equitable and sustainable recovery for communities and businesses hit the hardest by the pandemic.

Denver’s ARPA funds do not exist in a silo, rather they represent a critical component of the City’s comprehensive, multi-year financial strategy to leverage both federal and local funds for recovery. In addition to receiving the ARPA allocation in the spring of 2021, Denver accelerated the deployment of its existing bond funds for infrastructure and a passed general obligation (GO) bond program for citywide infrastructure improvements as an economic stimulant for local businesses. With a significant influx of stimulus funds coming into the city, Denver was intentional about its funding sequence. Providing the time and space for in-depth community conversations was as important as regaining staff and budget capacity. This guaranteed the city would be primed to implement stimulus recovery programming that is responsive to community needs. A multi-round approach best accommodated both needs.

Denver advanced the first portion of the Round 1 ARPA funding package when the City Council approved it in July of 2021, and agencies advanced their planning for additional staff and budget capacity. With the first part of Round 1 approved, the City moved to approve the next part of Round 1, particularly for those disproportionately impacted. In November of 2021, City Council approved Denver's investments in affordable housing, shelter, and services for people experiencing homelessness, as well as business recovery, and community needs like childcare, digital equity, and mental and behavioral health support.

The next set of these efforts received funding through Round 2 following a continued, robust community conversation. In the final stages of the public process, an equitable set of Round 2 allocations were presented to the Denver City Council for discussion and review and passed in late 2022. City Council approved Denver’s investments for housing stability, homelessness resolution, vulnerable populations, community health, safety, business, worker, and nonprofit assistance as well as assorted expenditures that includes funding for first responder safety equipment and program evaluation.

**Looking Ahead**

Denver is in the midst of executing its comprehensive recovery plan, and signs of progress are visible. According to our Dashboard, by June 30th, 2023, nearly $152 million of an allocated $308 million, plus interest, had been expended.

Society was stunned by the unprecedented circumstances of 2020, but Denver chose not to dwell in the unknown and rather drive toward opportunity. The City emerged from the unprecedented and through a strategic focus on engaging and supporting those most impacted by this pandemic; we continue to demonstrate progress. With a commitment to equity and sustainability, and with the support of ARPA, Denver will continue to grow stronger than ever before.
Community Engagement

Deconstructing decades of systemic racism and rebuilding equitable social and economic infrastructure means first employing a different tool: listening. For too long, communities of color were distanced from civic processes or left out of conversations altogether. Denver shares in the history of land removal from Native Americans, creating barriers for People of Color for housing access through practices like redlining, and wealth inequalities because of these and other policies. This racial history exists as the backdrop of many of the inequities we see today and must be considered when we analyze our current policies, practices, and data indicators.

When developing the recovery plan, Denver committed to keeping historically marginalized communities at the forefront. This commitment led to the sequenced approach to ARPA funding and triggered the phased community outreach campaign, RISE Together Denver. This campaign stretched across 15 months between May 2021 and July 2022. The Department of Finance (DOF) aimed to educate residents on, and engage them in, the economic recovery process, with particular focus placed on reaching historically underserved communities. In addition, the City also organized focus groups with community leaders and a specialized survey for nonprofit and community organizations. The end result was a comprehensive public engagement effort that shaped the investments seen within the plan.

Between 2021 and 2022, the DOF engaged with over 12,000 residents and received more than 15,000 surveys and comments. Over 40 percent of respondents identified as Black, Indigenous, or people of color (BIPOC), and over a third of respondents said they were either somewhat worried or very worried about affording next month’s expenses. The city saw the highest levels of participation from target neighborhoods identified as most vulnerable to displacement.

Following this robust engagement activity, the conversations had were utilized to allocate, as part of the Mayor’s 2023 budget, Round 2 ARPA programming. Recovery Round 2 is directly informed by the public’s priorities. The City asked residents how the ARPA funds should be spent through the establishment of a digital engagement website and a series of telephone town halls.

RISE Together Denver sought to pull back the curtain on budgeting and funding strategies and not only invite residents into the process but bring the process to them. The outreach approach was designed to be as accessible to the public as possible and executed in a way that focused on those hit the hardest by the pandemic and with the highest barriers to typical public input processes.

Through an inclusive, multi-year outreach process, Denver took into consideration community perspectives and needs, informed funding decisions, and drove the City’s economic recovery plan.

Some of the robust outreach included RFP’s, blog posts, and media releases, which helped to shape some of the news media’s coverage of how Denver spent ARPA funds. Here is a selection of Denver-created content and some of the subsequent media coverage that has followed since Denver’s last annual report.

Content From Denver

- HOST: Council Approves Safe Outdoor Space Support Through 2024 – Denver City Council approved a contract amendment with Colorado Village Collaborative (CVC) to continue the City’s support of Safe Outdoor Spaces (SOS) through 2024. The sum includes $7,300,000 in American Rescue Plan Act (ARPA) funding to support the operations of at least three temporary managed campsites for persons experiencing homelessness.

- New Research Shows Behavioral Health in Denver Reaches Pivotal Moment – ARPA funded study says over 4 in 10 can’t find access to care. In a new study released by Denver’s Department of Public Health & Environment (DDPHE), over 4 in 10 of those who sought behavioral health options in the past year indicated they could not obtain any services.
Section 2

**Community Engagement**

- **High Need for Behavioral Health Services in Denver, Assessment Finds:** Levels of mental health and substance use issues have increased across the country and in Denver over the past several years. The Denver Department of Public Health & Environment (DDPHE) is working to address these challenges head on, starting with a clear understanding of the needs in our community. Projects addressing climate change and supporting the environment.

- **RFP: Food System Resiliency Grant:** The Department of Public Health & Environment (DDPHE), through the Community & Behavioral Health Division, is seeking proposals to address citywide food insecurity as part of the City and County of Denver’s COVID recovery efforts.

- **Denver Allocates ARPA Funds for Local Nonprofits:** The Denver Agency for Human Rights & Community Partnerships’ (HRCP) Division of Disability Rights is currently seeking proposals from nonprofit partners serving our Denver disability community that have been negatively impacted by COVID-19.

- **A Deeper Dive into Denver’s ARPA Funding:** The next phase of housing stability and homelessness resolution support. The passage of federal funds includes 32 programs for multiple Denver agencies, with half of the new funds going toward housing stability and homelessness resolution.

- **See Paradise by the Dashboard Light:** Denver’s American Rescue Plan Act (ARPA) dollars have taken flight on its expanded Performance Dashboard and story map.

- **Denver Funds Purchase of Two Motels for Shelter, Future Affordability:** $983,456 in ARPA funding approved for acquisition of The Westerner and Sand & Sage motels.

- **City Offering $2.15M in Grants to Activate Neighborhoods:** By investing $2.15M of federal pandemic recovery dollars into Denver’s most vulnerable neighborhoods, Denver Economic Development & Opportunity (DED) hopes to encourage people to eat and shop locally, support neighborhood businesses, and help boost ongoing grassroots revitalization.

- **City Investments in Priority Neighborhoods Support Business Challenges:** The city’s new $2.15M Neighborhood Activation Program, funded through the American Rescue Plan Act (ARPA), has made its first 22 local grants in less than 90 days. With NEWSED Corp. as a nonprofit partner, DEDO’s NEST staff created a streamlined application form, evaluated more than 135 proposed projects, and has awarded $1,999,550.

- **Emergency Inflation Relief:** The approved $1 million from the city’s American Rescue Plan Act (ARPA) is currently being distributed to approximately 4,000 Denver individuals and families who have experienced food insecurity due to financial hardship resulting from impact of COVID-19 and inflation.

- **Infusion of Resources to Address Public Health & Safety in Downtown:** Downtown Denver Action Partners launch coordinated strategy joining strong enforcement with compassionate, community-minded response, joined by community members collaboratively pledging support to Downtown Denver.

- **Safe Outdoor Space Support Approved Through 2024:** $7,525,000 contract amendment supports temporary managed campsites for persons experiencing homelessness.

- **Denver Working to Provide Cash Assistance to Support Rehousing**

- **City Releasing $5M Funding for Local Small Business:** The federally funded grants will support post-pandemic challenges and provide technical assistance.

- **Denver Funds Land Acquisition for 190 Affordable Apartments:** Site of six-story affordable community made possible with American Rescue Plan Act funds.

- **Announcing $800,000 in Cultural Partner Activation Program Funding:** As recovery from the pandemic continues, Denver Arts & Venues (DAV) will use American Rescue Plan Act (ARPA) funds to offer a reduction in program costs.
$50,000 in ARPA Funds to Help Nonprofits Recover from Impacts of Covid: The Denver Office of Nonprofit Engagement (D-ONE) recently issued a Request for Proposals (RFP) for Denver-based or Denver-serving nonprofits needing grant support to assist with recovering from the impacts of the COVID-19 pandemic.

Mayor Hancock’s 2023 Budget Approved: City Council today approved Mayor Michael B. Hancock’s 2023 Budget, his final budget as Mayor of Denver, a fiscally sound and responsible plan rooted in equity and inclusion that will support our city’s continued recovery.

Content From Denver

- **ABC7**: Denver City Council approves $7.5M in funding to keep Safe Outdoor Spaces through 2024 – “...The city said $7,300,000 will come from the American Rescue Plan Act to support at least three ‘temporary managed campsites...’”

- **Westword**: Denver City Council Plans to Make Safe-Camping Site Authorization Permanent. After being adopted as a temporary fix for homelessness during the pandemic, Denver’s safe-camping site program may soon become a permanent tool for city officials.

- **La Voz**: Site of six-story affordable community made possible with American Rescue Plan Act funds. More affordable housing is on the horizon for Denver’s La Alma-Lincoln Park neighborhood thanks to development financing provided by the Department of Housing Stability (HOST).

- **Broadway World**: Denver Arts & Venues Announces $800,000 In Cultural Partner Activation Program Funding. As recovery from the pandemic continues, Denver Arts & Venues (DAV) will use American Rescue Plan Act (ARPA) funds to offer a reduction in program costs to organizations and individuals who hold performances or events in a DAV facility between June 1, 2023 and December 31, 2024.

- **Colorado Newsline**: Lack of behavioral health resources in Denver identified, thanks to American Rescue Plan funds. Two years after President Joe Biden signed the American Rescue Plan Act into law, Colorado has seen an increase in small business applications, improved internet access to rural areas and expansion of the child tax credit across the state. But the American Rescue Plan has helped to shed light on a gap in Denver residents’ access to one area of care: behavioral health services.

- **CBS Colorado**: Behavioral health study used to help identify barriers to mental health care in Denver. Access to mental health services continues to be an issue in Denver and across the state. After years of stigma surrounding mental health and substance abuse, support experts say they are now seeing a shift making this a critical time.

- **Prime Time News**: DDPHE Issues Request for Proposals for $2 Million Food System: Funded through Denver’s American Rescue Plan Act (ARPA) allocation included in Mayor Michael B. Hancock’s 2022 budget and informed through community feedback, DDPHE will provide grant funding to enable community food serving nonprofit organizations to improve their emergency food crisis infrastructure.

- **Denver Business Journal**: Denver committee approves $637K lease for new entrepreneurship center: The new center is expected to focus on minority- and women-led startups and offer help with business planning, marketing and networking.

- **Colorado Sun**: Old motels are putting a dent in Colorado’s homelessness crisis after serving as emergency shelters during the pandemic. Already this fall, the city of Denver has helped nonprofits buy three motels that eventually will provide hundreds of housing units for those living on the streets. The city used funds from the federal American Rescue Plan to support the project, which in the near term will provide shelter for homeless families and veterans while a family shelter on West Colfax undergoes a remodel.

- **Denverite**: Nonprofit. The Fax purchased two motels on East Colfax with future affordable housing in mind.

- **Newsbreak**: Denver’s 4 new homeless hotels are just the beginning.
Section 2: Community Engagement

- **Axios Denver**: How Denver will use hotels to house the unhoused: The nonprofit *Fax Partnership* this fall purchased two neighboring motels on East Colfax and plans to initially use them for temporary shelter before demolishing the structures to build affordable housing. Using ARPA money, the city is chipping in $983,456 to help The Fax run the temporary space.

- **Fox 31**: As crime rises on East Colfax, safety efforts underway: Utilizing ARPA funds for business improvements to include better lighting, anti-graffiti paint and anti-shatter film for windows/glass doors.

- **NY Times**: Guaranteed Income Programs Spread, City by City.

- **Axios**: How universal basic income will work in Denver.

- **9 News**: Denver pilot program aims to help struggling families through universal basic income.

- **Denver Post**: Denver Basic Income Project opens applications, will pay homeless up to $1,000 a month.

- **Westword**: Denver Basic Income Project Aiming for Full Launch Later This Year.

- **Fox31**: Denver Basic Income Project looks to expand pilot this summer.

- **Denver Gazette**: Denver looks to launch basic income program to reduce homelessness.

- **Colorado Public Radio / Denverite**: City Council approves $2 million for the Denver Basic Income Project: The money will go to 140 women and transgender and gender non-conforming people and families experiencing homelessness. The number of women using the city’s shelter system tripled during the pandemic.

- **Route Fifty**: How Cities and Counties Are Thinking Big With Their ARPA Plans: Denver, for example, is making sizable investments in affordable housing including “alternatives to traditional sheltering models,” according to Rory Regan, federal grants manager for the city and county of Denver. Uses for ARPA money in its Housing Stability and Homelessness Resolution Support programming range from $150,000 for building tiny homes that can inexpensively house the homeless to $28 million for Denver’s long-standing Affordable Housing Fund.

- **Cities Today**: Federal funds are building long-term data capacity in US cities: The City and County of Denver has launched a dedicated [ARPA website] which shows projects by expenditure area and recovery category, including the amount spent and remaining, and details of individual projects. The next iteration of the dashboard will include outputs and metrics for each project. Denver has also launched a Recovery Index Map which will track the longer-term outcomes associated with projects. It brings together 18 datasets and gives each neighborhood an economic, health, and educational score, reflecting the main focus areas of Denver’s ARPA spending. Lisa Martinez-Templeton, Chief Economist for the Denver Department of Finance, said: “This was trying to get at the intentionality of the federal funding to really try and invest in systemic long-term change.”

- **Denverite**: Denver evictions jumped in June, as City Council expanded protections for some renters: On June 20, City Council expanded its eviction legal defense program through 2023, with $1.5 million in American Rescue Plan Act dollars for programming that runs through 2023. “We’re working to help households remain in their homes and to prevent more of our neighbors from falling into homelessness,” noted Britta Fisher, executive director of Denver’s Department of Housing Stability, in a statement. “By expanding access to legal representation in eviction proceedings, we’re enabling people to weather life’s challenges in their community without disrupting their circles of support where they feel connected and supported.”
Section 2

Community Engagement

Stakeholder Committee Process

A 12-member group of diverse community, nonprofit, and business representatives. This body advises the City on ARPA allocations relating to community and business investments.

- Councilwoman Jamie Torres — City Council President
- Lindy Eichenbaum Lent — Rose Community Foundation President and CEO
- Stewart Tucker Lundy — Disability Law Colorado Board Member, 16th Street Mall Champions Member, CEO Stewart Tucker Lundy & Associates
- Lori Davis — Economic Relief and Recovery Council Chair, Grant Thornton Managing Partner
- Albus Brooks — Long Term Recovery and Resiliency Committee Co-Chair, Milender White Vice President, Former City Council President
- Dewey Jackson — Denver Area Labor Federation AFL-CIO President
- Tony Lemus — El Centro Program Director
- Janice Sinden — Denver Center for the Performing Arts President and CEO
- Christine Benero — Mile High United Way President and CEO
- Susan Powers — Urban Ventures President; Denver Health Foundation Board Member
- Glenn Harper — Sun Valley Kitchen and Community Center Owner
- Monica Martinez — The FAX Partnership Executive Director

Stimulus Investment Advisory Partner Sub-Committee:

Local leaders from eight partner organizations, many of which also received federal funding, such as Denver Public Schools, RTD, Denver Housing Authority, and more. This body collaborates and shares investment plans to create a coordinated, regional federal funding approach.

- Dr. Robin Witenstein — Denver Health and Hospital Authority CEO
- David Nisivoccia — Denver Housing Authority Executive Director
- Chuck Carpenter — Denver Public Schools Chief Financial Officer
- Angela Bricmont — Denver Water Chief Financial Officer
- Doug McLeod — Regional Transportation District (RTD) Chief Financial Officer
- Deborah Jordy — SCFD (Scientific Cultural and Facilities District) Executive Director
- Patrick Meyers and Hana Sayeed — State of Colorado Office of Economic Development and Information Technology
- Richard Scharf — VISIT DENVER President and CEO
Section 3

PROMOTING EQUITABLE OUTCOMES
Promoting Equitable Outcomes

Equity has long been a goal in Denver, and the mayor launched the Office of Social Equity and Innovation (OSEI) in 2019 and officially established the office in 2020 through Executive Order 146. OSEI uses best and innovative practices to lead Denver in transformative change with a commitment to equitable outcomes. OSEI aims to increase systems, policies, and practices that sustain social equity, race, and social justice to ensure that equity is embedded in all facets of Denver’s operations. The office oversees the Citywide effort to eliminate social inequity and racial and social injustices by evaluating institutional and structural government systems, policies, and practices to dismantle racism and advance policies and practices that center on those who are underrepresented and have been historically disadvantaged. Through its work, OSEI combats not only interpersonal racism, but structural racism entrenched in established institutions as well as institutional racism built into laws and practices that systemically result in inequality and negative outcomes for certain racial groups.

OSEI established four City-wide equity goals that were used to guide racial equity work:

1. The OSEI will directly influence policies, budget, and programmatic decisions in order to lead city agencies in achieving measurable improvements in racial equity, social equity, and social justice in Denver.
2. The OSEI will train city staff in its Race and Social Justice Academy in order to establish understanding of the concepts and approaches that drive the City’s commitment to promote racial equity, social equity, and social justice across the city.
3. The OSEI will lead and guide concrete methodologies for collecting and analyzing equity data with agencies across the city to create more equitable outcomes for city programming.
4. The OSEI will create a direct link with the community, internal, and external stakeholders in order to guide, shape, and inform perspectives of our work.

With these goals in mind, DOF aims to be in alignment with OSEI to ensure equitable outcomes for both rounds of Denver’s ARPA spending plan.

Equitable Goals and Intended Outcomes:

To achieve its goal of an equitable and sustainable recovery, Denver first identified how to use the term equity. Equity means the fair treatment, access, opportunity, and advancement for all people, while at the same time identifying and eliminating structural barriers and systemic racism that have created inequity for historically marginalized groups. Equity is achieved through the advancement of policies and practices that center on those who are underrepresented and have been historically disadvantaged. Improving equity involves increasing justice and fairness within the protocols, processes, practices, and policies of institutions or systems, as well as in their distribution of resources. When equity is the primary focus, with diversity and inclusion as supportive facets, all segments of communities are improved. This allows individuals who have often been institutionally marginalized and historically disadvantaged to be fully engaged and supported in achieving successful outcomes. Denver takes a race-explicit but not race-exclusive approach. This means the City leads with race because it is still the primary determinant of life outcomes, but also considers the intersection of all aspects of a person’s identity.

Equity is closely tied to actions and results that address historical disparities. Ultimately, equity occurs when race can no longer be used to predict life outcomes, and outcomes for all groups are improved.

Based on this definition of equity, DOF worked with City agencies and OSEI to outline key priority groups for ARPA funding allocations. In disaggregating outcomes, the City intends that demographic factors and one’s neighborhood should not determine life outcomes or access to services. These categories include intersectional identities such as race/ethnicity, gender identity, disability, age, sexuality, immigrant identity, and others who have
been historically marginalized from benefits, services, investments, and resources.

After analyzing ARPAAP eligibility requirements, and cross-walking those requirements with the themes prioritized through the RISE Together Denver public outreach process, the City identified a variety of populations that may benefit from Denver’s ARPA allocations, either through Round 1 or Round 2:

- BIPOC households and communities
- Small businesses impacted by COVID-19, including minority/women-owned businesses
- NEST neighborhoods
- Youth and children
- People with behavioral health, mental health, and substance abuse conditions in underserved communities
- People with disabilities
- People with limited English proficiency
- Households with digital access barriers
- Low- to moderate-income individuals and households
- Low-food-access neighborhoods or populations
- People experiencing homelessness
- Furloughed employees

**Equitable Access and Distribution:**

To serve the needs of those most impacted by the pandemic, the City employed an existing and proven framework to evaluate ARPA funding proposals through an equity lens.

Since its creation, OSEI has been embedded in the annual Citywide budget process and developed a Budget Equity Framework. This framework is intended to operationalize identifying and developing budget requests that support historically marginalized communities or mitigate the impacts of budget decisions that may negatively impact these communities. In the 2021 and 2022 budget processes (completed in 2023), agencies had to consider:

- Does the program impacted by this request most directly serve internal customers or external customers?
- Was the program impacted by this request derived from feedback by community/stakeholders that will be impacted by the program? If so, please indicate who your stakeholders are and describe the tools and strategies used to gather this feedback.
- Provide data to support the claim that the program impacted by this request seeks to continue or increase access, services, resources, and opportunities for historically marginalized communities/neighborhoods and/or to address rising workloads for City services.
- Does the program impacted by this request increase or decrease access to city services/opportunities for any historically marginalized groups?

DOF developed a similar set of questions specifically for the ARPA process. The questions included:

1. Please review pp. 20–21 of the State and Local Fiscal Recovery Funds Compliance and Reporting Guide. From the available options, please indicate the primary population served.
2. If applicable, please select two additional populations served by this program.
3. How equal and practical is the ability for historically marginalized residents or businesses to become aware of the services or goods offered within this program?

4. What is the primary goal of this program in promoting equitable outcomes: (Multiple Choice)
   A. Closing gaps
   B. Reaching universal levels of service
   C. Disaggregating progress by race, ethnicity or other equity dimensions

The budget framework is coupled with a data-driven approach to ensure that funds are distributed to communities and neighborhoods in most need of resources and support. Many City agencies have equity frameworks or tools to guide programming and budget decisions. For example, the Department of Public Health & Environment (DDPHE) uses a Neighborhood Equity Index to identify where the greatest health disparities exist in Denver. Considering health outcomes based on these factors helps DDPHE address health disparities and social determinants of health. Denver Economic Development & Opportunity (DEDO) directs much of its resources to businesses and households in NEST neighborhoods to support anti-displacement efforts. Similarly, the Office of Children’s Affairs uses a Child Well-Being Index to devote support to neighborhoods with a high percentage of youth of color, high child poverty rates, and high percentages of chronically absent students, as well as other factors.

Finally, to identify and understand the potential impacts of ARPA funding, OSEI continues to work with agencies across the City to develop and discuss measurable outputs, outcomes, and impacts, both short-term and long-term through agency equity action plans.

**Awareness**

Confronting and tackling equity issues requires an understanding of the root causes of disparities within society and listening to those most impacted by inequity. Relationship building is instrumental to the larger rebuilding goals in Denver, which is why Round 2, which focuses on funding community and business support, started with a robust community outreach process. The City heard directly from residents and learned about the most pressing needs of the community. Vulnerable NEST neighborhoods had the highest concentrations of participation over the three-week outreach campaign.

RISE Together Denver did not end on June 9, 2021, when surveys closed. Rather, the initial three-week survey collection period serves as the first step to opening better and lasting channels of communication and dialogue between the City and its historically marginalized residents. The website pivoted after surveys closed to host information about the next steps in the economic recovery process. To be as transparent as possible, a dashboard with all community feedback was published on the site, along with recordings of all four telephone townhalls. DOF will publish details and information about Round 2 funding proposals when they are advanced to the Denver City Council.

When support resources are approved and become available, the same communication channels will be employed to relay opportunities to the public. The City gained the ear of more than 6,200 residents through RISE Together Denver, and there is an opportunity to strengthen those relationships by being responsive and accountable to the needs they raised. Denver will communicate funding decisions to residents who participated in the outreach campaign and also cultivate new connections by empowering residents to tap into their networks and distribute information.

Trust-building is a long process, and Denver knows that communities may be uncertain of their government. The various community stakeholder committees established during the public process will serve as trusted intermediaries to distribute information to vulnerable and historically marginalized populations. Nearly 30 diverse community members sit on either the Stimulus Investment Advisory Committee, the Partner Sub-Committee, or the Bond Executive Committee. These residents are known and recognized as leaders in their communities, and more than 60 percent of these individuals are identified as BIPOC. These local leaders have far greater reach into
their communities and DOF will provide content and support so they can distribute information about available resources to their networks.

In addition to building on the positive momentum from RISE Together Denver, the City will leverage all relevant communication channels to spread information about support programs. This includes newsletter or e-blast communications from the Mayor’s Office, Denver City Council, and City agencies such as Denver Human Services, Denver Economic Development & Opportunity, the Office of Children’s Affairs, Human Rights & Community Partnerships, and more. Other tactics such as geofenced social media campaigns, flyers at public buildings, like Denver Public Libraries, media releases, and community events can also be leveraged.
Section 4

USE OF FUNDS
Use of Funds

ARPA Funding Strategy

Denver’s ARPA funds are being delivered in two equal installments, the first half was received in July 2021 and the second disbursement was delivered in July 2022. The City developed uses for the first installment of funding, in the Summer of 2022 allocation of the second tranche was distributed. Now that receipt of ARPA funds is completed. The City will continue to evaluate the use of dollars on an ongoing basis. Denver’s use of funds can be summarized under three strategies: 1) Restoring Responsive City Services; 2) Rewarding Courageous and Dedicated City Workers; 3) Recovering from Pandemic Impacts with an Equitable and Sustainable Response.

Each will be described in detail below:

STRATEGY #1: RESTORING RESPONSIVE CITY SERVICES

The first phase of Denver’s ARPA funds dedicated $64 million to restore portions of budgets that were reduced amid decreased revenues as a result of the pandemic. In April 2020, the City initiated a mid-year budget reduction process in response to dire economic conditions of the pandemic. The Mayor’s Office and the DOF partnered with OSEI to ensure that reductions would have as few negative impacts as possible on historically marginalized communities. The City requested 7.5 percent budget reduction proposals from each agency, and those proposals were processed through OSEI’s Budget Equity Framework to mitigate negative impacts on key populations, including BIPOC communities, people with disabilities, older adults, and children. Each savings proposal was evaluated based on its impact and feasibility. Not all proposals were implemented. In fact, as a result of this process, certain agencies, such as the Office of Housing Stability and the Office of Children’s Affairs, were identified as critical to serving vulnerable communities and experienced few, if any, reductions. In some cases, these critical agencies were allocated more funds.

Although the reduction process was rooted in the Budget Equity Framework, leaner budgets posed hardships both to agencies and to the residents most dependent on City services. Denver’s spending of its Round 1 ARPA funding was used to immediately address those hardships and includes two categories

Sub-Use 1: Restoring City Workforce

Through the first round, Denver invested $64 million in restoring portions of City agency budgets to address staffing. Approximately 400 staff positions were held vacant as a cost-saving measure, and those funds allowed agencies to fill 271 positions. Additionally, staff were required to take between six and nine furlough days, depending on their annual pay, with closures of all City offices on four of those days. The furlough plan varied the unpaid days with equity in mind. With these funds, all furlough days were canceled.

Key outcomes: Restoring the City’s workforce provided residents with more access to critical City services, and staff had the capacity to better meet the evolving needs of the community. In the long term, these efforts will yield greater connections between residents and City staff, and more positive relationships between the government and the public.

Sub-Use 2: Addressing Workloads

In addition to supporting staff positions and availability, the first round dedicated $6.8 million in 2021 and 2022 to critical services that were impacted by the pandemic, either through backlogs during public-health-ordered closures or through increased need due to the virus. Through these funds, the City was better able to serve a variety of residents, including:
Section 4

Use of Funds

- Residents in the criminal justice system, by reducing backlogs within courtrooms
- Residents facing housing insecurity, by adding resources to address the threat of foreclosure and eviction
- Residents struggling to maintain or revitalize business opportunities, by investing in the patio expansion program, City permitting, and public health inspections

In addition to supporting these services, funds will support general security and technology efforts to allow for safe and efficient hybrid Denver City Council meetings, a more seamless return-to-work process, and support for the management of federal funds.

Key outcomes: By dedicating resources toward critical City services that have experienced drastic increases in staff workloads, the City will be more responsive to emerging needs and better prepared to serve residents most impacted by the pandemic, including those in the criminal justice system, those facing housing insecurity, and the business community.

STRATEGY #2: REWARDING COURAGEOUS AND DEDICATED CITY WORKERS

In November of 2021, Denver extended $8.8M in premium payments to City employees who were required to work in environments with the risk of exposure to Covid-19 prior to vaccines becoming widely available. In alignment with federal guidance, to receive a payment, employees must have been required to regularly spend their work time having in-person interactions and/or physically handling items that were handled by others. Employees who worked from home did not qualify for this payment. For each month of qualifying work between March and December of 2020, an eligible employee received $250. As there were 10 possible qualifying months, the maximum amount an eligible employee received was $2,500. Denver used its ARPA allocation to extend payments to 4,115 civilian, non-uniformed, staff. A parallel hazard pay program utilizing the Coronavirus Relief Funds occurred at the same time, with its beneficiaries being uniformed staff within the Fire, Police, and Sheriff departments.

Figure: Pie chart displaying Denver’s Restoring Responsive City Services funding allocations by City agency
The use of the premium pay category was a practical, tangible way for the City to showcase its appreciation for the staff who exemplified public service during the height of the emergency. And given the payments were made during the onset of the Omicron variant, they underscored the commitment of the City to support its employees in their dogged pursuit to avoid disruption to the smooth functioning of City services.

**STRATEGY #3: RECOVERING FROM PANDEMIC IMPACTS WITH AN EQUITABLE AND SUSTAINABLE RESPONSE**

Denver's largest and most extensive category within ARPA funds addresses the negative impacts of the pandemic, particularly among disproportionately affected communities. Totaling $189 million and directly informed by public engagement strategies, as described in the Community Engagement section, these uses direct resources to individuals, households, businesses, and non-profits, and are distributed within three overarching programmatic areas: 1) Housing & Homelessness; 2) Community Investments; 3) Support to Businesses and Workers.

**Sub-Use 1: Housing & Homelessness**

Denver’s primary recovery investment area is housing and homelessness. $121 million of ARPA funds were allocated for this purpose across a variety of projects and programs. Seeing that the reasons for homelessness and housing insecurity are numerous, Denver opted to use a variety of techniques to grapple with this complex problem. At the forefront is a $28 million investment in affordable housing, designed to increase the inventory of affordable housing units for low- and medium-income individuals. In addition, there are also investments in shelter alternatives, like outdoor encampments, tiny home construction, and a pilot program for individuals who choose to shelter in their vehicles. To keep individuals at risk of homelessness in their current homes, funding was also made available to support rapid re-housing efforts, as well as to pilot a novel basic income program. Additionally, Denver has strengthened its network of shelter sites by investing in the continued build-out of the 48th Avenue Shelter site, which opened in 2021. There has also been an effort to bolster the resiliency of Denver’s shelter sites through a capital needs assessment, which will eventually result in several physical improvements at priority locations, whether City or partner owned. Finally, Denver will make an investment in readying three recreation centers in strategic areas as emergency shelter sites, if needed in the event of a future emergency. More detail on these projects is available in the project inventory section.

**Key outcomes:** Strengthened housing stability resources and investments in the community.

**Sub-Use 2: Community Investments**

$69 million in ARPA funds were invested in a wide-ranging list of community-centric investments. While the particulars may vary, the glue that binds them is their focus on addressing the Covid-19 impacts on specific populations with very precise needs. Here, investments in food security, mental wellness and substance misuse, childcare, non-profit resiliency, digital equity, cultural institutions, and community safety, all reside. At their heart, all requests aim to deliver equitable outcomes for populations that have been historically underserved, and consequently significantly disadvantaged by the pandemic. More detail on these projects is available in the project inventory section.

**Key outcomes:** Revitalize Denver’s neighborhoods through targeted community support and placemaking, including:

- Increased access to affordable, quality, and culturally appropriate food
- Strengthened mental and physical health support and systems in Denver
- An environment where the community feels safe and can gather collectively without fear of crime
- Improved and expanded access and utilization of high-quality out-of-school time services for youth. Presence of a sustained workforce of providers that can provide trusting and engaging programs.
• Improved and expanded access and utilization to high-quality, affordable child care services. Presence of a workforce of providers that can earn an income and that are connected to city systems.

**Sub-Use 3: Support to Businesses and Workers**

Businesses and workers were supported with $20 million in ARPA funds. The primary use of this category is a business impact opportunity grant program, allowing small businesses to access $10M in grant funds with issues related to displacement, disruption from construction, operating challenges, or neighborhood safety—all factors exacerbated by the pandemic. Additional investments in this category include support for entrepreneurial activities and business navigation among women and/or black individuals, indigenous individuals, and people of color. Finally, related to the intense and ongoing impact on business health in the City downtown core, dedicated support was extended to reactivate and reenergize that geography through seasonal events, tourism promotion, and pop-up retail activity. More detail on these projects is available in the project inventory section.

**Key outcomes:** Bring back and enhance lost jobs, create new jobs, and strengthen small business and nonprofit growth and resiliency. In addition, make it easier to do business with Denver.

**Broader Federal Funding Strategy**

Federal recovery funds are a vital component in the City’s financial response to the COVID-19 emergency. As the City experienced unprecedented declines in tax revenue and subsequent reductions in outlays for services and programs in both 2020 and 2021, these funds have helped Denver weather the worst impacts of the pandemic and provide favorable conditions for a robust recovery. The City’s fundamental approach is to prioritize community needs around life and safety and to direct those expenses to the most restrictive of funding sources. This way the City maintains funding capacity for broader impacts of the emergency, such as helping individuals, households, businesses, and nonprofit organizations recover from the economic fallout of the emergency. That is because some federal funding sources only reimburse for items that are closely tied to the preservation of life and safety, such as personal protective equipment (PPE) or emergency shelter expenses, while others are broader in scope and application.

Keeping those latter sources open for a more flexible response—whether that be through small-business grant programs, childcare assistance, or the provision of transportation when residents are hesitant to use public buses and trains—is contingent on first maximizing the more restrictive categories of funding. This strategy is depicted in the figure below, which demonstrates the order or progression from most to least restrictive funding source.

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**Figure:** Chart of Denver’s progression of federal funding deployment
As the graphic indicates, Denver has adopted a strategy of using Federal Emergency Management Agency (FEMA) public assistance funding first. This grant program continues to provide vital support for sheltering people experiencing homelessness, the provision of personal protective equipment, emergency operations center expenses, community testing, vaccine administration, support to the local public safety net hospital system, and emergency needs at Denver International Airport. All of these uses fit squarely in the category of emergency expenses that preserve and protect lives, which is why FEMA funds were pursued from an early stage.

However, not every community need is life and safety driven. Businesses and nonprofits have struggled to keep their doors open amid the economic fallout from the crisis, families have struggled to afford nutritious food, renters have fallen behind on their monthly payments, including those for utilities, and educational programming for Denver’s youth has been severely disrupted amid social distancing requirements. These are just a sample of community needs met with funding from the Coronavirus Relief Fund (CRF) program, which are detailed in the figure below. The City recognizes that the pandemic has impacted everyone in different ways, which is why Denver has prioritized using these funds on a diverse array of projects, each of which tackles pandemic-related issues from a different angle. To meet these diverse needs, Denver provided CRF funding through separate project allocations to 19 City agencies and departments. Because this funding source was timebound, with a program end date of December 31, 2021, Denver prioritized the deployment of this money over funds from other emergency response grant programs, which often have longer implementation periods.

Finally, the third source of recovery funding that Denver has received includes more targeted grant programs that have a specific allocation to a given program area or target population. To date, Denver has received 60 grants, 53 of which are derived from federal programs, either directly or passed through the State. These grants typically have a narrower application and are often delivered as supplements to pre-existing federal grant programs such as Head Start, the Community Development Block Grant, and the Emergency Solutions Grant. A notable exception is the Emergency Rental Assistance Program (ERAP)—Denver is a direct recipient of this funding and is currently in the process of implementing its Round 1 and Round 2 allocations, which will provide relief to those struggling with rental and utility bills.

Prior to the Treasury creating the Emergency Rental Assistance Program (ERAP), Denver utilized Coronavirus Relief Funds (CRF) to expand Denver’s rent and utility assistance program which had been using local funds and was operational since late 2017. Denver was able to serve more than 2,000 households with rent and utility assistance using CRF. Once Denver received ERAP funds, Denver stood up the new program and phased out the use of CRF.
Due to these crucial and unprecedented federal resources, thousands of low- and moderate-income Denver households impacted by the pandemic have been able to avoid an eviction and remain in their homes.

Since July 2021, Denver has served more than 2,100 households and spent more than $22M of this ERAP funding. Denver has closely coordinated the local ERAP program with the Colorado Division of Housing, which is also serving Denver residents with ERAP by sharing an online database and application.

ERAP funds have also been utilized for housing stability services including housing navigation, tenant/landlord mediation, and case management.

Denver expanded free eviction legal services for low- and moderate-income households utilizing $1.5M in ARPA funds. There continues to be strong coordination between the nonprofit organizations providing free eviction legal assistance and nonprofit organizations providing emergency rent assistance through ERAP.

However, there continues to be a significant demand for emergency rental assistance and free eviction legal assistance, and Denver is committed to continuing to deploy resources in a strategic and effective way to help Denver’s residents recover from the impacts of COVID-19.

In summary, Denver’s approach is strategic, organized, and effective. It considers the relative restrictiveness of the funding source as well as the time frame before expiration, thereby producing an approach that maximizes impact. We look forward to adding the State and Local Fiscal Recovery Funds to the mix of sources to power Denver’s recovery in the years to come.
Transparency, Equity in Data Collection and Visualization

Denver has publicly released a City and County of Denver ARPA Performance Page containing two interactive and crucial data collection tools that demonstrate transparency and equity in their unique visualizations: an ARPA Dashboard and a Recovery Index. The dashboard and recovery index build on nearly a decade of financial transparency work initiated under Mayor Hancock. That work started with the debut of Transparent Denver in 2013, followed by continued efforts to make Denver’s financial information more open and accessible to the public.

The dashboard provides a comprehensive view of Denver’s use of the $308 million in American Rescue Plan Act State and Local Fiscal Relief Funds. The tool, updated weekly, displays the amount received from the federal government that has been committed (i.e. a vendor has been selected), obligated (a contract is signed), or spent, and what those funds are going toward. Outcome measures have been added for sixteen ARPA projects thus far and others will follow upon the project execution and data collection efforts are set forth. Business demographics, firmographics, and households’ data is collected by each program and reported monthly and quarterly by each project agency.

Each agency primarily reports on project outputs, such as the number of businesses, households, and neighborhoods served, or the number of grants funded. Currently, the dashboard aggregates data for more than 2,686 households, 532 businesses, 4 shelters, and 851 housing development and preservation efforts.
Figure: Dashboard overview of the American Rescue Plan Act fund expenditures

Figure: Chart displaying business, community, and housing/homelessness initiatives
Section 4

Use of Funds

The Recovery Index looks at the economic, health, and educational wellbeing of various neighborhoods. By clicking on a census tract, you can see both the neighborhood that a tract is located within and the various economic, health, and educational wellbeing index scores. Higher scores represent higher wellbeing (ex. A 0.98 score corresponds to better overall wellbeing than a 0.83 score). The shades of blue on the map correspond to the wellbeing score of each area, with lower scores appearing in dark blue. Someone utilizing the recovery index can select one or more different layers if they wish to do so. As a first step in this process, Denver released a 2022 Baseline Index last year with the intent of updating yearly as economic stimulus, policy responses to the pandemic, and their economic impacts progress over time.

We are excited to share that we already have noted improvement in the Full Index score, and invite you to thoroughly interact with all the data and read more on our findings [here](#).
Section 5

LABOR PRACTICES
Labor Practices

Any infrastructure projects pursued with ARPA funds will reflect workforce practices that follow strong labor standards. All projects will conform with the City’s ordinances including those adopted to level the field for disadvantaged businesses, workers, and residents of Denver's entire community. Current wage policies and social programs include:

Local Minimum Wage Law

In 2019, the Colorado General Assembly enacted a new statute permitting local governments to set a jurisdiction-wide minimum wage higher than the state minimum wage. Denver City Council responded by adopting a local minimum wage law that applies to all workers performing work in the geographical boundaries of the City after January 1, 2020.

Prevailing Wage

Denver city ordinance requires any contractor or subcontractor at any tier who performs construction, alteration, improvements, repairs, maintenance, or demolition of any city-owned or leased building or on any city-owned land, pursuant to a contract by or on behalf of the city, or for any agency of the city, or financed in whole or part by the city, to pay its employees working on those projects not less than the appropriate prevailing wage as determined by the Denver Office of Human Resources.

Minority/Women Business Enterprise Goals Program

The City’s Minority/Women Business Enterprise (M/WBE) utilization program will require any qualified funded project to meet the required participation of minority-owned, woman-owned, and small-business enterprises in construction, professional design, and construction services contracts.

Denver Construction of Careers Pilot Program (DCCP)

The Denver Construction Careers Program (DCCP) focuses on public infrastructure projects. The City chose to implement the workforce development requirements on its marquee projects, which cost over $10 million, including arts and cultural venues, as well as other critical infrastructure.

Requirements of the program include:

- A prime contractor and a designated workforce coordinator that will partner with City staff to implement workforce development goals.
- Conducting impactful outreach and engagement to priority populations that have been historically disenfranchised, such as veterans, justice-involved individuals, public assistance recipients, people who are unhoused, persons with histories with foster care, and residents of priority neighborhoods.
- Employing registered apprentices for a minimum of 15 percent of the overall construction hours on the project. Within that 15 percent of registered apprentice hours on a project, additional subgoals state that 25 percent of the overall construction hours must be performed by apprentices from the priority populations and by first-year apprentices to ensure new registered apprentices have access to work on City projects.
• The City has also made an over $2 million investment in a workforce development platform called WORKNOW, which serves as the organizing body for collaborative efforts to attract new workers to the industry, provide training and supportive services to keep them engaged, and offer upskilling so workers can pursue career promotions and wages that allow them to thrive.

• Moving forward, the Denver Construction Careers Program will cover projects above $10M in construction value beyond the initial list of 20 pilot projects. City construction workforce development requirements will be established in policy in 2022. The City will be allocating funds to expand Denver Public Schools capacity for the Careers In Construction, established through a special revenue fund. The DCCP team will be working with Colorado Department of Labor and Employment to expand access to construction apprenticeship programs in the Denver metro area.

Acknowledgments

The DCCP team would like to acknowledge and thank all the contributors to the DCCP over the past three years. We have had the opportunity to learn from and leverage expertise from multiple organizations. We’ve had input from our sister cities and their supporting organizations. We’ve used best practices from local, state and community partners. Additionally, we’ve leveraged industry and trade partner relationships to build sustainable solutions for Denver area residents.

Conclusion

During its pilot phase, the DCCP team had the unique opportunity to work on some of the City’s iconic venues and assets. The information depicts the impact of increased engagement with contractors, city services, and non-profit supportive services. Through thoughtful engagement, the DCCP team has tackled some of the toughest issues facing construction, bolstering the skilled trades by leveraging the City’s capital improvement projects as career opportunities for workers. Denver City Council unanimously approved an ordinance creating DCCP in May 2023.
Section 6

PROJECT INVENTORY

This section incorporates information about use of evidence and performance reporting.
Business Impact Opportunity Grant + Continuation

Grant ID: GR00002246 & GR00002680 | Funds: $10,000,000
Expenditure Category: 2.29 | Loans or Grants to Mitigate Financial Hardship

Project Overview
Denver Economic Development Opportunity (DEDO) will provide direct cash assistance to small businesses negatively impacted by COVID-19. These small business impacts are meant to mitigate the effect of the pandemic through business improvements, staffing incentives, added security measures, and/or other issues that will support the business’ recovery efforts. These grants should alleviate some burden and stress from small business owners who may have had to adapt to new methods of service delivery and communication for their business operations and activities. Technical assistance will be available to support the businesses with their grant application.

Use of Evidence
N/A

Performance Report

Outputs
- Number of businesses served by industry, location, and demographics
- Number of grants issued
- Number of neighborhood served

Outcomes
- Increased access to cash assistance for businesses
- Reduce burden for small business owners needing assistance
- Increased access to technical assistance with grant application

KPIs
- Number of businesses served by industry, location, and demographics
- Number of grant awards by type
- Number of neighborhoods served

Performance
- $4,110,000 distributed in the form of grants centered around stabilization, anti-displacement, and/or activation efforts
- Median grant award amount: $15,000
- 29% of grants awarded went to businesses in the accommodations and food services industry, 13% to other services (except public administration), 10% arts, entertainment, and recreation. Business in the retail trade also received 10% in grant awards with the remaining distribution going to business across 11 other industries impacted by covid-19.
- 315 businesses served
- 61 neighborhoods served
Denver Youth Employment Program

Grant ID: GR00002683 | Funds: $1,400,000  
Expenditure Category: 2.37 | Other Economic Impact

Project Overview

This program offers structured career exploration, job readiness, financial literacy and case-management support to more than 300 local youth between the ages of 14 and 21, all anchored around a paid summer internships. Through personalized coaching and services to address individual needs and challenges, we prepare youth for post-secondary education and employment opportunities will building their skills, resume and professional network.

Use of Evidence

N/A

Performance Report

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
<th>KPIs</th>
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</thead>
<tbody>
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<td>Number of youth retaining employment</td>
<td>Increase in youth employment and education enrollment</td>
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<tr>
<td>Number of youth completing/enrolling in education and training programs</td>
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Downtown Support + Continuation

Grant ID: GR00002248 & GR00002684 | Funds: $3,500,000  
Expenditure Category: 2.36 | Aid to Other Impacted Industries

Project Overview

Denver Economic Development Opportunity DEDO will continue to reactivate and reenergize downtown spaces through seasonal event promotion, activating vacant retail spaces, prioritizing pop-up spaces in vacant locations, and the creation of various events and attractions that support the promotion of tourism. The downtown neighborhood is the front door to Denver and a strong local economic engine that has been deeply impacted by COVID-19. The goal of this project is to increase the traffic of customers to downtown businesses and support sectors of our economy that have been most negatively impacted by COVID-19.

Use of Evidence

N/A

Performance Report

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<th>KPIs</th>
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<td>Number of organizations supported</td>
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<td>Reduction in vacant retail spaces</td>
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<tr>
<td>Number of pop-up spaces activated</td>
<td>Increased tourism</td>
<td></td>
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<td></td>
<td>Increased customer traffic</td>
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<td></td>
<td>Increased business support</td>
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<tr>
<td>Number of events supported</td>
<td>Increase youth readiness for employment</td>
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<tr>
<td>Number of vacant retail spaces activated</td>
<td>Increased employer engagement in youth workforce development</td>
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<tr>
<td>Number of pop-up spaces activated</td>
<td>Increase in youth employment and education enrollment</td>
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Entrepreneurship – Tech-Up

Grant ID: GR00002681 | Funds: $1,800,000
Expenditure Category: 2.32 | Business Incubators and Start-Up or Expansion Assistance

Project Overview

This program, which is offered through an entrepreneurial hub located in a historically underrepresented region of Denver, will be focused on supporting BIPOC technology entrepreneurs. The program will support a multi-tiered entrepreneur build-to-scale program focused on tech entrepreneurship, mentorship groups, ideation technical assistance, business incubation services, and sales pipeline generation opportunities. This program is also being supported by an Economic Development Administration (EDA) Venture Challenge Scale Grant.

Use of Evidence

N/A

Performance Report

Outputs

- Number of technology entrepreneurs served by location and demographics
- Number of created/retained jobs in tech-based firms in Denver
- Private capital invested in tech-based firms in Denver
- Number of technical assistance sessions provided

Outcomes

- Establish Ecosystem Resources to support advanced tech sector
- Focus on BIPOC communities
- Enhance existing resources and support early-stage entrepreneurs
- Support scaling companies

KPIs

- In development

Entrepreneurship Center

Program Code: GR00002247 | Funds: $2,000,000
Expenditure Category: 2.32 | Business Incubators and Start-Up or Expansion Assistance

Project Overview

Denver Economic Development & Opportunity (DEDO) will lease a facility in a historically marginalized and under-resourced neighborhood in Denver to house a new entrepreneurship center. Having a facility that is more accessible for BIPOC entrepreneurs and innovators will allow them to connect to the resources and opportunities they need to develop, accelerate, and/or scale their businesses. This center will be focused on building new wealth pathways for BIPOC communities through entrepreneurship.

Use of Evidence

N/A

Performance Report

Outputs

- Number of BIPOC entrepreneurial businesses served by industry, location, and demographics
- Number of resources provided

Outcomes

- Increased access to resources for BIPOC entrepreneurial businesses
- Increased wealth pathways for BIPOC communities

KPIs

- TBD
Small Business Navigators + Continuation

Grant ID: GR00002249 & GR00002682 | Funds: $1,200,000  
Expenditure Category: 2.30 | Technical Assistance, Counseling or Business Planning

Project Overview

Denver Economic Development & Opportunity (DEDO) will target outreach efforts to Denver’s hard-to-reach communities through community navigators who will provide one-on-one support for small businesses. Although Denver was growing rapidly prior to the COVID-19 pandemic, this economic burst was not benefitting everyone. The historic inequities faced by Denver’s Black, Indigenous, and people of color (BIPOC) communities have only been exacerbated by the pandemic. BIPOC communities have suffered the most in terms of loss of employment and the number of small businesses open and operating in Denver. Community navigators will take a holistic look at the needs of these small businesses and will work to connect them to wraparound services available with the City or our partners.

Use of Evidence

N/A

Performance Report

Outputs

- Number of businesses served by industry, location, and demographics
- Number of technical assistance sessions provided
- Number of neighborhoods served

Outcomes

- Increased access to small business services and resources
- Increased support to BIPOC communities

KPIs

- TBD

Performance

- Project impact:
  - 198 businesses surveyed
  - 83 business assisted
  - 822 Hours of technical support provided
  - 10 avg. hours of technical support per business

- Business Firmographics:
  - 29% retail trade, 27% accommodation and food services, 27% other services (except public administration), 5% construction, remaining 12% distributed across 8 other industries

- Business Demographics:
  - 41% Prefer not to respond, 39% Black or African American, 13% White, 4% Multiracial, 2% Asian, 3% Other
  - 40% Prefer not to respond, 41% Foreign born (including Immigrants, asylum seekers, refugees, naturalized citizen, etc.), 14% other, 2% Veteran, 2% LGBTQIA2S+
CITY OPERATIONS

Premium Pay
Grant ID: GR000002212  |  Funds: $8,800,000
Expenditure Category: 4.1  |  Public Sector Employees

Project Overview
Between March and December 2020, before the widespread availability of vaccines, career service City and County of Denver employees routinely risked exposure to COVID-19 to ensure the delivery of critical services to residents. The City and County of Denver compensated employees required to work in higher-risk occupations due to the possible COVID-19 exposure.

Use of Evidence
N/A

Performance Report

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Revenue Loss
Grant ID: GR00002033 & GR00002035 & GR00002036 & GR00002037 & GR00002038 & More  |  Funds: $74,457,543
Expenditure Category: 6.1  |  Provision of Government Services

Project Overview
Restoration expenses include mission-critical positions, good and supplies eliminated through prior budget reductions, as well as the elimination of furlough day originally required of City Employees in 2021. This project also addresses severe workload increases driven by backlogs or other demands of City services. Finally, this project includes staffing to support the financial administration of managing ARPA funding, staffing for communications support to relay information to the public and other constituencies about the use of funds, and staffing for data analytics and program measurements.

Use of Evidence
N/A

Performance Report

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<td>Reduction of city facility closure</td>
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<td></td>
<td>Decrease in furloughs</td>
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**Community**

**Project Overview**

The Department of Human Rights and Community will combine financial and technical assistance to help strengthen individual nonprofit organizations. Nonprofits, especially those serving the communities hardest hit by the pandemic, are vital to our recovery. Government loans, grants, and charitable contributions have been critical during the immediate crisis.

The City and County of Denver is joining three community foundations to engage the Nonprofit Finance Fund (NFF), an experienced Community Development Financial Institution, in making interest-free loans to nonprofits. NFF is responsible for the administration of the Fund and the loans, and to establish a program to strengthen both individual nonprofits. In contrast, individual community members can continue to access needed services.

Some nonprofits in COVID recovery are positioned to add debt to their toolkit, opening another avenue for needed funds. For nonprofits with little experience with debt, this is a low-risk way to develop creditworthiness and learn how to manage debt, making them better candidates for other financings from the ‘commercial’ market in the future.

NFF will provide technical assistance to help nonprofits assess and adapt their business operations and loans with a grace period to ensure the sustainability of services. The inclusion of technical assistance in this program is a strong benefit to nonprofit organizations. It strengthens their business planning, restructures their business models to better serve their constituents, and allows them to build strategic alliances with other organizations to enhance service provision.

**Use of Evidence**

N/A

**Performance Report**

**Outputs**

- Number of non-profits served by industry, location, and demographics
- Number of loans issued

**Outcomes**

- Increased access to funding opportunities for non-profits
- Continued service availability to non-profit consumers in the community
- Access to technical resources

**KPIs**

- In development

**Performance**

- Loans issued to 4 non-profits:
  - Colorado Village Collaborative
  - Artistico Inc
  - The World, A story telling Sanctuary Inc
  - Glowmundo Creations, Inc
Arts & Venues Reactivation Support + Continuation

Grant ID: GR00002235 & GR00002688 | Funds: $2,000,000
Expenditure Category: 2.35 | Aid to Tourism, Travel, or Hospitality

Project Overview

Denver Arts and Venues will defray the costs of producing events at the City of Denver owned and operated venues. Funds will be applied directly against costs typically billed back to the producers/promoters, such as security, personnel services (ushers), and/or janitorial services. Eligible entities must demonstrate adverse impacts financial impacts from Covid-19 and state how cost savings will be used to promote the business’ recovery (e.g. retention or hiring of additional staff).

Use of Evidence

N/A

Performance Report

Outputs

- Number of events/venues supported
- Number of businesses served
- Number of service cost covered

Outcomes

- Increased event/venue options
- Increased grant availability for businesses

KPIs

- Number of events/venues supported
- Number of organizations served
- Number of service cost covered

Performance

- 14 beneficiaries supported
- Over $1,217K in credits applied to defray production costs
- 23 events hosted at City and County of Denver owned and operated venues
- Top three use of funds comprised of film and theater production support, security and personal safety services, public order and safety services

Arts & Venues Reactivation Support

Denver Arts and Venues will defray the costs of producing events at City of Denver owned and operated venues. Funds are applied directly against costs typically billed back to the producers/promoters such as security, personnel services (ushers) and/or janitorial services.

Figure: Overview of the Arts & Revenue Reactivation Support dashboard
Basic Cash Assistance for Households

Grant ID: GR00002712  |  Funds: $3,000,000  
Expenditure Category: 2.3  |  Household Assistance: Cash Transfers

Project Overview

This cash transfer program will support low-income households by providing a one-time payment to the head of household. These cash members are ineligible for federally funded public benefits, and have at least one child 17 years of age or under residing in the household. These cash transfers will address the lack of work-based inadequate income needed to address a household’s basic needs, including but not limited to housing, food, utilities, transportation, childcare, and or health care.

Use of Evidence

N/A

Performance Report

Outputs

• One-time cash transfer payments of at least $1000; some may be eligible for an additional $500 based on additional extenuating factors related to the inability to address basic household needs.

• Some may be eligible for an additional $500 based on additional extenuating factors related to the inability to address basic household needs.

Outcomes

• Increased assistance to low-income households

• Increased ability to for households to meet basic needs

KPIs

• Number of one-time cash transfers issued

• Number of additional cash transfers issued

• Number of households served (between 1,800 to 2,200)

• Neighborhoods served
### Behavioral Health and Network Adequacy

**Grant ID:** GR00002710  |  **Funds:** $20,000,000  
**Expenditure Category:** 1.12  |  **Mental Health Services**

#### Project Overview

ARPA funding will be used to increase behavioral health services and address needs. It will improve behavioral health infrastructure and network adequacy to advance positive behavioral health and substance use outcomes. Behavioral health services will address the needs of Denver residents for timely, appropriate, and culturally responsive care, and may include outpatient and inpatient services to treat behavioral health issues of various intensity, severity, and acuity levels. Program development will respond to an updated description of risk for adverse outcomes and impacted populations expected in Jan. 2023, funded by round one ARPA funds.

#### Use of Evidence

N/A

#### Performance Report

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>TBD</td>
<td>TBD</td>
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</tbody>
</table>
Behavioral/Mental Health Initial Implementation of Needs Assessment

Grant ID: GR00002230 | Funds: $1,000,000
Expenditure Category: 1.12 | Mental Health Services

Project Overview

Department of Public Health and Environment (DDPHE) will initiate behavioral health programming based on the findings of the Mental Health Substance Abuse Citywide Needs Assessment. Programs will focus on overdose prevention strategies, mental health support, and assistance for youth and their families. Additionally, DDPHE will work to establish a network of private behavioral health providers that reflect the diversity of the community as a direct result of early findings from the department's needs assessment work.

Use of Evidence

N/A

Performance Report

Outputs

- Number of behavioral health programing findings made
- Number of findings implemented
- Number/types of focus areas
- Number/types of at-risk populations and demographics served
- Number of services provided

Outcomes

- Increase in behavioral health programing access
- Increase in number of people served
- Increase in knowledge/awareness surrounding mental health resources
- Increase access to overdose resources

KPIs

- Overdose reduction
- Increase usage of mental health services
- Decrease in youth suicides
- Opioid conference hosted

Performance

- Denver Fentanyl Action Summit hosted September 2022
- Online portal for Narcan and fentanyl test strips made accessible for individual residents
Child Care and Family, Friend & Neighbor Care + Continuation

Grant ID: GR00002242 & GR00002692 | Funds: $2,325,000
Expenditure Category: 2.11 | Healthy Childhood Environments: Child Care

Project Overview

The Office of Children’s Affairs (OCA) plans to partner with the Colorado Statewide Parent Coalition (CSPC). They will provide the fifteen-week Providers Advancing School Outcomes (PASO) program, which trains Family, Friends and Neighbors (FFN) childcare providers favored by the Latinx community, the resources to attain a Child Development Associate (CDA) certification in target neighborhoods. OCA’s aim is to create a sustainable system by targeting:

- The development of a childcare workforce that can earn income;
- Ensuring children are cared for in a safe and well-supported environment and;
- That parents and caregivers can access and utilize real-time affordable childcare providers.

OCA will support the development of a curriculum that trains FFN providers to work with children with special needs. This training is intended to be an in-depth training focusing on the specifics of working with children with diverse health needs in target communities, ranging from the Autism spectrum, down syndrome, and other cognitive health needs, to physical special health needs and linguistic special needs.

Finally, OCA will support Mercy Housing by contributing funding toward building out the Rose on Colfax affordable housing development, which includes an early childhood center. Plans are for the center to be majority Head Start funded, with the remainder of slots remaining affordable at an average of 80% area median income.

Use of Evidence

N/A

Performance Report

Outputs

- Number of FFN providers trained
- Neighborhoods served
- Number of children cared for by each FFN provider
- Number of full scholarships provided
- Number of Child Development Associate certificates earned

Outcomes

- Increased access to trained FFN provider in target neighborhoods
- Increased access to scholarships funded for Child Development Associate certificate attainment

Performance

- 120 FFN providers trained - Goal
- Certificate completion rate
- Neighborhoods served
- Number of children cared for by each FFN provider
- Number of CDA scholarship awards issued
- Number of Child Development Associate certificates earned

KPIs

- 156 FFN providers enrolled
- 60% received PASO program certificate
- 24 CDA scholarships awarded (Child Development Associate)
- 27 Denver neighborhoods served

Enrollee Demographics:

- Age groups: 24 and under: 7%; 25–34: 23%; 35–44: 30; 45–54: 24%; 55 and over: 13%; Other: 3%
- Race/Ethnicity: 95% Hispanic/Latino; 5% Non-Hispanic
Code Violation Remediation

Grant ID: GR00002238  |  Funds: $1,000,000
Expenditure Category: 2.37  |  Other Economic Impact

Project Overview

The Department of Human Rights and Community will mitigate displacement of Denver small business owners and homeowners in target neighborhoods by funding property improvements required by mandated code and by avoiding liens being placed on properties. Key program activities include:

- Inventory and Assessment: the Office of Financial Empowerment and Protection (OFEP) will do an inventory of code violation fees and fines to identify the most common violations and how the related fees/fines are assessed, billed, and remediated. The program team will break down data by target neighborhood and vulnerable populations and use the information to determine how to focus remediation activities.

- Remediation: OFEP will contract with nonprofit organizations to provide grant funding, up to $50,000 per small business or $10,000 per individual, for remediation activities such as training and technical assistance related to the code violation or securing equipment/building infrastructure to prevent code violations in the future. OFEP will work closely with the nonprofit to establish policies and procedures for granting funds equitably and ensuring that grantees demonstrate a negative economic impact from COVID-19.

This program will serve small businesses and individuals located in ten neighborhoods experiencing rapid socio-economic change and a high risk of involuntary displacement. These neighborhoods have been identified by Denver Economic Development & Opportunity’s division of Neighborhood Equity & Stabilization. Individuals and small businesses in these neighborhoods have also been disproportionately affected by COVID-19, experiencing loss of employment income or increased expenses (individuals), staffing shortages, and increased operating costs (businesses).

Use of Evidence

N/A

Performance Report

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of businesses served</td>
<td>Increased access to code violation remediation funding</td>
<td>TBD</td>
</tr>
<tr>
<td>Number of homeowners served</td>
<td>Reduction in property liens</td>
<td></td>
</tr>
<tr>
<td>Number of NEST neighborhoods served</td>
<td>Increased awareness of code violations and how they can be prevented</td>
<td></td>
</tr>
</tbody>
</table>

KPIs

TBD
Section 6

Commercial Affordability Program

Grant ID: GR00002655 | Funds: $10,000,000
Expenditure Category: 2.37 | Other Economic Impact

Project Overview

With the economic pressures of COVID-19, it is more important than ever to provide support to small businesses that are foundational to the cultural and economic fabric of the Denver community. The proposed Commercial Affordability program will explore and pilot solutions to address rising leases, one option included in this pilot is partnering with one or more community partners to establish a commercial land trust that will provide discounted commercial or retail space to businesses. The program will prioritize small, local, historically or traditionally marginalized, and minority-owned businesses.

Use of Evidence

N/A

Performance Report

Outputs

- TBD

Outcomes

- TBD

KPIs

- TBD

Community Safety Grants + Continuation

Grant ID: GR00002245 & GR00002693 | Funds: $3,000,000
Expenditure Category: 2.22 | Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

Project Overview

The Department of Safety will implement a micro-grant program to work in tandem with Denver Police Department’s existing Place Network Investigations Board to identify security and safety enhancements in identified hotspots and persistently violent locations. The Board is a conglomeration of investigators, various City Agencies, and Council representatives who will identify locations and understand the structural reasons behind the activity in those areas. These grants will provide resources supporting non-enforcement crime prevention activities and solutions and will engage both City and community partners to accomplish its mission.

Use of Evidence

N/A

Performance Report

Outputs

- Number of hotspots and violent locations accessed
- Number of finds
- Number of findings resolved

Outcomes

- Reduction in violent crimes in hotspots and violent locations accessed
- Implementation of finding resolutions

KPIs

- TBD
Denver Native Healing

Grant ID: GR00002714 | Funds: $100,500
Expenditure Category: 2.37 | Other Economic Impact

Project Overview

As the Denver American Indian and Alaska Native (AIAN) community have been hit hard physically, emotionally, spiritually, and financially by the COVID-19 pandemic, it is crucial to put intentional efforts and resources into collective healing work. JSI Research and Training Institute (JSI RXT) wishes to expand upon the Denver Native American Community COVID-19 Year 1 and Year 2 Projects, by developing and implementing a mini-grant program for local Native-serving organizations that best know the needs in the community. Denver Native community organizations will be able to request funding for projects that will engage those impacted by the COVID-19 pandemic, community members, and organizations in healing together.

Use of Evidence

N/A

Performance Report

Outputs

- Conduct a COVID-19 Denver AIAN Community Needs Assessment and an Organizational Impact Assessment amongst organizations that service the Denver Native community (such as the Denver Indian Health and Family Services, Denver Indian Center, and the Denver Indian Family Resource Center).
- Develop a community advisory board that will guide the project, and serve as its convener, facilitator, and strategic plan advisor.
- Serve as a grant manager to fund projects that align with the goal of supporting healing among local AIAN community members who have been impacted by the COVID-19 pandemic.

Outcomes

- Increased access to trained FFN provider in target neighborhoods
- Increased access to scholarships funded for Child Development Associate certificate attainment

KPIs

- Understand the needs of the Denver Native community regarding the lasting effects of COVID-19.
- Center the voices of Denver Native community members and leaders, and create a network between Partners.
- Distribute funds to support projects that will sustain the recovery and healing of the Denver Native community.

Performance

- Assessment completed with 100% response rate
- Advisory board/network created
- 5 mini-grants awarded to the following organizations:
  - Colorado Native Cultural Enrichment Program, in partnership with RedLineContemporary Art Center
  - Native American Counseling and Healing Collective
  - Creative Nations Native American Heritage Month Arts Market, in partnership with Dairy Arts Center
  - Spirit of the Sun - Elders’ Food Share Program
  - All My Relations Celebration, in partnership with Levitt Pavilion Denver
Digital Navigators + Continuation

Grant ID: GR00002244 & GR00002716 | Funds: $600,991
Expenditure Category: 2.4 | Household Assistance: Internet Access Programs

Project Overview

Denver Public Library will provide individualized or small group assistance to community members in underserved neighborhoods who need affordable home internet service, affordable internet-capable devices, and/or coaching in introductory digital skills to become effective technology users. This assistance is provided primarily in person as safety allows, but may also include phone, email, text, video chat, paper mail, and other communication methods that work for the learner.

Use of Evidence

N/A

Performance Report

Outputs

- Number of individuals served
- Number of tech help sessions provided
- Number of neighborhoods served
- Number of Affordable Connectivity Program registrations completed

Outcomes

- Increased digital literacy
- Increased access to personalized tech help sessions
- Increased neighborhood presence
- Increased registrations for Affordable Connectivity Program

KPIs

- Onboard 4 digital navigators to implement program services
- Serve at least 300 individuals throughout the Denver Area.

Performance

- 912 Individuals served across 71 neighborhoods
- 2,838 Sessions held across 54 neighborhoods
- 291 Affordable Connectivity Program Registrations
- Successfully onboarded 4 digital navigators to deliver program services

Individuals served demographics:

- Race/Ethnicity: 28% Hispanic or Latino; 24% White; 21% Black or African American; 13% Other; 6% Asian; 4% Two or more races; 4% Decline to respond
- Native Language: 79% English; 13% Spanish; 6% Vietnamese; 2% Other

The Digital Navigators project provides individual or group assistance to community members in underserved neighborhoods who need affordable home internet service, affordable internet-capable devices, and/or coaching in introductory digital skills to become effective technology users.
Downtown Adaptive Reuse Study

Grant ID: GR00002661 | Funds: $75,000
Expenditure Category: 2.18 | Housing Support: Other Housing Assistance

Project Overview

This study will hire a consultant to investigate the feasibility of adaptively reusing 10-15 high-rise office buildings in downtown Denver. The scope of work includes an investigation of under performing office buildings to determine their adaptive reuse potential. Results will help guide conversations between City staff and the consultant with associated property owners and developers to pursue successful office-to-residential conversions and provide more space for more people to make downtown their home. This proactive approach and assistance will help advance several city initiatives, including equity, the creation of a complete neighborhood, Expanding Housing Affordability (EHA) policy, climate action goals, and the Adaptive Reuse Program. It will allow us to also identify new tools, incentives, and other resources to support this type of adaptive reuse and bring more vibrancy and diversity to Denver’s downtown. Consultant proposals are under review and a contract is anticipated to be finalized by February 2023.

Use of Evidence

N/A

Performance Report

Outputs
- Successful completion of adaptive reuse study

Outcomes
- Help advance city initiatives
- Increase support for adaptive reuse initiatives

KPIs
- N/A

Performance
- Study was contracted in March 2023 and is still underway
Financial Equity Study-BIPOC Neighborhoods

Grant ID: GR00002240  |  Funds: $35,0000  
Expenditure Category: 2.37  |  Other Economic Support

Project Overview

The Department of Human Rights and Community (HRCP) will work with a nonprofit evaluation contractor to study the financial equity impacts of COVID-19 on Black, Indigenous and people of color (BIPOC) in Denver. The study will focus on BIPOC residents across the city who are experiencing financial instability, are low-income or moderate-income, and are at risk of being displaced.

The desired impact of the study is to inform HRCP and other City of Denver departments on the best ways to promote equitable pandemic recovery, create livable and thriving wage structures, mitigate involuntary displacement of BIPOC residents, and deliver sustainable and high-quality programs/services for low to moderate income BIPOC residents who have been affected by COVID-19. The study will include recommendations for specific actions (and associated costs and timelines) that HRCP and other departments can take to make a long-term, sustainable impact on Denver’s BIPOC residents.

Use of Evidence

N/A

Performance Report

Outputs

- Number of financial equity impacts identified
- Number of recommendations made
- Total associated costs
- Number of recommendations implemented

Outcomes

- Increased awareness of financial equity impacts
- Increased options to promote equitable pandemic recovery.
- Reduce involuntary displacement of BIPOC residents.
- Increased access to programs and services

KPIs

- TBD

Performance

- Assessment completed and currently under review
Food Resiliency Grants + Continuation

Grant ID: GR00002234 & GR00002697 | Funds: $7,000,000
Expenditure Category: 2.1 | Household Assistance: Food Programs

Project Overview

Denver Department of Public Health & Environment (DDPHE) will issue grants to qualifying organizations which focus on improving infrastructure, operations, and food systems to address the long-term impacts of COVID-19 on the community’s food network. By focusing not just on emergency food, but by improving the infrastructure, transportation, storage, and communications for our food organizations, we will have a more resilient food system in Denver that is better prepared to respond to emergencies like COVID-19.

Use of Evidence

N/A

Performance Report

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number resiliency infrastructure projects</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Number of jobs retained or created</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of services provided by type and provider by targeted community</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Interpreter Workforce Training

Grant ID: GR00002686  |  Funds: $1,000,000
Expenditure Category: 2.10  |  Assistance to Unemployed or Underemployed Workers

Project Overview

The Denver Immigrant and Refugee Affairs Office will plan and execute an interpreter workforce training course for immigrant and refugee residents that are bilingual in English and another language using a qualified interpretation training vendor. This course will offer workforce training on how to become a professional interpreter for in-person and online meetings as well as over-the-phone services. An interpreter is someone who orally translates conversations in different languages without changing the original message or meaning.

Use of Evidence

N/A

Performance Report

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• ~240 households over a 3-year period will be served by this program</td>
<td>• Each year there will be additional ~80 immigrant and refugee residents trained as professional interpreters.</td>
<td>• 200 graduates</td>
</tr>
<tr>
<td>• Program will graduate 80 students per year</td>
<td>• Each year there will be additional ~80 small business certification applications processed and approved by the Division of Small Business Opportunity, expanding the pool of interpreter language service vendors for the City.</td>
<td></td>
</tr>
<tr>
<td>• Participants will learn about city services</td>
<td>• Each year there will be additional ~80 trained professional interpreters in languages that correspond to the language needs of communities and the languages most encountered by City agencies.</td>
<td></td>
</tr>
<tr>
<td>• Graduates become small business owners</td>
<td>• At the end of the three-year timeline for the interpreter workforce training, the City will have trained over 200 professional interpreters, ready to provide interpretation services and satisfy community language interpretation needs.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Economic mobility for the ~200 professional interpreters and their families.</td>
<td></td>
</tr>
</tbody>
</table>
Mental Health & Substance Abuse Citywide Needs Assessment

Grant ID: GR00002233 | Funds: $250,000
Expenditure Category: 1.13 | Substance Use Services

Project Overview
Denver Department of Public Health & Environment (DDPHE) has contracted with a third party to conduct a comprehensive behavioral health needs assessment for Denver. The assessment will include information from individuals with behavioral health needs, individuals who help navigate others into the appropriate level of services, and providers of services. The assessment will identify gaps across the service continuum. The goals are to understand the current behavioral health landscape and determine the unmet needs and barriers to accessing services, which will inform the initiatives to address those gaps.

Use of Evidence
N/A

Performance Report

Outputs
- Number of surveys distributed and response rate
- Number of focus groups and focus group participants
- Number of interviews
- Number of secondary sources referenced
- Prevalence & scope of behavioral health conditions
- Description of behavioral health service continuum

KPIs
- Assessment completion
- Number of surveys distributed and response rate
- Number of focus groups and focus group participants
- Number of interviews
- Number of secondary sources referenced
- Prevalence & scope of behavioral health conditions

Outcomes
- Increased access to behavioral mental health services
- Increased network of service providers
- Reduction of unmet need barriers of service

Performance
- Assessment completed January 2023
- 610 surveys completed
- 10 focus groups, 95 participants
- 21 provider interviews
- 19 secondary sources referenced
- 10 prevalent findings identified and 7 recommendations made
Mental Health Support for Youth

Grant ID: GR00002689  |  Funds: $1,600,000
Expenditure Category: 1.12  |  Mental Health Services

Project Overview

The Office of Children’s Affairs (OCA) will partner with community-based organizations to provide health and mental health supports to expectant mothers, youth and families. Services de la Raza promotes connection, mental wellness, leadership, and identity development through outreach and workshops for youth ages 11-25 in designated high schools. Fully Liberated Youth (FLY) provides school and community-based therapeutic services for fully liberated youth ages 11-25. FLY is expanding the services available to include re-entry/transition support for youth committed to the Department of Youth Services. Mama Bird and Roots Family Center will support the training and certification of doulas and lactation specialists for targeted populations. OCA will track participation in each of these activities along with outcome and satisfaction measures.

Use of Evidence

N/A

Performance Report

Outputs

- **Youth & Family Supports:**
  - Reduced Waitlists
  - Number of youth/families served
  - Number of community outreach/partnership
  - Number of activities workshops and trainings.
  - Number of classes offered
  - Formation of Youth/Peer Leaders
  - Number of staff hired

- **Maternal & Child Health:**
  - Roadmap to Certification
  - Doulas & Lactation specialists trained
  - Number of providers certified
  - Providers mirror the community they serve
  - Number of moms served
  - Number of birthing plans created
  - Number of staff hired

Outcomes

- **Youth & Family Supports:**
  - Develop protective factors in youth
  - Youth and their families have access to needed mental health services
  - Culturally responsive and linguistically specific services provided to target population

- **Maternal & Child Health:**
  - Moms have an increased connection to the birthing process
  - Moms are creating and implementing birthing plans
  - Increased number of trained and certified doulas in target communities
  - Providers are familiar with and connected to the culture of the population they serve

KPIs

- **Youth & Family Supports:**
  - Number of positions created & filled
  - Number on waitlists
  - Number of youth & families served
  - Number of activities
  - Outcomes Survey results

- **Maternal & Child Health:**
  - Number of positions created & filled
  - Number of completed certifications
  - Number of completed trainings
  - Number of families served
Mobile Medical, Behavioral and Mental Health Services

Grant ID: GR00002232  |  Funds: $470,000
Expenditure Category: 1.7  |  Other COVID-19 Public Health Expenses

Project Overview

Denver Department of Public Health & Environment (DDPHE) will offer supportive services, behavioral health assistance, and resources to those in need, where they are and increases equitable access to services for historically under-resourced communities. In 2021, one Wellness Winnie unit reached over 3,500 Denver residents. A second mobile medical vehicle (Wellness Winnie 2) could double the program’s capacity, add medical services and substance use treatment, and safeguard private protected health information by having fully enclosed exam/interview rooms.

The Wellness Winnie mobile program is designed to reach geographic areas of the city with the least amount of treatment services as well as areas that have historically been under-resourced. These are also areas of Denver where COVID-19 mortality rates were higher and vaccination rates are lower. Additionally, we know the need for mental and behavioral health services has exploded, city-wide, since the beginning of the pandemic. Furthermore, a recent census of Wellness Winnie clients showed 40% of people receiving services reported an unstable housing status, a number driven higher by the pandemic. An additional Wellness Winnie unit will allow DDPHE to offer supportive services in more communities that don’t have equitable access to resources.

Use of Evidence

N/A

Performance Report

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Outcomes</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of support services provided</td>
<td>Increased access for support services</td>
<td>Procurement of mobile medical vehicle</td>
</tr>
<tr>
<td>Number of behavioral health and medical services provided</td>
<td>Increased access to behavioral health and medical services</td>
<td>Serve 3,500+ Denver residents</td>
</tr>
<tr>
<td>Number of neighborhoods served by Wellness Winnie mobile program</td>
<td>Increased presence in target neighborhoods and at-risk populations</td>
<td></td>
</tr>
</tbody>
</table>

Neighborhood Activation Grants + Continuation

Grant ID: GR00002237 & GR00002685 | Funds: $3,150,000
Expenditure Category: 2.37 | Other Economic Impact

Project Overview

Denver Economic Development & Opportunity (DEDO) will support the meaningful and necessary work of nonprofit organizations, community groups, and/or micro businesses in some of Denver’s most vulnerable neighborhoods through events, meetings, forums, etc. to engage and drive potential clients to neighborhood organizations and/or services. The funding from these grants seeks to reengage Denver’s neighborhoods and business corridors to encourage people to eat/shop locally to boost small business revenue and increase foot traffic to our small business, retail, restaurant, and hospitality sectors. These grants will be prioritizing activity in Denver’s historically under-resourced, and marginalized NEST neighborhoods.

Use of Evidence

N/A

Performance Report

Outputs

- Number of businesses served by industry, location, and demographics
- Number of grants issued
- Number of neighborhoods served

Outcomes

- Increased access to local seasonal events
- Increased tourism
- Increased customer traffic
- Increased business support

KPIs

- Number of businesses served by entity type
- Number of grants issued
- Number of neighborhoods served

Performance

- 22 projects awarded across 13 non-profits, 5 businesses, and 4 community based organizations
- 59% of the projects were event focused and 41% were for physical improvements
- Median grant award amount: $63,548
- 17 neighborhoods served
Neighborhood Cultural Activation

Grant ID: GR00002236 | Funds: $50,000
Expenditure Category: 2.35 | Aid to Tourism, Travel, or Hospitality

Project Overview

Honor the history of Jazz in Denver. This program aids in payments for performers and festival production.

Use of Evidence

N/A

Performance Report

Outputs

- Number event attendees
- Number of performers

Outcomes

- Increased attendees
- Increased number of live performers

KPIs

- Attract 80,000 or more attendees
- Host 40 or more live performers/bands
- Register at least 140 pop-up retailers

Performance

- Attracted an estimated 90K audience in attendance
- Hosted 51 bands/performers
- Registered 154 pop-up retailers
Out of School Time Programs + Continuation

Grant ID: GR000002241 & GR00002691 | Funds: $3,300,000
Expenditure Category: 2.25 | Addressing Educational Disparities: Academic, Social, and Emotional Services

Project Overview

The Office of Children’s Affairs (OCA) will implement a competitive grant process to support 8-10 youth-service organizations that offer free, daily summer programming to approximately 1,000 youth. These programs improve youths’ academic achievement, social-emotional development, health, and well-being, and they are an essential support for working families.

To help prevent youth violence, funds will also be used in partnership with Denver Parks and Recreation to provide teen programming at five recreation centers on Friday nights, serving approximately 250 teens each time. We will track the number of unduplicated participants as well as attendance and dosage.

Because of the unprecedented challenges of the COVID-19 pandemic, many Denver teens are struggling with increased mental health and substance use issues. OCA plans to expand the Healthy Lifestyles teen marijuana education and awareness curriculum to include a focus on opioid/vaping. This curriculum will be delivered to at least 500 teens in 2024 and beyond.

Use of Evidence

N/A

Performance Report

Outputs

- Number of organizations supported
- Number of staff supported
- Number of youth participants
- How many day youth attend
- Number of vaping/opioid curriculum completions
- Number of marketing campaigns developed
- Number of marketing materials distributed
- Number of Youth Program Location visits

Outcomes

- Increased access to out-of-school time services
- Increased youth participation
- Increased awareness of vaping and opioid dangers via curriculum and campaign development

KPIs

- 12 organizations funded
- 1,000 youth will be served each summer

Performance

- 12 organizations funded
- 3,089 youth served during the first summer of program launch. + 309% achievement goal

Participant demographics:

- Gender: 51% Female; 48% Male; 1% Other
- Race/Ethnicity: 46% Hispanic; 28% Black or African American; 9% Two or more races; 9% Other; and 8% White
Nonprofit Recovery Grant Program

Grant ID: GR00002687  |  Funds: $1,000,000  
Expenditure Category: 2.34  |  Aid to Nonprofit Organizations

Project Overview
This is a program to provide direct assistance to small nonprofits (nonprofits with budgets under $1m & led by or serving BIPOC communities.) The program would involve the distribution of $1 million in grants that can be as large as $50k or as small as $10k but the average grant would be $25k. The Collaborative Impact of Denver (CIFD) will be contracted to work in partnership with selected recipients, and distribute and oversee the maintenance of the grants. CIFD will apply an indirect cost rate of 15% to cover program evaluation and administrative costs. These grants will be unrestricted but should be used for critical expenses for recovery and capacity building for sustainability.

Use of Evidence
N/A

Performance Report

Outputs  
• TBD

Outcomes  
• TBD

KPIs  
• TBD

Program Evaluation

Grant ID: GR00002717  |  Funds: $3,000,000  
Expenditure Category: 7.1  |  Administrative Expenses

Project Overview
The City recently released an RFP seeking third-party evaluator(s) to assess the impact of select programs funded through the American Rescue Act Plan’s State and Local Fiscal Recovery Fund (SLFRF). The evaluations will determine whether the programs are supported by strong, moderate, or weak evidence with respect to their impact on intended outcomes. In addition to providing the City and the U.S. Treasury Department with information about the effectiveness of the programs, this work may inform whether future funding allocations are made within these vital areas.

Use of Evidence
N/A

Performance Report

Outputs  
• TBD

Outcomes  
• TBD

KPIs  
• TBD
Promotora Pilot

Grant ID: GR00002715 | Funds: $400,000
Expenditure Category: 2.19 | Social Determinants of Health: Community Health Workers or Benefits Navigators

Project Overview

This program will partner with local Denver-based community organizations to pilot a promotora/es-led program to increase SNAP outreach and enrollment.

Use of Evidence

N/A

Performance Report

Outputs

• Training sessions for promotoras on SNAP eligibility and applications process
• Materials developed for outreach efforts, such as flyers or brochures
• Number of promotoras recruited and trained for the project

Outcomes

• Increased number of SNAP applications submitted in target neighborhoods
• Increased number of SNAP enrollees in targeted neighborhoods
• Improved food security for SNAP enrollees in target neighborhoods

KPIs

• Number of SNAP applications submitted as a result of promotora outreach
• Percentage of SNAP-eligible individuals in target neighborhoods who are enrolled in the program
• Percentage reduction in food insecurity among SNAP enrollees in target neighborhoods
• Customer satisfaction with promotora outreach and engagement efforts (as messaged by surveys or focus groups)

Recover Disability Services

Grant ID: GR00002713 | Funds: $375,000
Expenditure Category: 2.37 | Other Economic Impact

Project Overview

COVID-19 led to people with disabilities being denied adequate physical and mental health care, not receiving transition or direct care services to move out or remain out of institutions, being denied necessary in-person special education services and supports, and not being able to obtain or maintain stable employment. To help address these issues, Disability Rights will provide grants to eligible Denver disability-oriented nonprofit organizations which have been negatively impacted by the COVID-19 pandemic. The goal of this funding is to assist nonprofits that serve the disability community through funding allowing advocacy, direct service provision, and assistive technology and training to close service gaps.

Use of Evidence

N/A

Performance Report

Outputs

• TBD

Outcomes

• TBD

KPIs

• TBD