# TABLE OF CONTENTS

Introduction .................................................................................................................. 3

Our Vision ...................................................................................................................... 5

What We Hope to Achieve: Summary of Strategic Plan Goals and Targets ............... 6

Advancing Equity ........................................................................................................... 9

How This Plan Advances Equity .................................................................................. 10

Analyzing Disparities by Subpopulations................................................................. 11

Housing Opportunity .................................................................................................. 13

2022 Strategies to Achieve Goals ............................................................................. 14

Annual Housing Unit Targets..................................................................................... 14

Housing Stability ........................................................................................................ 20

Homelessness Resolution ........................................................................................... 25

Operations .................................................................................................................... 33

2022 Financial Landscape ......................................................................................... 41

2022 Projected Revenue ............................................................................................ 42

Use of Recovery Funding to Advance Plan Goals ................................................... 44

2022 Planned Uses of Funds ..................................................................................... 46

2022 Planned Expenditure of Funds ....................................................................... 47

Conclusion .................................................................................................................. 49

Acknowledgements .................................................................................................... 51

Appendix A. Glossary of Terms ............................................................................... 52

Appendix B. Additional Financial Information ......................................................... 54

Description of Revenue Sources for HOST .............................................................. 54

Complementary Funding Streams Outside of HOST ............................................... 54
IN 2021, THE DEPARTMENT OF HOUSING STABILITY (HOST) PUBLISHED ITS FIVE-YEAR STRATEGIC PLAN. THE PLAN IS THE CULMINATION OF TWO YEARS OF COMMUNITY ENGAGEMENT TO CHART THE DIRECTION FOR THE DEPARTMENT THROUGH 2026 IN OUR COLLECTIVE VISION TO CREATE A HEALTHY, HOUSED, AND CONNECTED DENVER.
While the plan articulates the department’s best thinking when it was developed, it was intended to provide strategic vision that would evolve over time as needs change. As such (and described on page 56 of the five-year plan), the department committed to publish annual reports that track progress on our goals, and annual action plans that detail the upcoming year’s priorities.

These annual action plans provide the opportunity and flexibility to reflect on progress and adjust as needed. They will be developed with input from the Housing Stability Strategic Advisors, a publicly appointed advisory body, and from the broader community. In typical years, HOST will align its work to the for the upcoming year to available resources proposed in the City. HOST expects to release draft action plans in the summer and fall ahead of the plan year (i.e., Summer 2022 for the 2023 Action Plan).¹

In 2022, HOST will begin to implement many strategies from our five-year plan. Specifically, we will:

- Invest recovery funding to expand housing, bolster critical investments to relieve involuntary displacement pressures and expand housing stability programs, and invest in shelter and shelter alternatives (e.g., safe outdoor spaces, tiny homes, and safe parking) to provide safety and stability for residents experiencing homelessness while housing solutions are scaled;
- Create and preserve more than 1,400 affordable rental and for sale homes, including 185 units of supportive housing (of the 7,000 units anticipated in the five-year plan);
- Serve more than 6,000 households in stability programs, including rent and utility assistance and eviction legal defense to prevent evictions;
- House at least 1,400 households experiencing homelessness through Homelessness Resolution programs;²
- Address unsheltered homelessness through expanded outreach, innovative housing efforts, and support for shelter and alternative options that meet the diversity of residents’ needs and real-time, quality data collection;
- Increase operational support for these efforts by centering residents with lived experience in communications and engagement efforts, improving the transparency and effectiveness of contracting, procurement, and financial processes, and establishing data and reporting tools to report plan progress.

Please visit denvergov.org/housing to view snapshots of the progress being made throughout the year and sign up for updates on HOST’s work.

¹ Due to the development of and adoption process for the Five-Year Strategic Plan, HOST is releasing this first action plan for 2022 in December 2021.
² Denver will also house 900 households through the regional Coordinated Entry system, OneHome. Because HOST Homelessness Resolution programs use OneHome to fill a portion of their vacancies, some of these households may be duplicated.
Our Vision

While housing prices in Denver have nearly doubled and median rent spiked 78% over the past decade, incomes have not increased as quickly. Denver faces a significant shortage of affordable homes, particularly for those at the lowest income levels. Despite Mayor Michael Hancock and City Council’s increase of the minimum wage, more than 115,000 households pay more than the recommended 30% of their income for housing, putting them one unexpected car repair, major medical bill or job loss away from potentially losing their housing.

The COVID-19 pandemic exacerbated the housing crisis. Denver saw unemployment quadruple, and requests for rent and utility assistance increased 270%. Today, more than 250,000 Coloradans report being behind on their rent and mortgage payments. And while the last complete count showed more than 4,100 persons experiencing homelessness prior to the pandemic, the number of people in shelters increased 60% during the year after the pandemic.

HOST’s vision is to create a healthy, housed and connected Denver. We do that by investing resources, creating policy, and building partnerships to provide housing stability, resolve episodes of homelessness, and create and preserve affordable housing. Our work is guided by our overarching core value of equity. Our work is person centered, trauma informed, and data driven.

HOST invests funds into affordable housing development and preservation, supportive housing, and affordable rental programs. HOST invests resources and partners with other organizations to provide rent and utility assistance, affordable rental housing and homeownership opportunities, tenant and landlord counseling services, eviction and foreclosure assistance, down payment assistance, and other services. HOST contracts with nonprofits that operate shelters, rapid rehousing, diversion programs, and outreach teams who contact persons experiencing homelessness.

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What We Hope to Achieve:
Summary of Strategic Plan Goals and Targets

In order to achieve our vision of a healthy, housed, and connected Denver, HOST’s Five-Year Strategic Plan established desired impact statements for the core overarching value of Equity, the three pillars of the work – Housing Opportunity, Housing Stability, and Homelessness Resolution, and the foundational support of Operations. Through the efforts outlined in the strategic plan and this annual action plan, HOST will help create a Denver where:

**Advance Equity**
Race no longer predicts outcomes for involuntary displacement, homelessness, homeownership, or cost burden.

**Housing Opportunity**
Residents have equitable access to housing options that meet their affordability needs and the opportunity to increase wealth through home ownership.

**Housing Stability**
Residents have the choice in when and under what circumstances they move or remain in their homes and neighborhoods.

**Homelessness Resolution**
Residents experience homelessness rarely and, if they do, it is brief and one-time.

**Operations**
Denver residents and partners will receive efficient, timely and transparent support, and have confidence that HOST is measuring what matters and effectively engaging the community.

HOST VISION
To this end, the Five-Year Strategic Plan established 14 important, measurable goals, each undergirded by measurable targets and strategies needed to achieve them:

**ADVANCE EQUITY**
Reduce racial disparities in involuntary displacement, homeownership, housing cost burden, and homelessness.

**HOUSING OPPORTUNITY**
- Expand access to affordable housing opportunities
- Preserve existing affordable homes
- Expand homeownership opportunities

**HOUSING STABILITY**
- Help households remain in their home and neighborhood of choice
- Reduce evictions
- Reduce foreclosures in income-restricted homes

**HOMELESSNESS RESOLUTION**
- Address unsheltered homelessness
- Expand pathways to successful rehousing
- Complete shelter system transformation toward rehousing
- Improve homelessness resolutions system for families

**OPERATIONS**
- Expand communications and community engagement
- Expand and support partnerships through transparent, efficient, and effective processes
- Deepen data infrastructure
- Advance citywide and regional approaches, including policy and legislative approaches
To establish targets for success, HOST analyzed data on the services and housing we support. We examined how different investments drive different outcomes, and we estimated how much we could support these crucial activities with the resources we have available through our funding, continued partnerships, and other efforts. They are:

**Housing Opportunity**

By 2026, HOST and its partners will:

- Increase the portion of total homes in Denver that are income restricted from 7% to 8% through the creation and preservation of 7,000 ownership and rental homes, including the creation of 900 supportive housing apartments.
- Reduce the rate of housing cost-burden among low- and moderate-income households from 59% to 51%.
- Preserve at least 950 apartments in income-restricted rental properties and ownership homes.
- Increase the homeownership rate among low- and moderate-income households from 36% to 41% and the homeownership rate among BIPOC households across income levels from 41% to 45%.

**Housing Stability**

By 2026, HOST and its partners will:

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

**Homelessness Resolution**

By 2026, HOST and its partners will:

- Reduce unsheltered homelessness from 2022 Point-in-Time Count to 2026 Point-in-Time Count by 50%.
- Increase the annual number of households served in rehousing and supportive housing programs from 1,800 to 3,000.
- Measurably end veteran homelessness by achieving functional zero by 2026, i.e. placing at least as many veterans into permanent housing each month as there are veterans experiencing homelessness.
- Increase the contract benchmark for the percentage of sheltered households who exit to housing from 30% to 40%.
- Increase the number of family households who exit shelter and outreach programs to housing from 25% to 50%.
- Reduce the average length of time residents experience homelessness to 90 days.

**Operations**

By 2026, HOST and its partners will:

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

RACE NO LONGER PREDICTS OUTCOMES FOR INVOLUNTARY DISPLACEMENT, HOMELESSNESS, HOMEOWNERSHIP, OR COST BURDEN.
Equity has been identified as a core value for the City and County of Denver, Mayor Michael Hancock’s administration, and HOST. HOST assesses policy and spending decisions through a lens of equity for benefit, burden, and unintended consequences for historically marginalized communities. The department also uses data to inform our work so that race no longer predicts housing outcomes.

HOST is committed to leading with race, because every major system in the nation without exception (criminal justice, education, housing, workforce economics, etc.) generates racial disparities that influence experiences and outcomes. Further, disparities based on race persist even after accounting for other factors, like financial class. Racial segregation, redlining, housing discrimination, and other racist practices and systems perpetuate disparities in housing outcomes.

HOST approaches its work through an equity lens to dismantle systemic racism and create more equitable systems. We know that those experiencing homelessness and housing instability disproportionately represent Black, Indigenous and People of Color (BIPOC) and historically marginalized communities. Addressing housing, shelter, and service needs of these populations helps address historic discrimination and supports the city’s equity goals.

In this work, HOST leads with race explicitly but not exclusively and understands the importance of intersectionality. It is essential to acknowledge the barriers faced by other historically disenfranchised groups on the basis of age, sexuality or gender identity, disability, income level, and neighborhood. HOST seeks to use data to identify disparities in access and outcomes across these identity characteristics and work with partners to address them.

**How This Plan Advances Equity**

HOST’s Five-Year Strategic Plan seeks to advance equity through the goals it set and the strategies it outlines. For example, one of our key goals is to increase homeownership among Black and Indigenous People of Color (BIPOC) households. The plan also seeks to improve our response to family homelessness. Strategies throughout

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the plan call for investing in neighborhoods at risk of involuntary displacement, improving how we are engaging with and listening to community members.

Additionally, HOST is centering our efforts to advance equity through data and person-centered approaches. Throughout our work to develop HOST’s Five-Year Strategic Plan, we heard stakeholders strongly state the importance of addressing the needs of various subpopulations within our work; for example, families, youth, and those who need help completing activities of daily living. HOST remains deeply committed to providing a person-centered, trauma informed approach informed by data to meet the unique needs and situations of each person. HOST is examining this demographic data to identify disparate outcomes in these populations and uses this information to inform priorities.

To provide a comprehensive picture of how HOST is doing this work, in the following strategy sections, you will see strategies that are central to our equity goals emphasized using purple type. Undergirding all of these efforts is our ongoing effort to ensure HOST has increased representation of lived expertise in housing instability and homelessness among our staff and in our community engagement efforts.

**Analyzing Disparities by Subpopulations**

We know that the disparities seen in those experiencing homelessness are a reflection of disparities that exist upstream in other systems that also impact our work to create housing stability and expand housing opportunity. In order to better inform our work across all our divisions, we have analyzed disparities in unsheltered homelessness and will work in 2022 to create more interventions that address them.

Denver is fortunate to have providers that serve single adults, men, women, families, and youth, but we know that our systems are still lacking critical services for couples, people with nonbinary gender identities, people with disabling conditions, people with pets, and others. HOST is focused on resolving those barriers for populations that remain underserved using person-centered, trauma informed approaches. Existing known disparities include:
- **Race and Ethnicity:** Denver residents experiencing unsheltered homelessness, like persons experiencing homelessness overall, are disproportionately Black, Indigenous, and People of Color (BIPOC). In 2020, of residents experiencing unsheltered homelessness: 17% were Black, compared to only 9% of the Denver population overall; 9% were American Indian and Alaska Native, compared to 1% of the population overall; and 26% were Latino, which is slightly lower than their share of the overall population (30%).

- **Gender:** Transgender and gender non-conforming individuals are more likely to be unsheltered. While overall 24% of residents experiencing homelessness in the 2020 PIT were unsheltered, 32% of transgender people and 50% of gender non-conforming people were unsheltered.

- **Chronic Homelessness and Behavioral Health:** Residents experiencing unsheltered homelessness report higher rates of mental health, substance use, and chronic health conditions (see Figure 1). More than half of unsheltered residents reported each of these conditions, compared to between 29% and 37% for all residents experiencing homelessness in the 2020 Point-in-Time Count. In 2020, 61% of residents experiencing unsheltered homelessness identified as chronically homeless (i.e., experiencing homelessness for 12 or more months in the past three years and having a disabling condition), compared to 29% of all residents experiencing homelessness.

- **Traumatic Brain Injury:** In 2020, respondents were asked about traumatic brain injury (TBI). Of the 271 people who reported a TBI, 215 of them (nearly 80%) were staying unsheltered. As a result, while only 6% of all residents experiencing homelessness reported a TBI, 22% of residents experiencing unsheltered homelessness did.

![Comparison of residents experienced unsheltered homelessness to residents experiencing homelessness overall, 2020](image)

**FIGURE 1** Comparison of residents experienced unsheltered homelessness to residents experiencing homelessness overall, 2020

<table>
<thead>
<tr>
<th>Condition</th>
<th>All residents experiencing homelessness</th>
<th>Unsheltered residents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chronic Homelessness</td>
<td>29%</td>
<td>61%</td>
</tr>
<tr>
<td>Traumatic brain injury</td>
<td>6%</td>
<td>22%</td>
</tr>
<tr>
<td>Substance use</td>
<td>31%</td>
<td>56%</td>
</tr>
<tr>
<td>Mental health concern</td>
<td>37%</td>
<td>51%</td>
</tr>
<tr>
<td>Chronic health condition</td>
<td>29%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Source: Metro Denver Homeless Initiative, Point-in-Time County-level Reports, 2020. Note: Data are for Denver County.
HOUSING OPPORTUNITY

Residents have equitable access to housing options that meet their affordability needs and the opportunity to increase wealth through home ownership.
**2022 Strategies to Achieve Goals**

To advance equitable access to housing options, HOST will preserve affordable housing and create more truly mixed-income housing throughout Denver, with an emphasis on deeper affordability. We will connect our long-standing residents who feel housing-cost pressure to affordable housing in their neighborhoods. And we will increase homeownership in Black, Indigenous, and People of Color (BIPOC)-households.

**Deeply affordable homes are those that are affordable to households earning at or below 30% of the area median income.**

<table>
<thead>
<tr>
<th>Key 2022 Priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>In 2022, HOST will focus primarily on the first Housing Opportunity goal: Expanding Affordable Housing Opportunities. Key priorities include:</td>
</tr>
<tr>
<td>• To expand the income-restricted housing stock, HOST will begin to invest the substantial recovery funding available for housing to support the development and preservation of additional affordable homes, supporting about 1,400 total homes, including 185 units of supportive housing.</td>
</tr>
<tr>
<td>• To make the plan review and approval processes easier to navigate, HOST and partner city agencies will hire and implement the Affordable Housing Review Team, a team dedicated to support affordable housing projects.</td>
</tr>
<tr>
<td>• To expand the role market-based developments play in meeting our city’s housing needs, HOST will work with Community Planning and Development to advance the Expanding Housing Affordability proposal to City Council.</td>
</tr>
<tr>
<td>• To maximize the supportive housing pipeline, HOST will also set the stage for its new locally-funded voucher program through the release of a procurement to select an administrator for the program.</td>
</tr>
</tbody>
</table>

**Annual Housing Unit Targets**

The Five-Year Strategic Plan set an audacious goal to create and preserve 7,000 units by 2026. In 2022, HOST will support 1,400 total homes toward that goal. To achieve this, we anticipate creating or preserving the following types of homes in line with the priorities established in the Five-Year Strategic Plan:

<table>
<thead>
<tr>
<th>Rental homes created: 838 (30-80% AMI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deeply affordable: 252 at or below 30% AMI (non supportive housing)</td>
</tr>
<tr>
<td>• 3 or more-bedroom: 63</td>
</tr>
<tr>
<td>Rental homes preserved: 133 (30-80% AMI)</td>
</tr>
<tr>
<td>For sale homes created: 67 (70-100% AMI)</td>
</tr>
<tr>
<td>For sale homes preserved: 83 (80-95% AMI)</td>
</tr>
<tr>
<td>Supportive housing: 185 (requires services funding support)</td>
</tr>
<tr>
<td>Additional opportunities: 100 (e.g., negotiated units from market based development)</td>
</tr>
</tbody>
</table>

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7 This does not include units that may be created by the Expanding Housing Affordability (EHA) project if adopted. Because of the time required to pass and implement the policy, Community Planning and Development and HOST do not anticipate units being created under EHA in 2022. However, these targets do reflect units that may be created through HOST negotiations with market-based developers on a voluntary basis.
Mutually Reinforcing Goals

Because HOST works across the entire continuum of housing needs, work toward one goal supports progress in others. For example, by supporting 185 units of supportive housing in Housing Opportunity, we will create 185 new homes to house residents experiencing homelessness. This helps us address unsheltered homelessness by bringing more people inside and helps grow the number of households we serve in housing programs, like supportive housing.

How HOST invests in affordable housing projects

HOST invests in affordable housing through the use of a range of financing tools. For example, some projects receive gap funding from HOST in the form of a loan that must be repaid over time as the property generates revenue. These funds are revolved and reinvested in other affordable projects. Projects that meet our community’s deepest needs and highest priorities receive performance-based loans. These are loans that do not require repayment if the property continues to comply with the terms under which the loan was approved. Additionally, HOST supports affordable projects by allocating a portion of its Private Activity Bonds to support projects that do not require gap financing. HOST also provides supportive services funding for supportive housing projects and seeks to use innovative financing methods, like Social Impact Bonds.

To determine these targets for 2022, HOST reviewed the projected affordable housing pipeline. It is common that affordable housing developments often take years to come together due to the need to assemble and secure multiple funding streams, finalize design, and complete the city’s plan review process. HOST will count units when the funding we plan to invest is approved by City Council even though the unit will not be ready for occupancy for up to two or more years. We also continue to track and report on homes when they become available for occupancy. Because of the length of time involved in this work, HOST anticipates further aligning the pipeline toward priorities for deep affordability, 3- or more-bedroom units, and supportive housing in future years.

The following table shows the Housing Opportunity goals and strategies from the Five-Year Strategic Plan and reflects if they are slated to be complete in Phase 1 (years 1 and 2) or Phase 2 (years 3 through 5). Checkmarks indicate those that will be in progress in 2022, and highlights indicate those strategies that are the highest priorities in 2022. Stars will be used to indicate that a strategy has been completed.

<table>
<thead>
<tr>
<th>Homes created or preserved</th>
<th>0</th>
<th>1,406</th>
<th>5,594</th>
<th>7,000</th>
</tr>
</thead>
</table>

The chart shows the progress of homes created or preserved as of 2022.
## Phase 1 (years 1-2)

### Strategy and Progress Notes

<table>
<thead>
<tr>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implement locally-funded voucher program to supplement federal and state voucher resources (e.g., Housing Choice Voucher program and State Housing Voucher program) and expand rental subsidies for supportive housing in new development.</strong>&lt;br&gt;• <strong>2022 progress:</strong> Release procurement for voucher program administrator.</td>
</tr>
<tr>
<td><strong>Explore financial innovations to accelerate the pipeline of supportive housing and homes for households below 50% Area Median Income.</strong></td>
</tr>
<tr>
<td><strong>Implement mandatory housing program to ensure that affordable units, both for-rent and for-sale, are created in every market-rate development across the City, and especially in areas of opportunity.</strong>&lt;br&gt;• <strong>2022 progress:</strong> EHA Policies underway and expected to be submitted to City Council for consideration and action by June 2022.</td>
</tr>
<tr>
<td><strong>Ensure internal compliance monitoring systems are efficient and effective to accommodate a growing housing/loan portfolio, including underwriting and monitoring of federally funded loans.</strong>&lt;br&gt;• <strong>2022 Progress:</strong> Conduct annual monitoring for all affordable homes scheduled for inspection.</td>
</tr>
<tr>
<td><strong>Coordinate with Department of Finance Division of Real Estate to complete land/property acquisitions in neighborhoods at risk of gentrification/involuntary displacement and in other areas of opportunity.</strong></td>
</tr>
<tr>
<td><strong>Pursue strategic acquisition of hotels and/or commercial properties for conversion/redevelopment into affordable housing.</strong></td>
</tr>
<tr>
<td><strong>Partner with Community Planning and Development and other agencies involved in the development review process to prioritize affordable housing projects for permit review and approval to get affordable housing built sooner.</strong>&lt;br&gt;• <strong>2022 progress:</strong> Hire and implement Affordable Housing Review Team, a cross-agency team to support affordable housing projects through permitting and review processes.</td>
</tr>
<tr>
<td><strong>Strengthen data collection and reporting tools to effectively track outcomes by race and ethnicity.</strong></td>
</tr>
<tr>
<td><strong>Implement mandatory housing policies. Establish standards and systems to document and track activity, reporting, and compliance.</strong>&lt;br&gt;• <strong>2022 progress:</strong> EHA Policies underway and expected to be submitted to City Council for consideration and action by June 2022.</td>
</tr>
<tr>
<td><strong>Evaluate the effectiveness of programmatic support for accessory dwelling units for mitigating involuntary displacement, wealth-building, and other outcomes.</strong></td>
</tr>
</tbody>
</table>
### Phase 2
(years 3-5)

#### Strategy and progress notes

- Partner with agencies involved in the development review process to assess barriers to small-scale affordable housing and propose solutions that enable smaller projects (e.g., projects with a small number of units, accessory dwelling units, etc.).

- Maximize opportunities to partner with state or federal agencies (i.e., Regional Transportation District, Colorado Department of Transportation, State Land Board, etc.) regarding excess property disposition.

- Develop consistent guidelines and priorities for affordable housing and other community benefits in major redevelopment areas. Where outcomes beyond those required by policy may be more appropriate. Coordinate with internal and external partners to apply these standards consistently in regulatory processes for high impact developments (e.g., Large Development Review, Urban Renewal/Tax Increment Financing).
## GOAL 2:
**Preserve Existing Affordable Homes**

### Phase 1 (years 1-2)

<table>
<thead>
<tr>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️ Prioritize preservation of income restricted properties in neighborhoods that are at risk of gentrifying, vulnerable to involuntary displacement, investment impact neighborhoods, as well as high opportunity neighborhoods.</td>
</tr>
<tr>
<td>✔️ Specific to Rental: Invest in the Preservation Network’s Naturally Occurring Affordable Housing Preservation Fund established by Colorado Housing Finance Agency (CHFA) and the State of Colorado to leverage funding for preservation projects in Denver.</td>
</tr>
<tr>
<td>✔️ Specific to Home Ownership: Support community land trust models and other innovative concepts that preserve long-term affordability for homeownership and initiate wealth-building practices for homeowners as part of our commitment to creating and preserving at least 7,000 homes.</td>
</tr>
<tr>
<td>✔️ Update the Preservation Ordinance to align with long-term affordability goals and priorities for use of preservation funds.</td>
</tr>
<tr>
<td>✔️ Leverage HOST’s affordable housing database to identify home ownership and rental properties with expiring covenants.</td>
</tr>
<tr>
<td>✔️ Leverage Colorado Futures Center’s small properties database to identify naturally occurring affordable housing (NOAH) preservation priorities.</td>
</tr>
</tbody>
</table>

### Phase 2 (years 3-5)

<table>
<thead>
<tr>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️ Develop a program that incentivizes property owners with expiring covenants to maintain long-term affordability. Leverage opportunities for preservation partners to proactively engage with landlords/owners who wish to sell.</td>
</tr>
<tr>
<td>✔️ Specific to Rental: Develop and implement a capacity-building program for small property landlords, connecting them to resources that preserve quality affordable housing.</td>
</tr>
<tr>
<td>✔️ Explore rental licensing data to identify opportunities for preservation.</td>
</tr>
<tr>
<td>✔️ Negotiate greater affordability when funding rental preservation opportunities.</td>
</tr>
</tbody>
</table>
## GOAL 3: Expand Homeownership Opportunities

### Phase 1 (years 1-2)

#### Strategy and Progress Notes

- **☑** Using a prioritized and targeted geographic approach, increase awareness of homeownership opportunities and resources through public engagement efforts such as Housing Resource Fairs and local community events.
  - **2022 Progress:** Develop housing resource videos and use targeted outreach strategy to inform residents of available homeownership supports.

- **☑** Increase the supply of affordable homeownership opportunities by supporting new construction of for-sale homes as part of our commitment to creating and preserving at least 7,000 homes.

- **☑** Expand down payment assistance programs to build pathways to homeownership for households impacted by past redlining district practices.
  - **2022 Progress:** Target households impacted by historic redlined practices with down payment assistance and financial education; Examine role of down payment assistance in furthering homeownership goals and where modifications are needed to improve impact.

- **☑** Preserve affordable homeownership opportunities, including through the acquisition of naturally occurring affordable ownership homes as part of our commitment to creating and preserving at least 7,000 homes.

- **☑** Enhance partnerships with state and local agencies and partners to advance affordable housing and overcome barriers to secure project funding (e.g., joint underwriting, proactive problem solving, coordinating to maximize deployment of resources).

- **☑** Coordinate with Office of Financial Empowerment and Protection and other housing partners to provide financial counseling and literacy support.

- **☑** Analyze resale pricing strategy for restricted for-sale homes in order to better ensure long-term affordability.
  - **2022 Progress:** Analysis complete this year.

- **☑** Leverage Prioritization Policy and associated data systems to improve access to affordable housing citywide.

### Phase 2 (years 3-5)

#### Strategy and Progress Notes

- **☑** Implement intentional outreach education plans to focus on BIPOC households for affordable housing, homeownership programs, and more opportunities.
RESIDENTS HAVE THE CHOICE IN WHEN AND UNDER WHAT CIRCUMSTANCES THEY MOVE OR REMAIN IN THEIR HOMES AND NEIGHBORHOODS.
Our community has told us time and again that gentrification – and the resulting involuntary displacement of residents – is a major and growing area of concern. And yet, nationwide, few best practices exist for how to accurately measure, track and analyze involuntary displacement. As such, HOST will build capacity to survey residents and measure when and where involuntary displacement is happening, to whom, why, and what needs to be done to reduce and stop it.

Key 2022 Priorities

In 2022, HOST will focus its housing stability efforts on two goals: helping households remain in their home and neighborhood of choice and preventing evictions. Throughout its programs, more than 6,000 households will be served in 2022. Key priorities include:

• To mitigate risk for involuntary displacement created by planned development or investment in neighborhoods, HOST will leverage recovery funding to invest in tailored strategies.

• To keep people in their homes and prevent evictions, HOST will invest heavily in eviction prevention, both through the continued implementation of the Emergency Rental Assistance Program (ERAP) and use ARPA funding to expand eviction legal defense.

• To improve access to affordable housing for residents facing involuntary displacement, particularly in neighborhoods they have called home, HOST will advance prioritization policy, which provides priority access to new affordable housing for residents at risk of involuntary displacement or who have been displaced.

• To inform planning and ensure the sustainability of this critical work, HOST will explore a partnership with Denver Public Schools (DPS) to conduct a citywide analysis of school mobility data and begin to explore long-term funding sources for this critical work.

The following table shows all of the Housing Stability goals and strategies from the Five-Year Strategic Plan, and whether they were slated to be complete in Phase 1 (years 1 and 2) or Phase 2 (years 3 through 5). Checkmarks indicate those that will be in progress in 2022, and highlights indicate those strategies that are the highest priorities in 2022. Stars will be used to indicate once a strategy has been completed.
### Phase 1 (years 1-2)

**Strategy and Progress Notes**

- Expand community navigation partnerships in neighborhoods vulnerable to involuntary displacement in partnership with Denver Economic Development & Opportunity’s (DEDO) Neighborhood Equity Stabilization Team (NEST).

- Support expansion, improvement, and targeted outreach of housing stability programs (home repair, rehab, and accessibility modifications; home sharing) to help homeowners stay in their homes.

- Explore and identify possible funding sources for housing stability to increase levels of support that can be provided beyond emergency and pandemic recovery.

- Partner with city agencies to conduct investment impact analyses on city capital investments and tailor strategies and budget requests to help mitigate involuntary displacement in areas where capital investments could contribute to involuntary displacement.
  - **2022 Progress:** Leverage recovery funding to invest in these strategies.

- Support implementation of rental licensing program to better inform residents about their rights and available resources.

- Build a partnership with Denver Public Schools (DPS) to help measure involuntary displacement of families with children.
  - **2022 Progress:** Begin exploring an analysis project to track mobility citywide through DPS data.

- Implement long-term outcome tracking across housing stability programs.

- Evaluate demographics and geography for households served in alignment with impact framework and utilize equity lens to examine and improve access and performance.

- Support partners in developing data systems solutions to track applications in addition to households served to identify and remove barriers to service and improve targeting.

### Phase 2 (years 3-5)

**Strategy and Progress Notes**

- If suitable and feasible funding exists (see first bullet in next section) and is pursued, explore programs for households that are voluntarily “doubled up,” staying with family or friends in order to prevent an experience of homelessness. These programs might include first month’s rent and deposit assistance as well as longer-term rental assistance known as a “shallow subsidy.”

- Work with Denver Public Schools and Denver Office of Children’s Affairs to develop communications strategies and referral systems for programs that support housing stabilization of families with children.

- Partner with Denver Human Services to better target outreach and explore additional expansion of the property tax rebate program.

- Explore an analysis of assessor’s office records regarding the sale of rental properties.
## GOAL 2:
### Reduce Evictions

### Phase 1
**Strategy and Progress Notes**

| | Provide legal counsel in eviction proceedings for at least 2,000 households annually; and increase proportion of low- and moderate-income households facing eviction who have legal representation.  
| **2022 Progress:** Use ARPA funding to expand eviction legal assistance programs. |
| | Support expansion, improvement, and targeted outreach of housing stability programs (rent and utility assistance, legal assistance, tenant/landlord counseling) to keep renters in their homes. |
| | Target rental assistance and housing navigation resources to households who do not receive a judgment after their eviction filing but who need assistance relocating to a new home. |
| | Identify and develop policies to prevent evictions and provide comprehensive tenant protections where state and federal law allow (e.g., eviction diversion; just cause/no fault eviction policies). |
| | Partner with Office of Financial Empowerment and Protection to help residents with strategies and services to increase income and provide financial counseling. |
| | Continue to coordinate with the Office of Immigrant and Refugee Affairs to share information on available programs and ensure policies and programs are accessible to immigrant and refugee communities. |
| | Utilize data on evictions from Denver County Court to evaluate what neighborhoods have the highest rates of evictions and use resulting analysis to target outreach and resources. |

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*Minor wording adjustments from the Five-Year Strategic Plan have been made to reflect current state.*
## GOAL 3:
Reduce Foreclosures in Income-restricted Homes

<table>
<thead>
<tr>
<th>Phase 1 (years 1-2)</th>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>Collaborate across HOST and other city agencies to develop and implement a coordinated and evidence-based outreach strategy to homeowners of income-restricted for-sale units to inform them of available resources (e.g., financial coaching, property tax rebate program, state financial assistance programs, etc.).</td>
</tr>
<tr>
<td>✓</td>
<td>Partner with Denver Clerk and Recorder’s Office to benchmark the foreclosure rate among income-restricted units and establish target for reduction.</td>
</tr>
<tr>
<td></td>
<td>Partner with Denver Clerk and Recorder’s Office to analyze foreclosure trends (e.g., by neighborhood, among affordable and non-affordable homeownership units) to inform future planning.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 2 (years 2-3)</th>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Use lessons learned from COVID-related mortgage assistance program and statewide efforts to provide mortgage assistance to design, fund, and implement a foreclosure prevention program targeting income-restricted for-sale units.</td>
</tr>
<tr>
<td></td>
<td>Explore partnerships with utility providers or energy relief programs to identify and track indicators of housing instability.</td>
</tr>
</tbody>
</table>
HOMELESSNESS RESOLUTION

RESIDENTS EXPERIENCE HOMELESSNESS RARELY AND, IF THEY DO, IT IS BRIEF AND ONE-TIME.
In the City and County of Denver, we believe that everyone in our community deserves to be healthy, housed and connected. We know that when someone is housed stably, they are better able to connect to resources, find and keep a job, get and stay healthy, address behavioral and mental health issues, feel safe and secure, and live fuller lives.

While HOST and its partners work with residents experiencing homelessness to find housing, resolving homelessness requires outreach to people experiencing homelessness, especially the roughly 25% who are living without any shelter. It requires varied, temporary shelter options for people to stay in that meet their needs. It requires services and supports to provide for basic needs like food and hygiene, and other important support services like property storage, mental and behavioral health services, substance use disorder treatment, job training and placement, prisoner and re-entry services, help signing up for benefits, and more.

In 2022, HOST will focus primarily on addressing unsheltered homelessness. HOST will work to help residents regain housing through innovative efforts like the housing surge and development of by name lists through Denver’s participation in Built for Zero. While we work to scale housing solutions, we recognize the need for safe, temporary options. HOST will invest recovery funding into alternatives to congregate shelter, like shelter options in hotels and motels (i.e., non-congregate shelter), safe outdoor spaces, safe parking, and tiny homes and continue to support a housing-focused congregate shelter system. Through this work, HOST seeks to prevent enforcement actions related to encampments from being necessary.⁹

HOST SURGE

A housing surge is a way to help quickly get people back into housing when there are additional housing resources to connect people with. A surge helps to expedite coordination of partners to connect people to housing. Today, housing surges are being used across the country to help people back into housing after the COVID-19 pandemic caused many to lose their homes.

On Sept. 1, 2021, HOST launched an effort to house 200 people in 100 days using a housing surge. This surge was accomplished, in part, using new emergency housing vouchers made available through HUD funds in the American Rescue Plan to the Denver Housing Authority. HOST also worked with rapid resolution, rapid rehousing, and permanent supportive housing providers to reach the surge goal ahead of schedule.

HOST intends to support additional community housing surges in 2022, building upon the lessons learned from this the initial successes of the Fall 2021 surge.

⁹ HOST is not responsible for enforcement of City ordinances, such as the unauthorized camping ordinance.
Key 2022 Priorities

HOST will house at least 1,400 households in 2022 through Homelessness Resolution programs.10

Key priorities for 2022 include:

• To support persons experiencing unsheltered homelessness, HOST will continue to work with partners to provide outreach that connects residents with resources and housing through programs like Denver Street Outreach Collaborative and Strategic Outreach to Large Encampments.

• To increase support to residents staying in newly established unauthorized encampments, HOST will expand the Early Intervention Team (EIT). EIT provides connections to resources, support to obtain housing and other case management, shelter, and other temporary housing options, particularly to encampments with fewer than 5 tents or sleeping structures.

• To guide efforts to address unsheltered homelessness in alignment with Denver’s commitment to Built for Zero, HOST will work with partners to collect real-time, quality data collection in HMIS for outreach and related programs in accordance with Community Solutions’ Built for Zero standards.

• To expand housing options for residents experiencing homelessness through innovative financing structures, HOST will work with partners to establish a new supportive housing program for high utilizers of the justice and health care systems experiencing homelessness through social impact bond funding.

• To better meet the diversity of resident needs for safe, temporary options, HOST will invest recovery funding in safe outdoor space, safe parking, tiny homes, and congregate and non-congregate shelter options.

• To make the system of shelter and services easier to navigate and more accessible, HOST will identify opportunities for access points for shelter and services for individuals and families.

Built for Zero

Built for Zero is a movement of more than 90 communities working to solve homelessness, one population at a time. Using data, these communities have changed how local homeless response systems work and the impact they can achieve. Fourteen of these communities have ended homelessness for a population by reaching a standard called functional zero.

10 Denver will also house 900 households through the regional Coordinated Entry system, OneHome. Because HOST Homelessness Resolution programs use OneHome to fill a portion of their vacancies, some of these households may be duplicated.
Guaranteed Income

Particularly after the onset of the COVID-19 pandemic, communities across the country are using income-based approaches to support residents, including residents experiencing homelessness. Findings from a Canadian initiative, The New Leaf Project, found that participants who received a lump sum payment of about $6,000 found stable housing more quickly than those who did not receive cash assistance.11

Social Impact Bond

The Denver Supportive Housing Social Impact Bond Initiative (Denver SIB), launched in 2016 by the City and County of Denver, aimed to increase housing stability and decrease jail stays among people who were experiencing chronic homelessness and had frequent interactions with the criminal justice and emergency health systems. The initiative provided supportive housing (a permanent housing subsidy and intensive services) using a Housing First approach, which aims to quickly get people out of homelessness and into housing, without requiring that participants meet preconditions or requirements.

The Urban Institute, along with our partners at The Evaluation Center at the University of Colorado Denver, evaluated the efficacy of supportive housing over a five-year period. Of the 363 individuals placed in the randomized controlled trial’s treatment group, 79% (285 people) were located, engaged, and housed. Those referred to SIB supportive housing received 560 more days of housing assistance over three years, compared with those who received services as usual in the community. Moreover, 86% of participants remained in stable housing one year after entering housing. At two years, the housing retention rate for living participants was 81%. At year 3, the rate was 77%.12 Denver SIB supportive housing program participants stayed in shelter 40% less, were arrested 40% less, and used detoxification services 45% less.


The following table shows all of the Homelessness Resolution goals and strategies from the Five-Year Strategic Plan, and whether they were slated to be complete in Phase 1 (years 1 and 2) or Phase 2 (years 3 through 5). Checkmarks indicate those that will be in progress in 2022, and highlights indicate those strategies that are the highest priorities in 2022. Stars will be used to indicate once a strategy has been completed.

## GOAL 1:

### Address Unsheltered Homelessness

<table>
<thead>
<tr>
<th>Phase 1 (years 1-2)</th>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>Better meet the diverse needs of residents experiencing homelessness by expanding support for range of safe, temporary options, including tiny homes, safe outdoor spaces and parking, and non-congregate shelter in addition to congregate shelter options with available recovery funding, including $30 million of General Obligation Bond funding for housing and shelter system investments, if passed, for the acquisition, conversion, and construction of shelter.(^\text{13})</td>
</tr>
<tr>
<td>✓</td>
<td>Administer the Early Intervention Team outreach program to support residents in encampments with help regaining housing, connection to safe, temporary places to stay, and connection to behavioral health and crisis stabilization resources when needed to reduce harm.</td>
</tr>
<tr>
<td>✓</td>
<td>Support housing outcomes for residents sleeping unsheltered by increasing rehousing support within outreach teams (e.g., case management, benefits and vital document acquisition, peer support) and coordinating access to expanded rehousing resources (e.g., through connection to OneHome).</td>
</tr>
<tr>
<td>✓</td>
<td>Improve transparency of encampment related activities by coordinating with Mayor’s Office and partner city agencies to implement a standardized process by which the City will assess encampment risk and prioritization for clean-up and/or enforcement actions based on a set of consistent criteria.</td>
</tr>
<tr>
<td>✓</td>
<td>Retain the ability to provide Safe Outdoor Space as an alternative to unsanctioned camping by pursuing longer-term solutions to allow for expansion of Safe Outdoor Space beyond the COVID-19 emergency.</td>
</tr>
<tr>
<td>✓</td>
<td>Improve efficiency of housing connections by conducting process improvement project for connecting persons experiencing homelessness with housing.</td>
</tr>
</tbody>
</table>
| ✓                   | Help connect residents to behavioral health resources and housing by coordinating with Denver Department of Public Health and Environment (DDPHE) to expand medically assisted treatment and same day or on-demand treatment options and coordinate with the Solutions Center to integrate housing planning into discharge planning, and coordinate access to stabilization services and other care with homelessness service providers.  
  • **2022 Progress**: Coordinate with DDPHE and the State of Colorado to expand substance use treatment beds in Denver. |
| ✓                   | Develop and maintain real time, quality data (by name list) in HMIS of people staying unsheltered. |
| ✓                   | Develop common outcome framework for all outreach teams and establish goals. |

\(^{13}\) Minor wording adjustments from the Five-Year Strategic Plan have been made to reflect current state.
## GOAL 2:
Expand Pathways to Successful Rehousing

### Phase 1 (years 1-2)

**Strategy and Progress Notes**

Meet diverse resident needs and use resources efficiently by expanding a range of rehousing strategies, including rapid resolution, bridge housing, and rapid rehousing.

- Explore innovative opportunities and financing models to bring on additional housing, including hotel acquisition and rehabilitation and social impact bond financing based on health savings created by supportive housing.

- Support income-based strategies for homelessness resolution, including intentional targeting of HOST programs and support for innovation (e.g., guaranteed income pilots).

- Demonstrate what works to resolve homelessness through regional participation in the Built for Zero effort to end veteran homelessness and use these learnings to improve supports for all Denver residents experiencing homelessness.

- Partner with Denver Housing Authority (DHA) to effectively use existing housing choice vouchers to support homelessness resolution goals.

- Help residents experiencing homelessness increase their income by partnering with Denver Economic Development & Opportunity (DEDO) and Denver Human Services (DHS) to expand access to benefits, job training, and apprenticeships.

- Work with partners to gather real time, quality data in Homelessness Management Information System (HMIS) for all populations.

- Evaluate needs for landlord engagement to support rehousing outcomes.

- Assess lessons learned from University of Denver evaluation of basic income pilot and other income-based strategies to identify promising practices.

### Phase 2 (years 2-3)

**Strategy and Progress Notes**

Support long-term housing stability for residents experiencing homelessness by partnering with Denver Housing Authority and Colorado Division of Housing to leverage federal and state resources, like the Emergency Housing Voucher program, to expand tenant-based long-term vouchers with the ability to layer on supportive services when needed.

- Expand support for the permanent supportive housing pipeline through continued partnership with Denver Housing Authority and Colorado Division of Housing, local services funding, and creation of locally funded voucher program.

- Explore opportunities for shared housing and other more affordable housing options.

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14 Minor wording adjustments from the Five-Year Strategic Plan have been made to reflect current state.
## GOAL 3:
Complete Shelter System Transformation Toward Rehousing

### Phase 1
(years 1-2)

<table>
<thead>
<tr>
<th>Strategy and Progress Notes</th>
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</table>
| Better meet resident needs and make the shelter system more accessible and impactful by establishing clear, well-known access points for shelter that offer universal screening for rapid resolution resources and increasing case management within shelters targeted toward helping guests regain housing.  
- **2022 Progress**: Assess sheltering best practices and what’s working with partners and identify potential locations for shelter access points. |
| Provide consistent levels of service throughout the shelter system that reduce barriers to entry and improve guest experience by continuing to offer 24/7 models of service, including non-congregate options that can accommodate couples; support targeted, accessible transportation solutions; provide storage and support personal space and privacy, particularly in large shelters; and offer at least one shelter for each subpopulation that can accommodate pets. Establish shelter standards of service. |
| Increase shelter options that are gender-inclusive and designed for all gender identities. |
| Improve access to supports by seeking partnerships with existing agencies to provide critical services to shelter guests. This includes coordinating with behavioral health providers to offer clinical staff within shelters to support de-escalation and behavioral health support, working with transportation providers to create accessible transportation options for residents experiencing homelessness, and forging connections with long-term care systems to increase access to needed services among guests who need support with activities of daily living. |
| Improve shelter system functioning to meet the needs of all guests by providing training, process improvement, and support for partners to minimize turn-aways and do-not-returns, support for translation and other support to ensure policies are culturally and language-level appropriate, and implementing inclusive policies for LGBTQ+ guests and support guests with disabling conditions.  
- **2022 Progress**: Assess training or technical assistance needs to create inclusive spaces for all, including LGBTQ+ guests and guests with disabling conditions. |
| Standardize emergency and continuity of operations planning for shelter options for persons experiencing homelessness.  
- **2022 Progress**: Clarify adverse weather activation protocols and train service providers. |
| Identify and overcome barriers to access by creating forum for systems collaboration to better serve guests with complex needs, including those with activities of daily living (ADL) needs, collecting data to determine the impact of these issues, and use that data to inform strategy.  
- **2022 Progress**: Establish forum, develop data collection strategy, and begin data collection. |
| Develop plan, including contract reporting requirements, for tracking instances of temporary or permanent bans from a shelter location in HMIS and analysis to track demographics of clients who receive bans to identify any disparate impact. |
| Assess current data and create new data collection processes where needed to track inflow. |

### Phase 2
(years 2-3)

<table>
<thead>
<tr>
<th>Strategy and Progress Notes</th>
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<tbody>
<tr>
<td>Require real time, quality data in HMIS for all populations.</td>
</tr>
</tbody>
</table>

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1/ Minor wording adjustments from the Five-Year Strategic Plan have been made to reflect current state
### GOAL 4:

**Improve Homelessness Resolution System for Families**

#### Phase 1  
(years 1-2)

<table>
<thead>
<tr>
<th>Strategy and Progress Notes</th>
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</thead>
</table>
| Better meet the needs of families experiencing homelessness by establishing clear, well-known access points that offer universal screening for rapid resolution and connection with safe temporary places to stay when needed.  
  - **2022 Progress:** Assess options for access points for families in coordination with other providers and systems (e.g., Denver Human Services, DPS). |
| Support families in crisis by expanding capacity in congregate and non-congregate shelter options for families as well as other time-limited options such as transitional or bridge housing alongside additional case management support. |
| Ensure connections across the homeless service system by coordinating with MDHI and OneHome on work to establish clear access points for homelessness services and housing. |
| Help meet the needs of all guests by providing training and support for partners to implement inclusive policies for LGBTQ+ guests and support guests with disabling conditions.  
  - **2022 Progress:** Assess training or technical assistance needs to create inclusive spaces for all, including LGBTQ+ guests and guests with disabling conditions. |
| Help families increase income by collaborating with Denver Economic Development and Opportunity and Denver Human Services for benefits, job training, and apprenticeship opportunities. |
| Require real time, quality data in HMIS for all populations. |
| Improve data on family members in HMIS. |

#### Phase 2  
(years 2-3)

<table>
<thead>
<tr>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support family stability by increasing housing and income-based strategies, including homelessness prevention, time-limited rehousing supports (e.g., first month’s rent and deposit assistance, rapid rehousing), dedicating long-term subsidies to families experiencing homelessness, integrating appropriate support services when needed, and exploring innovative financing models (e.g., social impact bond).</td>
</tr>
<tr>
<td>Maximize effectiveness of use of housing choice vouchers by partnering with Denver Housing Authority on strategic use of homelessness preference.</td>
</tr>
<tr>
<td>Explore housing stability of families after leaving rehousing strategies to identify returns to homelessness and explore need for shallow subsidies.</td>
</tr>
</tbody>
</table>
OPERATIONS

DENVER RESIDENTS AND PARTNERS WILL RECEIVE EFFICIENT, TIMELY AND TRANSPARENT SUPPORT, AND HAVE CONFIDENCE THAT HOST IS MEASURING WHAT MATTERS AND EFFECTIVELY ENGAGING THE COMMUNITY.
Through our work in the Operations team, HOST will ensure Denver residents know what the city does to address housing instability and homelessness, how it makes a difference, and where to go when they need help. We will engage our community – especially those with lived expertise – so that our residents feel heard and see their feedback reflected in our approach.

As a data-informed organization, HOST will have the tools and data to support progress on our goals and to ensure we do not have racially-disparate outcomes. HOST is examining demographic data to identify disparate outcomes in the many subpopulations we serve and uses this information to inform priorities, while remaining deeply committed to providing person-centered, trauma informed approaches that best meet the unique needs and situations of each person. In 2022, we will set much of the foundation for data collection and reporting, making information readily accessible and understandable to those who need it.

HOST is examining demographic data to identify disparate outcomes in the many subpopulations we serve and uses this information to inform priorities, while remaining deeply committed to providing person-centered, trauma informed approaches that best meet the unique needs and situations of each person.

While we have already begun work to improve procurement processes and contract timelines to help partners provide strong services to the community more quickly, we will continue to make strides in ensuring transparency, communication, and consistency in our work with partners, and to scale our Department’s infrastructure to meet our growing portfolio and staffing needs.
Key 2022 Priorities

- To assess, adjust and expand communications and community engagement tools and channels to better meet our audiences’ needs, and develop an intentional process for getting feedback from our stakeholders, especially those who utilize our services.
- To develop and implement intentional, strategic communications and engagement plans for department priorities.
- To make it easier to contract with HOST, implement onboarding processes for HOST grantees and provide additional resources to clarify processes.
- To increase transparency, HOST will develop publicly available reporting tools.
- To expand our regional role, HOST will work with partner organizations to reimagine the annual housing forum as a regional housing and homelessness conference.

The following table shows all of the Operations goals and strategies from the Five-Year Strategic Plan, and whether they were slated to be complete in Phase 1 (years 1 and 2) or Phase 2 (years 3 through 5). Checkmarks indicate those that will be in progress in 2022, and highlights indicate those strategies that are the highest priorities in 2022. Stars will be used to indicate once a strategy has been completed.
## GOAL 1:

**Expanding Communications and Community Engagement**

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Strategy and Progress Notes</th>
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<tbody>
<tr>
<td>(years 1-2)</td>
<td>√ Establish a departmental standard operating procedure to ensure timely response to community concerns and inquiries.</td>
</tr>
<tr>
<td></td>
<td>√ Better utilize existing communications channels (media relations, newsletter, website) and create new ones as needed (social media, videography, blog, etc.).</td>
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<tr>
<td></td>
<td>√ Redesign HOST website with various audiences’ information needs in mind, including answers to frequently asked questions and contact information, integrate translation tools, and ensure accessibility.</td>
</tr>
<tr>
<td></td>
<td>√ Develop internal trainings on communications and engagement, including City Council processes, media relations, public meetings, and open records requests.</td>
</tr>
</tbody>
</table>
|               | √ Develop process for getting regular feedback from community members with lived expertise of housing instability, affordable housing, and homelessness to inform HOST annual planning, procurement, etc.  
  • 2022 Progress: Create standard process that is integrated with communications and engagement plans produced for other programs and priorities.                                                                                                             |
|               | √ Develop and implement intentional communications and community engagement plans for each of our priority areas of work informed by best practices and a proactive, strategic approach.                                                                                                                                                                                                 |
|               | √ Expand outreach to neighborhood groups and earn media opportunities on the impact of housing for Denver residents, including the use of storytelling.  
  • 2022 Progress: Identifying opportunities for both outreach and proactive earned media.                                                                                                                                                                                                             |
|               | √ Work with the homelessness resolution outreach teams to develop more effective shelter and services referral tools.                                                                                                                                                                                                                                                      |
|               | √ Develop framework for community engagement around new development or service locations with attention to including voices of those who need and benefit from affordable housing, as well as community residents, and integrating community-led development principles for development in historically marginalized communities.                                                                 |
|               | √ Develop outreach strategy for HOST and other city housing programs targeted to residents/neighborhoods most in need (leveraging findings from TRUA outreach randomized control trial) and that removes barriers to access (e.g., language, lack of internet access, etc.).  
  • 2022 Progress: Making language access improvements in TRUA/ERAP marketing collateral                                                                                                                                   |
|               | √ Ensure materials are co-created and translated to reach Denver residents who do not speak English; prioritize language access and culturally-appropriate messaging.                                                                                                                                                                                                 |
GOAL 1: Expanding Communications and Community Engagement

| ✓ | Develop and implement an engagement strategy that includes everyday people (beyond City Council and Registered Neighborhood Organizations) and focuses on two-way communication with more intentional listening.  
  • **2022 Progress:** Create an overarching standards guide for the department and its partners, and incorporate it into individual communications and engagement plans for programs and priorities. |
| ✓ | Lead citywide effort to coordinate communications about how the City works to address homelessness across agencies, including, in particular, the unauthorized camping ordinance and encampment clean ups. |
| ✓ | Create audience-segmented contact lists to ensure we are reaching the right people with the right information. |
|  | Produce a broad array of materials and presentations and establish a HOST speakers bureau to help educate and inform city employees and the community about housing stability, affordable housing, and homelessness. |

**Phase 2 (years 2-3)**

**Strategy and Progress Notes**

<p>|  | Develop system for compensating community members with lived expertise for their time contributing as a means by which to create equity with those providing professional expertise. |
|  | Develop trainings and tools to help ensure HOST’s communications and community engagement standards are extended and operationalized through our partners’ work. |</p>
<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
</table>
| (years 1-2) | **Procurement: Improve transparency in the procurement process by:**  
  - Providing notice of expected procurements on the HOST website ahead of formal posting;  
  - Notifying the community and applicants of proposals HOST intends to award by posting this information to HOST’s website;  
  - Partnering with the City Attorney’s Office and General Services to clarify allowable communication between City and prospective applicants during procurement process;  
  - Posting information on frequently asked questions to the HOST website.  
  - **2022 Progress:** Begin posting anticipating timeline for procurements on the HOST website, so community partners can anticipate funding opportunities. |
| **✓** | Procurement: Further integrate commitment to advancing equity into the procurement process.  
  - **2022 Progress:** Revise existing template language and amending contracts as appropriate to reflect racial equity as an articulated primary desired outcome. |
| **✓** | **Contracting and Financial: Make it easier for partners to work with HOST by:**  
  - Assessing barriers to working with HOST and prioritizing improvements within legal parameters; and  
  - Implementing trainings and onboarding processes to help partners meet contracting, budget, and invoice documentation requirements.  
  - **2022 Progress:** Work internally and with stakeholders to assess barriers and implementing onboarding processes at grant kick off. |
| **✓** | **Contracting and Financial: Provide greater stability in funding by executing multi-year contracts whenever appropriate to better support partner agency planning and program implementation.** |
| **✓** | **Contracting and Financial: Improve efficiency and transparency on how to work with HOST by:**  
  - Clarifying processes and procedures;  
  - Developing resources to provide clarity on program components and frequently used expenditure types; and  
  - Publicly posting relevant forms, instructions, and other resources on the HOST website related to contracting, budget and invoice documentation requirements. |
| **✓** | **Contracting and Financial: Implement timely, clear, and consistent process for contract monitoring.** |
| **✓** | **Expand functionality and use of HOST data systems to support more efficient electronic contracting and invoicing processes and tracking.** |

<table>
<thead>
<tr>
<th>Phase 2</th>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>(years 2-3)</td>
<td><strong>Pilot performance-based contracting with a sample of HOST contracts to determine benefits, implementation challenges, and alignment with requirements of other funding sources.</strong></td>
</tr>
</tbody>
</table>
### Deepen Data Infrastructure to Provide Transparency and Accountability, Inform Decision-making, and Support Continuous Improvement

#### GOAL 3:

| Phase 1  
(years 1-2) | Strategy and Progress Notes |
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>✓</td>
<td>Develop and launch publicly available dashboard to report out on strategic plan outcomes and measures to track progress and provide transparency and accountability.</td>
</tr>
<tr>
<td>✓</td>
<td>Develop and provide a publicly available finance dashboard showing available budget and expenditures.</td>
</tr>
<tr>
<td>✓</td>
<td>Clarify partner reporting expectations by refining and implementing training plans for HOST partners on required reporting platforms and by providing technical assistance as needed to ensure data completeness and quality.</td>
</tr>
<tr>
<td>✓</td>
<td>Fund and implement data system to improve access to affordable housing citywide and support implementation of prioritization policy and help match residents with available affordable housing options.</td>
</tr>
<tr>
<td></td>
<td>Develop, fund, and implement a survey of residents in HOST-supported affordable housing programs at least bi-annually to assess resident characteristics, long-term stability, and other outcomes, as well as to identify service needs to better support long-term stability.</td>
</tr>
<tr>
<td>✓</td>
<td>Increase capacity to use data to advance equity (e.g., tracking households served by race/ethnicity, comparing demographics of households served to households in need, using data to identify strategies to improve access, etc.).</td>
</tr>
<tr>
<td>✓</td>
<td>Report on income-restricted units by detailed AMI ranges and tenure (e.g., at or below 30% of AMI, 31-40% of AMI, etc.).</td>
</tr>
</tbody>
</table>

| Phase 2  
(years 2-3) | Strategy and Progress Notes |
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Complete housing needs analysis to inform HOST investments to assess housing needs, identify neighborhood-level factors, track trends in households moves and homelessness, integrating data from related agencies and systems where available (e.g., utility shut off data, voucher utilization data, etc.).</td>
</tr>
<tr>
<td></td>
<td>Align output and outcome measures across HOST program types and integrate outcome measures more consistently across HOST contracts for programs starting in 2024.</td>
</tr>
</tbody>
</table>
# GOAL 4:
**Advance Citywide and Regional Approaches, including Policy and Legislative Agenda**

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️</td>
<td>Work with partner organizations to reimagine the annual housing forum as a regional housing and homelessness conference.</td>
</tr>
<tr>
<td>✔️</td>
<td>Lead coordination of citywide strategy to make homelessness rare, brief, and one-time for Denver residents and ensure responses to homelessness and community needs are aligned with this impact.</td>
</tr>
<tr>
<td>✔️</td>
<td>Work with partners to ensure regional organizations are using HMIS (Homeless Management Information System).</td>
</tr>
<tr>
<td></td>
<td>Explore and identify possible funding sources for housing stability to increase levels of support that can be provided beyond emergency and pandemic recovery.</td>
</tr>
<tr>
<td>✔️</td>
<td>Advance prioritization policy, which would provide priority to residents who are at risk of displacement or who have been displaced for new affordable homes, for consideration by the Mayor’s Office and impacted city agencies, and, pending feasibility, move the project forward for subsequent adoption by City Council and implementation.</td>
</tr>
<tr>
<td>✔️</td>
<td>Advocate for efforts to expand federal and state supports for affordable housing (e.g., voucher programs).</td>
</tr>
<tr>
<td></td>
<td>• 2022 Progress: Advocacy is expected to be ongoing as opportunities arise.</td>
</tr>
<tr>
<td>✔️</td>
<td>Support efforts to advance key land use strategies to advance affordable housing outlined in Blueprint Denver. These include:</td>
</tr>
<tr>
<td></td>
<td>• Diversify housing choice through the expansion of accessory dwelling units and remove barriers to the construction.</td>
</tr>
<tr>
<td></td>
<td>• Increase the development of affordable and mixed-income housing throughout the city and particularly in areas near transit, services and amenities. Additionally, support the creation of zoning incentives and other incentives to increase the supply of affordable housing in these developments.</td>
</tr>
<tr>
<td></td>
<td>• Diversify housing options to explore opportunities to integrate missing middle housing types (duplexes, row house, and small apartments) throughout the city. Support regulatory and zoning code changes that reduce barriers to the creation of affordable housing.</td>
</tr>
<tr>
<td></td>
<td>• 2022 Progress: In alignment with CPD project plans, support Expanding Housing Affordability and opportunities to expand zoning for ADUs.</td>
</tr>
<tr>
<td>✔️</td>
<td>Explore policies to reduce discrimination in housing (e.g., criminal backgrounds, income/work requirements).</td>
</tr>
<tr>
<td>✔️</td>
<td>Partner with Community Planning and Development and community partners on the Neighborhood Planning Initiative and use area plans to inform HOST Annual Action Plans.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Phase 2</th>
<th>Strategy and Progress Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>✔️</td>
<td>Work with regional system partners to address and reduce substance use disorder, overdose and deaths, and deaths from weather exposure.</td>
</tr>
<tr>
<td></td>
<td>Explore with regional partners and appropriate legislative bodies the feasibility of regional taxing measures to address affordable housing and homelessness.</td>
</tr>
<tr>
<td></td>
<td>Develop and maintain real time, quality data (by name list) in the Homeless Management Information System (HMIS) of people staying unsheltered.</td>
</tr>
</tbody>
</table>
In 2022, HOST has prioritized investments consistent with its Five-Year Strategic Plan. As HOST seeks to invest added resources to aid Denver’s recovery from the COVID-19 pandemic, we have particularly focused on goals to expand access to affordable housing opportunities, prevent eviction, and address unsheltered homelessness. This section describes the revenue streams available to HOST for this work and how the department plans to use those dollars.

2022 Projected Revenue

The 2022 Projected Budget in this 2022 Action Plan includes all revenue available to be planned for and assigned to programs and projects in the upcoming year. This is a larger and more inclusive budget than the budget provided in the City Budget Book, which presents revenues anticipated to be expended during the year. Because some of HOST’s work, particularly affordable housing development, can stretch over multiple years, project funding budgeted and committed in a given year may not be paid out until a future year.

The primary types of revenue HOST will receive in 2022 are the City’s General Fund, the voter-approved Affordable Housing Fund, the voter-approved Homelessness Resolution Fund, federal grants, and recovery related resources. A summary of amounts provided by each revenue category is provided in Figure 2, and a detailed accounting of all revenue sources is provided in Figure 3. The following section describes the unique impact of recovery funds to advance the goals of the five-year strategic plan. Additional information on other revenue categories and complementary funding sources can be found in Appendix B of this plan and Appendix A3 of HOST’s Five-Year Strategic Plan.
**Notes:** COVID Response and Recovery Funds – In Process includes funds where HOST has an award letter from the U.S. Department of Housing and Urban Development but not an executed grant agreement. COVID Response and Recovery Funds – Known include resources passed by Denver voters and Denver City Council in November 2021.

**FIGURE 3** 2022 Projected Budget for the Department of Housing Stability - Detail

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>City General Fund Budget</td>
<td>$34,080,065</td>
<td>12.6%</td>
</tr>
<tr>
<td>Affordable Housing Fund (AHF)</td>
<td>$36,074,463</td>
<td>13.3%</td>
</tr>
<tr>
<td>AHF Carry Forward</td>
<td>$19,305</td>
<td>0.0%</td>
</tr>
<tr>
<td>Property Tax</td>
<td>$8,953,160</td>
<td>3.3%</td>
</tr>
<tr>
<td>General Fund/Interest Income</td>
<td>$648,751</td>
<td>0.2%</td>
</tr>
<tr>
<td>Recreational Marijuana Use Tax</td>
<td>$12,331,247</td>
<td>4.6%</td>
</tr>
<tr>
<td>Linkage Fee Projected Revenue &amp; Carry Forward</td>
<td>$14,122,000</td>
<td>5.2%</td>
</tr>
<tr>
<td>Homelessness Resolution Fund (HRF)</td>
<td>$40,943,677</td>
<td>15.1%</td>
</tr>
<tr>
<td>Federal Funds</td>
<td>$12,991,045</td>
<td>4.8%</td>
</tr>
<tr>
<td>Community Development Block Grant (CDBG)</td>
<td>$2,022,075</td>
<td>0.7%</td>
</tr>
<tr>
<td>HOME Investment Partnerships Program</td>
<td>$2,985,485</td>
<td>1.1%</td>
</tr>
<tr>
<td>Housing Opportunities for People with AIDS</td>
<td>$2,882,065</td>
<td>1.1%</td>
</tr>
<tr>
<td>Neighborhood Stabilization Program II</td>
<td>$139,005</td>
<td>0.1%</td>
</tr>
<tr>
<td>Skyline Housing</td>
<td>$1,477,771</td>
<td>0.5%</td>
</tr>
<tr>
<td>Rental Rehabilitation</td>
<td>$572,000</td>
<td>0.2%</td>
</tr>
<tr>
<td>Emergency Solutions Grant (ESG)</td>
<td>$597,226</td>
<td>0.2%</td>
</tr>
<tr>
<td>Continuum of Care</td>
<td>$2,315,418</td>
<td>0.9%</td>
</tr>
<tr>
<td>Other Funds</td>
<td>$19,381,580</td>
<td>7.2%</td>
</tr>
<tr>
<td>Metro Mortgage Assistance</td>
<td>$4,200,000</td>
<td>1.6%</td>
</tr>
<tr>
<td>HOST Performance Contracts</td>
<td>$3,377,000</td>
<td>1.2%</td>
</tr>
<tr>
<td>Revolving Affordable Housing Loan Fund</td>
<td>$3,440,694</td>
<td>1.3%</td>
</tr>
<tr>
<td>Inclusionary Housing Ordinance</td>
<td>$3,854,216</td>
<td>1.4%</td>
</tr>
<tr>
<td>Affordable Housing Incentive Fee Fund</td>
<td>$1,178</td>
<td>0.0%</td>
</tr>
<tr>
<td>Community Development – Donation</td>
<td>$78,782</td>
<td>0.0%</td>
</tr>
<tr>
<td>Affordable Housing Fund</td>
<td>$597,707</td>
<td>0.2%</td>
</tr>
<tr>
<td>HMLS Donations</td>
<td>$310,693</td>
<td>0.1%</td>
</tr>
<tr>
<td>Homeless Services Fund</td>
<td>$1,000,000</td>
<td>0.4%</td>
</tr>
<tr>
<td>Homeless Shelter Utility Support</td>
<td>$262,500</td>
<td>0.1%</td>
</tr>
<tr>
<td>Housing Stability Private Grants Fund</td>
<td>$2,258,810</td>
<td>0.8%</td>
</tr>
<tr>
<td>COVID Response and Recovery Funds</td>
<td>$127,170,140</td>
<td>47.0%</td>
</tr>
<tr>
<td>HOME American Rescue Plan Act</td>
<td>$10,820,331</td>
<td>4.0%</td>
</tr>
<tr>
<td>American Rescue Plan Act</td>
<td>$50,270,000</td>
<td>18.6%</td>
</tr>
<tr>
<td>Emergency Rental Assistance Program (ERAP) Tranche 1</td>
<td>$205,253</td>
<td>0.1%</td>
</tr>
<tr>
<td>ERAP Tranche 2</td>
<td>$27,274,556</td>
<td>10.1%</td>
</tr>
<tr>
<td>GO Bond</td>
<td>$38,600,000</td>
<td>14.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$270,640,970</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>
Notes: The full amount of ERAP Tranche 1 was about $21.9 million. Those funds have been awarded to contracts through the 2021 budget. The amount remaining in the 2022 budget ($205,253) is the amount HOST is retaining to support administration.

Use of Recovery Funding to Advance Plan Goals

The largest source of revenue in the 2022 Projected Budget comes from federal and local recovery sources in the wake of the COVID-19 pandemic. Through RISE Together Denver, the City solicited community input on investment priorities for recovery funding. If all sources are passed and granted, HOST will receive $127 million in recovery funding. Uses of these funds are consistent with HOST’s strategic goals.

HOST’s 2022 Projected Budget includes the full amounts available from recovery sources. This is about 47% of the 2022 Projected Budget. However, funds do not need to be spent in 2022 alone. These funding sources are multi-year and may be expended in future years. More information on each source is provided below. Funding amounts in the 2022 Projected Budget are summarized in Figure 4.

• **American Rescue Plan Act (ARPA) State and Local Funding:** ARPA provides state, local, territorial, and Tribal governments with funding to support COVID-19 response efforts, replace lost revenue and strengthen support for public services and jobs, support economic stabilization for households and businesses, and address public health and economic disparities that created inequitable impacts of the pandemic. State and Local ARPA funding must be spent by December 31, 2024. These funds will be awarded in two tranches. In the first tranche of funding, HOST will receive $50,270,000. Proposed uses are aligned with HOST’s Five-Year Strategic Plan goals and include:
  - **Expand Affordable Housing Opportunities:** $28 million one-year match for the Affordable Housing Fund to allow HOST to leverage additional affordable housing creation and preservation opportunities;
  - **Reduce Evictions:** $1.5 million for eviction prevention and stability assistance;
  - **Address Unsheltered Homelessness:** $4.3 million to support shelter alternatives, including safe outdoor space, tiny homes, and safe parking;
  - **Expand Pathways to Successful Rehousing:** $2 million for rapid resolution, rent and service assistance;
  - **Complete Shelter System Transformation Toward Rehousing:**
    - $7,470,000 for shelter improvements (i.e., commercial kitchen, clinic) at 4600 48th Avenue shelter;
    - $3.5 million for shelter resiliency improvements and improve emergency preparedness for major shelters;
    - $3.5 million for life safety improvements at Denver recreation centers to ensure they can be used safety for sheltering in emergencies.

• **HOME Investment Partnerships Program (HOME) ARPA grant:** ARPA also expanded funding for HUD’s HOME program. HOST anticipates receiving a $10.8 million grant from HUD for HOME ARPA. Funds must be spent by September 30, 2030 and can be used for the production and preservation of affordable housing, tenant-based rental assistance, supportive services, homelessness prevention services, and housing counseling, and the purchase and development of non-congregate shelter. HOST will be completing an
allocation plan for its use of HOME ARPA. Through input during the Five-Year Strategic Planning process, HOST has heard the need for long-term, deeply affordable units and is considering options to help subsidize planned affordable units to serve households at deeper income levels, or acquire properties to create more units that are affordable to households earning at or below 30% of the area median income. This supports the five-year goal to expand affordable housing opportunities.

- **Emergency Rental Assistance Program (ERAP) Tranches 1 and 2**: ERAP provides funding to help households who are unable to pay rent or utilities. Funding was awarded in two tranches. The first tranche was enacted on December 2020. Denver’s ERAP Tranche 1 funding was contracted to community partners in 2021. The remaining Tranche 1 amount is the portion HOST has retained for administration. The second tranche was enacted in March 2021 and must be spent by September 30, 2025. As a result of the pandemic, more than 175,000 households are behind on rent in Colorado. As Denver recovers from the pandemic and eviction moratoria sunset, the most effective use of ERAP funds is rent and utility assistance to keep people in their homes. HOST intends to use ERAP primarily for this purpose and advance goals to support household choice and reduce evictions.

- **General Obligation (GO) Bond**: In November 2021, Denver residents voted on a set of ballot measures to allow the City to borrow $450 million through a GO bond to provide additional funding for recovery. Ballot measure 2B was passed and will provide HOST with $38.6 million for housing and sheltering. Those funds will need to be spent within 10 years of bond issuance. This would provide $7.4 million for the purchase of the 4600 48th Avenue shelter to support the five-year goal to further shelter system transformation and $30 million in funding for shelter facility acquisition, conversion, construction for non-congregate sheltering to address unsheltered homelessness.

**Recovery Funding Potentially Available for HOST ($127 million in total)**

![Recovery Funding Potentially Available for HOST ($127 million in total)](image)

- **HOME American Rescue Plan Act**: $10,820,331
- **American Rescue Plan Act**: $50,270,000
- **Emergency Rental Assistance Program (ERAP) Tranche 1**: $205,253
- **ERAP Tranche 2**: $27,274,556
- **GO Bond**: $38,600,000

**Note**: The full amount of ERAP Tranche 1 was about $21.9 million. Those funds have been awarded to contracts through the 2021 budget. The amount remaining in the 2022 budget ($205,253) is the amount HOST is retaining to support administration.
2022 Planned Uses of Funds

HOST plans to use the funds available in the 2022 Projected Budget to advance the goals of the Five-Year Strategic Plan and is planning how to allocate available budget by HOST pillar and investment type. This section describes planned uses for the total HOST projected budget, the AHF, and the HRF. While these proportions indicate our current planning, it is important to note that unanticipated circumstances, including emergencies or catalytic opportunities that benefit our community, may result in changes from this plan over the course of 2022.

HOST plans to use its 2022 projected budget to support each pillar of the department with certain revenue sources focusing more on particular pillars. Due to the urgency of homelessness resolution in the wake of the COVID-19 pandemic and the need to navigate transition from emergency sheltering, this budget has a greater focus on homelessness resolution and shelter and services. Just under half (48%) of the budget is planned for Homelessness Resolution; 33% of the total budget is planned for Housing Opportunity; 13% is planned for Housing Stability; and 3% is planned for Operations. Within the AHF, 41% is planned to go to Denver Housing Authority (DHA) to support the DHA Delivers for Denver project, which supports the affordable housing pipeline, particularly the creation of supportive housing. The remainder of the AHF is focused primarily on Housing Opportunity (26% of the total AHF amount) and Housing Stability (17% of the total AHF amount). While, the HRF is primarily focused on Homelessness Resolution (62%), 30% of the funding is planned for Housing Opportunity to expand affordable housing options for residents experiencing homelessness.

![Planned Uses by Pillar and Revenue Source for the 2022 Projected Budget](image)

**FIGURE 5** Planned Uses by Pillar and Revenue Source for the 2022 Projected Budget

**Notes:** Other includes all revenue sources that are not in the AHF and HRF including federal grants, other funds, and recovery funds if approved. This assumes all recovery funds are received, including the GO Bond, which supports Homelessness Resolution.
Similarly, HOST plans to support a range of investment types with the 2022 Projected Budget, including shelter and services for residents experiencing homelessness, housing assistance, and unit development and preservation in addition to administration and continued support for the D3 initiative. The total 2022 Projected Budget and recovery resources is primarily going toward shelter and services (46%), while 33% is planned for unit development and preservation and 15% is planned for housing assistance. Within the HRF, while about half (52%) of the fund is going toward shelter and services, 13% is planned for housing assistance for residents experiencing homelessness, and 30% is planned for unit development and preservation for residents experiencing homelessness. Within the AHF, again, much of the fund (41%) is allocated for the D3 payment to DHA to support affordable and supportive housing development, while 26% is allocated to other unit development and preservation, and 17% is planned for housing assistance. Ten percent of the AHF is planned for shelter and services, which will support programmatic investments like bridge housing.

**FIGURE 6** Planned Uses by Investment Type and Revenue Source for the 2022 Projected Budget

<table>
<thead>
<tr>
<th></th>
<th>Shelter and Services</th>
<th>Housing Assistance</th>
<th>Unit development and preservation</th>
<th>Administration</th>
<th>DHA payment for D3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other</td>
<td>49%</td>
<td>14%</td>
<td>35%</td>
<td>2%</td>
<td></td>
</tr>
<tr>
<td>HRF</td>
<td>52%</td>
<td>13%</td>
<td>30%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>AHF</td>
<td>10%</td>
<td>17%</td>
<td>26%</td>
<td>6%</td>
<td>41%</td>
</tr>
<tr>
<td>Total Budget</td>
<td>46%</td>
<td>15%</td>
<td>33%</td>
<td>3%</td>
<td>3%</td>
</tr>
</tbody>
</table>

**Notes:** Other includes all revenue sources that are not in the AHF and HRF including federal grants, other funds, and recovery funds if approved. This assumes all recovery funds are received, including the GO Bond, which supports shelter and services.

**2022 Planned Expenditure of Funds**

This section describes how dollars planned to be expended in 2022 are planned to be allocated, consistent with HOST’s section of the City Budget Book. This does not include recovery funding sources, which are captured in other sections of the Budget Book. HOST’s budget in the City Budget Book is $138 million in total, with about $22 million coming from the Affordable Housing Fund and about $41 million coming from the Homelessness Resolution Fund.

Trends in planned expenditures (see figures 7 and 8 below) are very similar to how HOST plans to use its full projected budget. One important difference is the amount planned to be expended for Housing Stability, which is only 3%. As identified in the five-year strategic plan, HOST’s funding to support this work outside of recovery funding is limited. Exploring and identifying other funding streams to support this work beyond recovery continues to be an important strategy for HOST.
FIGURE 7  Planned Expenditures by Pillar and Revenue Source, 2022 City Budget Book

Notes: Other includes all revenue sources that are not in the AHF and HRF including federal grants, other funds, and recovery funds if approved. The total budget for HOST in the City Budget Book is $138M.

FIGURE 8  Planned Expenditures by Pillar and Investment Type, 2022 City Budget Book

Notes: Other includes all revenue sources that are not in the AHF and HRF including federal grants, other funds, and recovery funds if approved. The total budget for HOST in the City Budget Book is $138M.
THIS 2022 ACTION PLAN SETS OUT THE INITIAL STEPS HOST AND OUR PARTNERS ARE TAKING ON THE JOURNEY TO ACHIEVE OUR AMBITIOUS FIVE-YEAR STRATEGIC PLAN. AS WE WORK TO RECOVER FROM THE COVID-19 PANDEMIC, RECOVERY FUNDING WILL HELP GIVE AN INITIAL, MUCH NEEDED BOOST TO OUR EFFORTS.
In the upcoming year, we will use our more than $270 million budget to start implementing this vision, focusing first on Denver’s most urgent issues. Specifically, in 2022, HOST will:

• Invest recovery funding to expand housing, bolster critical investments to relieve involuntary displacement pressures and expand housing stability programs, and invest in shelter and shelter alternatives (e.g., safe outdoor space, tiny homes, and safe parking) to provide safety and stability for residents experiencing homelessness while housing solutions are scaled;

• Create and preserve more than 1,400 affordable rental and for sale homes, including 185 units of supportive housing (of the 7,000 units anticipated in the five-year plan);

• Serve more than 6,000 households in stability programs, including rent and utility assistance and eviction legal defense to prevent evictions;

• House at least 1,400 households experiencing homelessness through Homelessness Resolution programs;¹⁸

• Address unsheltered homelessness through expanded outreach, innovative housing efforts, and support for shelter and alternative options that meet the diversity of residents’ needs and real-time, quality data collection;

• Advance critical policy priorities to increase affordable housing supply and address involuntary displacement, including Expanding Housing Affordability and Prioritization Policy;

• Increase operational support for these efforts by centering residents with lived experience in communications and engagement efforts, improving the transparency and effectiveness of contracting, procurement, and financial processes, and establishing data and reporting tools to report plan progress.

We are confident that the strategies we have selected will move the needle toward our desired outcomes, and we know we will face obstacles that will require us to chart a new path or require tools we have yet to identify. We will be nimble and adjust to the circumstances with which we are faced, and act with urgency on behalf of the many people in our city who need our help.

This requires that we ask for help. We know we cannot achieve these ambitious goals alone.

So much of HOST’s work is dependent on market and economic conditions and our partnerships with other organizations: funders, developers, nonprofit providers, policymakers, taxpayers, and so many others. As we work to invest resources, create policy, and build partnerships to provide housing stability, resolve episodes of homelessness, and create and preserve affordable housing in alignment with this plan, we invite you to join us. Whatever your role, we hope you see a wealth of exciting opportunities for you to contribute to this coming year’s action plan, and that you’ll start today.

We believe that, together, we can build a healthy, housed, and connected Denver. We look forward to ongoing collaboration and partnership, to feedback and innovation, to big dreams and accomplishments together. Thank you for being on this important journey with us.

¹⁸ Denver will also house 900 households through the regional Coordinated Entry system, OneHome. Because HOST Homelessness Resolution programs use OneHome to fill a portion of their vacancies, some of these households may be duplicated.
Acknowledgements

The work of HOST would not be possible without our many partners inside the City and County of Denver and the greater Denver community. The engagement and contributions of our partners to this annual action planning process was vital.

DENVER MAYOR

Michael B. Hancock

CITY COUNCIL MEMBERS

Amanda Sandoval, District 1
Kevin Flynn, District 2
Jamie Torres, District 3
Kendra Black, District 4
Amanda Sawyer, District 5
Paul Kashmann, District 6
Jolon Clark, District 7
Christopher Herndon, District 8
Candi CdeBaca, District 9
Chris Hinds, District 10
Stacie Gilmore, District 11, Council President
Robin Kniech, At Large
Deborah Ortega, At Large

HOUSING STABILITY STRATEGIC ADVISORS (HSSA)

Mayra Gonzales, AMBG Consulting
Darrell Watson, Watson Wenk Group, HSSA Chair
Cuica Montoya, Colorado Village Collaborative
Joshua Geppelt, Denver Rescue Mission
Maria Sepulveda, Habitat for Humanity
Randy Kilbourn, Olin Resident Council
Jennie Rodgers, Enterprise Community Partners
Melanie Lewis Dickerson, Community Solutions
Kristin Toombs, Colorado Division of Housing
Marsha Brown, Denver Human Services
Thomas Allen, Denver Indian Center
Appendix A. Glossary of Terms

Accessory Dwelling Unit (ADU) is an acronym used to refer to a smaller, independent residential dwelling unit located on the same lot as a stand-alone (i.e., detached) single-family home. ADUs go by many different names throughout the U.S., including accessory apartments, secondary suites, and granny flats.

Area median income (AMI) is commonly used to generate data about geographic areas and divides households into two equal segments with the first half of households earning less than the median household income and the other half earning more.

Black, Indigenous, and People of Color (BIPOC) is a person-first language term that enables a shift away from terms like “marginalized” and “minority.”

Chronic Homelessness has been defined as a single individual (or head of household) with a disabling condition who has either experienced homelessness for longer than a year, during which time the individual may have lived in a shelter, Safe Haven, or a place not meant for human habitation, or experienced homelessness four or more times in the last three years.

The U.S. Department of Housing and Urban Development (HUD) administers the Community Development Block Grant entitlement program and allocates annual grants to larger cities (and urban counties) like Denver to develop viable communities by providing decent housing, a suitable living environment, and opportunities to expand economic opportunities, principally for low- and moderate-income persons.

Congregate Shelters are shared shelter facilities that house persons experiencing homelessness in common spaces, such as traditional day and overnight shelters. In contrast, non-congregate shelters house persons experiencing homelessness in single or roommate accommodations, such as motel rooms.

Equity is when everyone, regardless of who they are or where they come from, has the opportunity to thrive and acknowledges that treating every person or place exactly the same may not result in fair opportunities to succeed.

Functional zero for veteran homelessness is a milestone that means a community has fewer veterans experiencing homelessness than it can routinely house in permanent housing in a month. For example, if a community is placing four veterans per month on average in permanent housing, it must have four or fewer veterans experiencing homelessness. This reality must be sustained.

Housing Choice Vouchers (HCV) are the federal government’s major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants can find their own housing, including single-family homes, townhouses, and apartments. Housing choice vouchers are administered locally by public housing agencies (PHAs). The PHAs receive federal funds from the U.S. Department of Housing and Urban Development (HUD) to administer the voucher program.

Housing Cost-Burden is defined by HUD as families who pay more than 30% of their income on housing, and may have difficulty affording necessities, such as food, clothing, transportation, and medical care.

Housing First is an approach that offers permanent, affordable housing as quickly as possible for individuals and families experiencing homelessness, and then provides the supportive services and connections to the community-based supports people need to keep their housing and avoid returning to homelessness.

Homeless Management Information System (HMIS) is a HUD-required integrated data system for homeless service providers. Any program that receives HUD funds is required to use HMIS. HOST also requires programs it funds to use HMIS, and, starting in 2020, is getting contract reporting from the HMIS system. Colorado
has a statewide HMIS. Metro Denver Homeless Initiative (MDHI) oversees the HMIS system for Metro Denver. MDHI’s role includes setting up new programs, site monitoring to ensure standards are met (e.g., data quality, timeliness of entry, compliance with privacy notices and release of information practices), and reporting.

**Department of Housing Stability (HOST)** is abbreviated as HOST taken from the letters HO in the word housing and ST in the word stability.

**The U.S. Department of Housing and Urban Development (HUD)** is the federal government agency that receives appropriations from the principal agency for overseeing mortgage lending and securing housing for low- and moderate-income citizens.

**Low-Income Housing Tax Credits (LIHTC)** is a program for which state and local agencies allocate approximately $8 billion in tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households.

**OneHome** is the Metro Denver Coordinated Entry System. Coordinated Entry is a national best practice to match households experiencing homelessness with housing in a coordinated way across the community. Communities across the country use this type of coordinated approach to end homelessness. In Denver alone, over 2,000 households are assessed and entered into OneHome annually. OneHome uses the database, Homeless Management Information System (HMIS), to collect data needed for coordinated entry.

**Permanent Supportive Housing (PSH)** is an intervention that combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people. The services are designed to build independent living and tenancy skills and connect people with community-based health care, treatment, and employment services.

**Persons or People Experiencing Homelessness (PEH)** is the preferred term for individuals who are unhoused.

**Point-in-Time (PIT) Count** is a one-night count of those experiencing homelessness in the Metro Denver area, administered through the Metro Denver Homelessness Initiative.

**Redlining** is the systematic denial of various services to residents of specific, often racially associated, neighborhoods or communities, either explicitly or through the selective raising of prices.

**Registered Neighborhood Organizations (RNO)** are groups formed by residents and property owners within a neighborhood who meet regularly and whose organizational and contact information is kept on file with the City’s Community Planning and Development Department.

**Section 8** is the previous name for the Housing Choice Voucher program. See HCV reference above.

**Social Impact Bond** programs are a unique type of performance-based contract where private and/or philanthropic lenders loan funds to accomplish a specific objective and are repaid based on whether the program achieves its goals.

**Safe Outdoor Spaces (SOS)** refers to a new approach for the City and County of Denver creating temporary, sanctioned camp sites with supportive services.

**Supportive Housing** is an intervention that combines affordable housing assistance with voluntary support services on an as-needed basis. The services are designed to build independent living and tenancy skills and connect people with community-based health care, treatment, and employment services.

**Temporary Rental and Utility Assistance (TRUA)** programs offer resources to Denver residents who are facing financial hardship to help prevent eviction.
Appendix B. Additional Financial Information

This appendix provides additional information on funding sources available to the Department of Housing Stability (HOST) and funding streams outside of HOST that support housing and homelessness.

Description of Revenue Sources for HOST

City General Fund: The City’s General Fund is the largest of the City’s operating funds. It includes all resources not restricted legally to a specific use. The major source of revenue for the General Fund is sales and use tax, which accounts for approximately 55% of the fund revenue. The General Fund is allocated to City agencies on an annual basis through the budget process. HOST is one of about 35 agencies receive funding from the General Fund. About 13% of HOST’s 2022 Projected Budget is expected to come from the General Fund.

Affordable Housing Fund: The Affordable Housing Fund (AHF) is one of HOST’s Special Revenue Funds, which is restricted to specific uses and allocated annually. Created in 2016 and doubled in 2018, the Affordable Housing Fund is resourced through property tax, a per square foot fee on new development called a “linkage fee,” sales tax on recreational marijuana, and the General Fund. It is administered by HOST and provides approximately $30 million annually to help address Denver’s affordable housing needs. Specific uses of the Affordable Housing Fund are articulated in the Denver Revised Municipal Code and include the production and preservation of rental, homeownership and supportive housing as well as programmatic supports such as homebuyer assistance and other services. The AHF comprises about 13% of HOST’s 2022 Projected Budget.

Homelessness Resolution Fund: The Homelessness Resolution Fund (HRF) is HOST’s second major Special Revenue Fund and is also allocated annually. Passed by voters in 2020, the Homelessness Resolution Fund is funded by a 0.25% sales tax to support residents experiencing and exiting homelessness. The fund is expected to generate approximately $40 million annually, though actual sales tax collection depends on economic factors. As outlined in the Denver Revised Municipal Code, eligible uses of the Homelessness Resolution Fund include capital, operations and as well as programmatic support for housing, shelter and other services for persons experience or exiting homelessness. The HRF provides about 15% of HOST’s 2022 Projected Budget.

Federal grants and other sources: A portion of HOST’s budget comes from ongoing federal grants and other funding sources. Federal grants are primarily from the U.S. Department of Housing and Urban Development (HUD) and are allocated annually to Denver based on the HUD budget. Federal funds make up about 7% of HOST’s 2022 Projected Budget. Revenue sources in the Other Funds category include one-time donations and smaller funding sources that are replenished when loans are paid back. Together, these sources make up about 5% of HOST’s 2022 Projected Budget.

Complementary Funding Streams Outside of HOST

While HOST manages a large amount of revenue, many other funders support housing development and programs to bolster housing stability and resolve homelessness. To ensure that these efforts maximize the use of available resources, HOST works with a range of supportive partners. To achieve the goals articulated in this plan, it will be critical for these partnerships to continue and align efforts.

City Partners: HOST coordinates with its partner city agencies in the use of these resources. It works with Denver Economic Development and Opportunity (DEDO) on the use of Community Development Block Grants (CDBG) and HUD grant monitoring and reporting, Denver Human Services (DHS) on supports for families experiencing homelessness and property tax rebate approaches, and the Department of Finance (DOF) on the Social Impact Bond project.
**Statewide Partners:** HOST also works closely with the Colorado Division of Housing (CDOH) within the Department of Local Affairs (DOLA) and the Colorado Housing Finance Agency (CHFA). CDOH supports affordable housing development through the allocation of rental assistance vouchers and gap financing, and funds housing stability and homelessness resolution programming. CHFA awards low-income housing tax credits and Private Activity Bonds that are a critical component of an affordable development’s capital stack.

**Supportive Partners:** HOST partners with Denver Housing Authority (DHA) and the development community to create new affordable housing. HOST works with DHA to create innovative solutions for land acquisition to support a strong pipeline of affordable and supportive housing units, including the DHA Delivers for Denver (D3) bond initiative. HOST also works with developers to provide gap financing after the developer has already raised other funds for the majority of their project costs.

**Philanthropic Partners:** Private funders, foundations, and businesses are also investing in interventions that support HOST’s work. A collection of private funders came together in April 2019 to partner with the City and HOST to expand services available in Denver’s shelters and bridge housing opportunities to provide more safe, stable places for people to stay while connecting to permanent housing. This also included capital investments in safety and accessibility improvements. In addition, the Caring for Denver Foundation provides an important new resource for mental health and substance misuse services.

**Federal Emergency Management Agency (FEMA):** To support its response to the pandemic, the City has been able to submit emergency response expenses for reimbursement from Federal Emergency Management Agency (FEMA). In the first year of the emergency, the City spent roughly $56.3 million on sheltering support for residents experiencing homelessness and that may be reimbursed by FEMA. These funds helped Denver expand 24/7 sheltering and launch new non-congregate shelter models of service. However, these funds are time and use limited and cannot be fully replaced by HOST’s ongoing revenue sources.